

Leading Asia



SUSTAINABILITY REPORT 2020



Together with you

Over
4,400 SMEs
digitised through
Sama-Sama Lokal

Over
RM20 million
donated to support
COVID-19-related initiatives

RM23 billion
of consumer loans remain
under relief measures
across the Group



About This Report

This Report covers the sustainability strategy, principles, initiatives and performance of Maybank for the financial year 2020 and focuses on the issues that we have determined to be of greatest importance through a comprehensive materiality assessment. Through this Report, we give updates on how we track and measure progress of Maybank's 20/20 Sustainability Plan in key areas across our business units and operations.

This Report, which is supplemented by our Sustainability Statement in the Maybank Annual Report 2020, should be read in conjunction with the Statement to give a more in-depth view of our sustainable strategy and how it complements Maybank's operations. Further updates on progress are also available on www.maybank.com and on the Maybank Foundation website www.maybankfoundation.com.

Independent Assurance

The contents of this Report were reviewed by SIRIM QAS International Sdn. Bhd. (SIRIM QAS International), which also validated the accuracy and reliability of all statements. SIRIM QAS International's assurance standard includes evaluation of Maybank's sustainability reporting practices and performance while all underlying assumptions and processes supporting the Group's sustainability framework were reviewed. SIRIM QAS International's independent assurance statement also provides the summary of the audit report findings.

Our Reporting Approach

This Report has been prepared in accordance with the GRI Standards: Core option. We also follow Amendments to Bursa Malaysia Securities Berhad Main Market Listing Requirements relating to Sustainability Statement in Annual Reports and, where possible, we have referenced material issues regarding Environmental, Social and Governance (ESG) aspects. This Report is aligned with global sustainability agendas and includes a comprehensive overview of the contributions we make to the United Nations Sustainable Development Goals (UN SDGs). It also provides disclosure against the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), as recommended by Bursa Malaysia from 2018 onward. Additionally, this report discloses on matters related to Financial Capital, Social & Relationship Capital, Human Capital, Intellectual Capital and Manufactured Capital.

Scope

The Report covers Maybank, principal subsidiaries and regional offices. It does not include outsourced activities or joint ventures, unless otherwise stated. We have attempted to report on all issues that are material to Maybank. The Sustainability Report contains qualitative and quantitative results for all indicators presented, unless otherwise specified and should be read together with the Maybank Annual Report 2020.

For the GRI Content Index Service, GRI Services reviewed that the GRI content index is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report.

Reporting Period

This report covers the period from 1 January 2020 to 31 December 2020 (Financial Year 2020) unless otherwise stated. Significant restatements of data compared to previous years are noted in the respective sections.

Feedback

We welcome your comments, thoughts and remarks. Please direct them to the Maybank head office:


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Integrated Reporting <IR>

Maybank is committed to the disclosure of information in line with global best practices for reporting. For the second year, our Annual Report has been presented in accordance with the International Integrated Reporting <IR> Framework issued by the International Integrated Reporting Council.

In line with the principles of integrated reporting, the Maybank Annual Report 2020 describes the financial and non-financial value created by Maybank using the following capitals:

-  Financial Capital
-  Human Capital
-  Intellectual Capital
-  Social & Relationship Capital
-  Manufactured Capital

 For more information on our Integrated Reporting Framework, refer to our Annual Report 2020 pages 20 to 22.

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Who We Are & What We Do

Established in 1960, Maybank is the largest financial services group in Malaysia with an established presence in the ASEAN region.

OUR VALUES...

- T**eamwork
- I**ntegrity
- G**rowth
- E**xcellence & Efficiency
- R**elationship Building

Our TIGER Core Values are the guiding principles for all Maybankers to serve our mission of Humanising Financial Services.

fulfil

OUR MISSION

Humanising Financial Services

We fulfil our customers' ambitions by building trusted relationships that last for generations through thick and thin. We believe in treating all our stakeholders fairly and in simplifying financial solutions.

guides

OUR ASPIRATION

Advancing Asia's Ambitions With You

As we grow together with our customers, the Maybank brand has reached all 10 ASEAN countries, Greater China and other key global financial markets. Our aspiration is to be the top ASEAN bank, fulfilling our customers' ambitions in the region and linking them to Asia and beyond.

WITH OUR UNIQUE DIFFERENTIATORS...

We serve our communities in ways that are simple, fair and human,

embodying our mission.



Over **42,000** Maybankers

who serve the mission, empowered by our

TIGER Core Values.



Our strong retail community franchise

spanning across ASEAN.



AND OUR STRUCTURE...

In serving our mission, we provide an array of financial products and services through three key business pillars, supported by shared corporate functions across our global network of **18 countries**.

Business Pillars

Group Community Financial Services

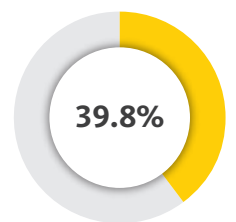
For:

Individuals, retail SMEs and mid-sized corporates.

Offers:

Retail banking services such as wealth management, mortgage, auto financing, credit cards, short-term credit and long-term business loans.

Share of Group's FY2020 PBT



Group Global Banking

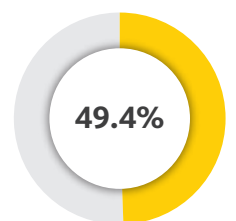
For:

Large corporates and institutions.

Offers:

Wholesale banking services such as transactional banking, investment banking, corporate banking, global markets and treasury, and asset management.

Share of Group's FY2020 PBT



Group Insurance & Takaful

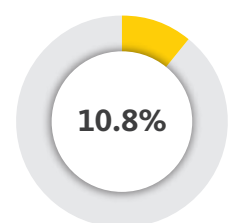
For:

Individuals and corporates.

Offers:

Conventional and Islamic insurance (Takaful) solutions including long-term savings and investment products.

Share of Group's FY2020 PBT



Islamic Finance leverage model is utilised to distribute Islamic products across the Group.

Group Corporate Functions

Finance | Strategy | Technology | Operations | Compliance | Risk | Human Capital | Internal Audit | Corporate Secretarial | Legal

For more details about our business pillars and Islamic franchise, refer to pages 51, 53, 55 and 57 of the Maybank Annual Report 2020.

We provide a full suite of conventional and Shariah-compliant products and services in commercial banking, investment banking and insurance, to close to 15 million retail, non-retail and corporate customers.

HELP DELIVER VALUE ACROSS ASEAN...

Staying true to our purpose of Humanising Financial Services, we took the lead in supporting our stakeholders navigate this extraordinary year overshadowed by the global pandemic. In our commitment to stand by them through good times and tough times, we pioneered initiatives to help them survive, thrive and rise above the challenges.

RM7.6 billion

new retail SME financing disbursed across the region in FY2020.

RM23 billion

of the Group's retail loans remain under relief measures as at year-end, from the initial RM179.7 billion moratorium and relief measures extended throughout 2020.

Over 4,400

SMEs digitised through Sama-Sama Lokal at no cost to them.

Over RM20 million

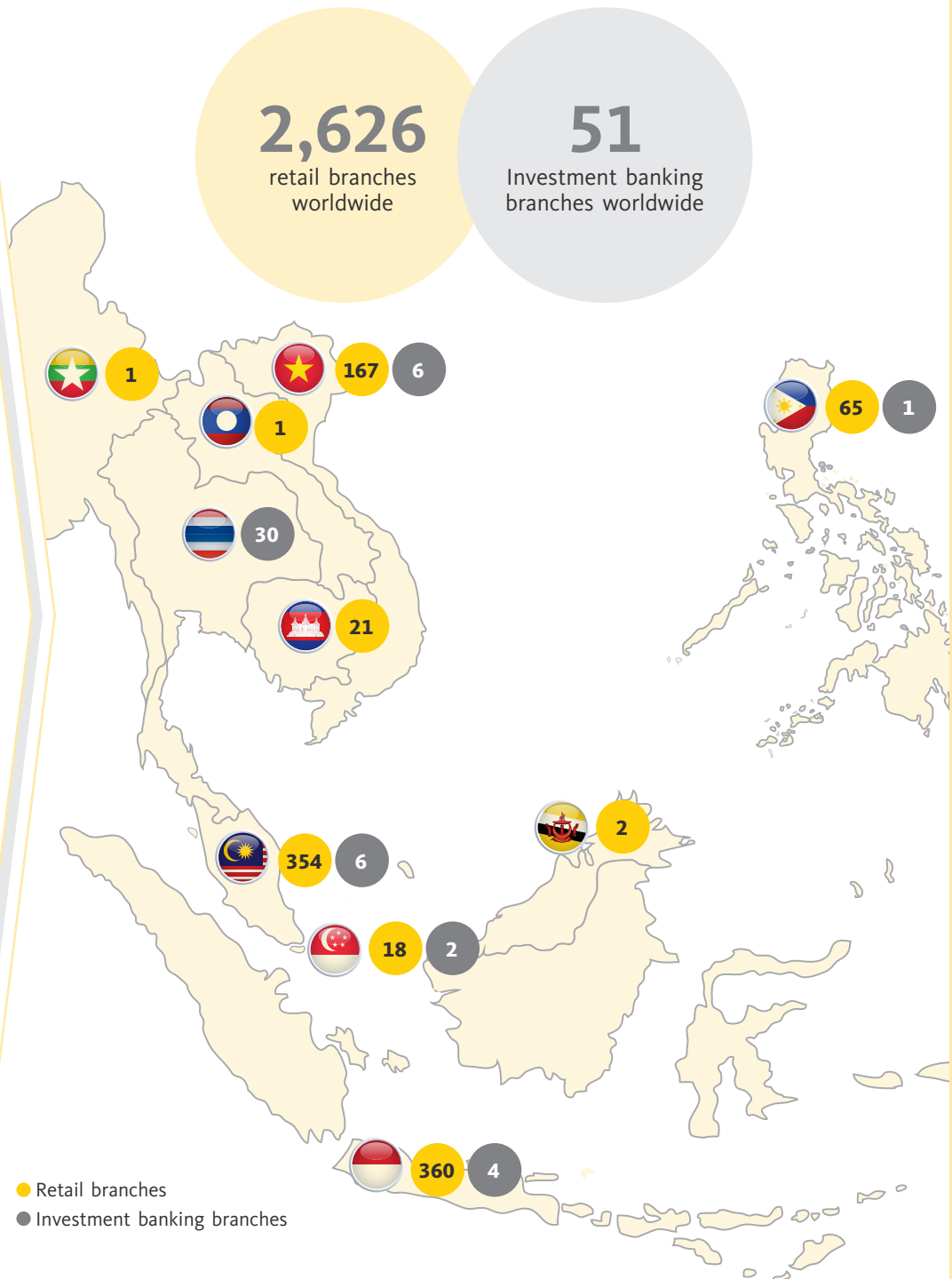
donated to MERCY Malaysia's and Ministry of Health's COVID-19 initiatives.

Over RM3 million

raised from crowdfunding to assist vulnerable communities and support COVID-19 initiatives.

AND BEYOND.

We are in 18* countries including all 10 ASEAN countries, with Malaysia, Singapore and Indonesia being our home markets. We are also present in international financial centres such as London, New York, Hong Kong and Dubai.



* The non-ASEAN countries are Greater China, India, Pakistan, Saudi Arabia, UAE, UK, USA and Uzbekistan.

For more details about our global network, refer to Strategic Business Units on page 4, and www.maybank.com/en/worldwide/all-countries.page?

Strategic Business Units

Malayan Banking Berhad is the holding company and listed entity for Maybank Group. Our key subsidiaries and international operations are as follows:

ISLAMIC BANKING

Maybank Group Islamic Banking (MGIB) is the largest Islamic banking group by assets in ASEAN. This position is supported by our Islamic-first approach where Shariah-compliant products and services are standard offerings. MGIB operates by leveraging the Group's system, IT infrastructure and distribution network of 354 Maybank touchpoints in Malaysia, and has a presence in Indonesia, Singapore, Hong Kong, the United Kingdom (UK) and the United Arab Emirates (UAE).

INSURANCE & TAKAFUL

Etiqa is a leading insurance and Takaful business in ASEAN, offering a full range of Life and General insurance policies as well as Family and General Takaful plans via more than 10,000 agents, 46 branches and 17 offices. It also has a bancassurance network comprising over 490 branches, cooperatives, brokers and online platforms across Malaysia, Singapore, Indonesia, the Philippines and Cambodia.

INVESTMENT BANKING

Maybank Kim Eng Group (MKE), comprising Maybank Investment Bank Berhad and Maybank Kim Eng Holdings Limited, operates in Malaysia, Singapore, Thailand, the Philippines, Indonesia, Vietnam, Hong Kong, India, the UK and the United States of America via 51 investment banking branches and 107 other touchpoints. MKE offers a complete range of investment banking products and solutions to various retail, mid-market, corporate and institutional segments, supported by on-ground, ASEAN-wide company, sector, country and macro research.

ASSET MANAGEMENT

Maybank Asset Management Group Berhad (MAMG) operates in Malaysia, Singapore and Indonesia, offering conventional, Islamic and alternative investment solutions for corporate, institutional and mass retail investors as well as high net worth (HNW) individuals.

INTERNATIONAL OPERATIONS

MAYBANK SINGAPORE

Maybank Singapore Limited (MSL), our Singapore-incorporated subsidiary, is recognised as a domestic systemically important bank (D-SIB) with Qualifying Full Bank (QFB) privileges. MSL operates the retail and commercial businesses in 28 service locations and has access to over 200 ATMs across the country as part of atm⁵, Singapore's only shared ATM network among six participating QFBs. Meanwhile, Maybank's Singapore Branch operates the corporate and institutional businesses in nine branch locations. Maybank Singapore contributed 6.7% and 24.1% to the Group's profit before tax and gross loans* respectively in FY2020.

MAYBANK INDONESIA (PT BANK MAYBANK INDONESIA TBK)

Maybank Indonesia is one of the largest commercial banks in Indonesia by assets and is listed on the Indonesia Stock Exchange (Ticker: BNII). It offers retail, non-retail and global banking products and services through its network of 360 branches (which includes 16 Shariah branches and one overseas branch in Mumbai) as well as 1,428 ATMs including Cash Deposit Machines. Maybank Indonesia contributed 7.7% and 5.9% to the Group's profit before tax and gross loans* respectively in FY2020.

MAYBANK GREATER CHINA

Established in Hong Kong in 1962, Maybank Greater China has since expanded to include branches in Shanghai, Beijing, Kunming and Shenzhen where it provides wholesale banking services primarily to inbound/outbound ASEAN corporate clients, Chinese/Hong Kong corporates with regional operations/projects as well as financial institutions. Maybank Hong Kong also serves Private Wealth customers.

MAYBANK PHILIPPINES INCORPORATED (MPI)

MPI is a full-fledged commercial bank established in 1997 serving retail and corporate clients through its 65 branches across the Philippines.

MAYBANK CAMBODIA PLC (MCP)

MCP was established in 1993 and locally incorporated in 2012. With 21 branches across Cambodia, it provides a full range of banking services for emerging affluent and affluent consumers, retail SMEs and corporate clients.

MAYBANK VIETNAM

Maybank Vietnam was established in 1995 with two branches – in Ho Chi Minh and Hanoi – that provide wholesale banking services to regional corporate clients.

MAYBANK MYANMAR

Maybank Myanmar, established in 2015, is the first Malaysian bank to be granted a foreign banking license by the Central Bank of Myanmar. It offers wholesale banking services primarily to ASEAN corporates.

MAYBANK LAOS

Maybank Laos was established in 2012 with one branch in Vientiane that provides commercial banking services to retail SMEs, mid-tier local and ASEAN corporate clients.

MAYBANK BRUNEI

Maybank Brunei was established in 1960 and has two branches located in Bandar Seri Begawan and Seria offering a wide range of retail and commercial banking services.


MAYBANK NEW YORK

Established in 1984, Maybank New York offers wholesale banking services focusing on corporate lending, loan syndications and bilateral arrangements, treasury and capital markets as well as trade finance services to corporate clients.

MAYBANK LONDON

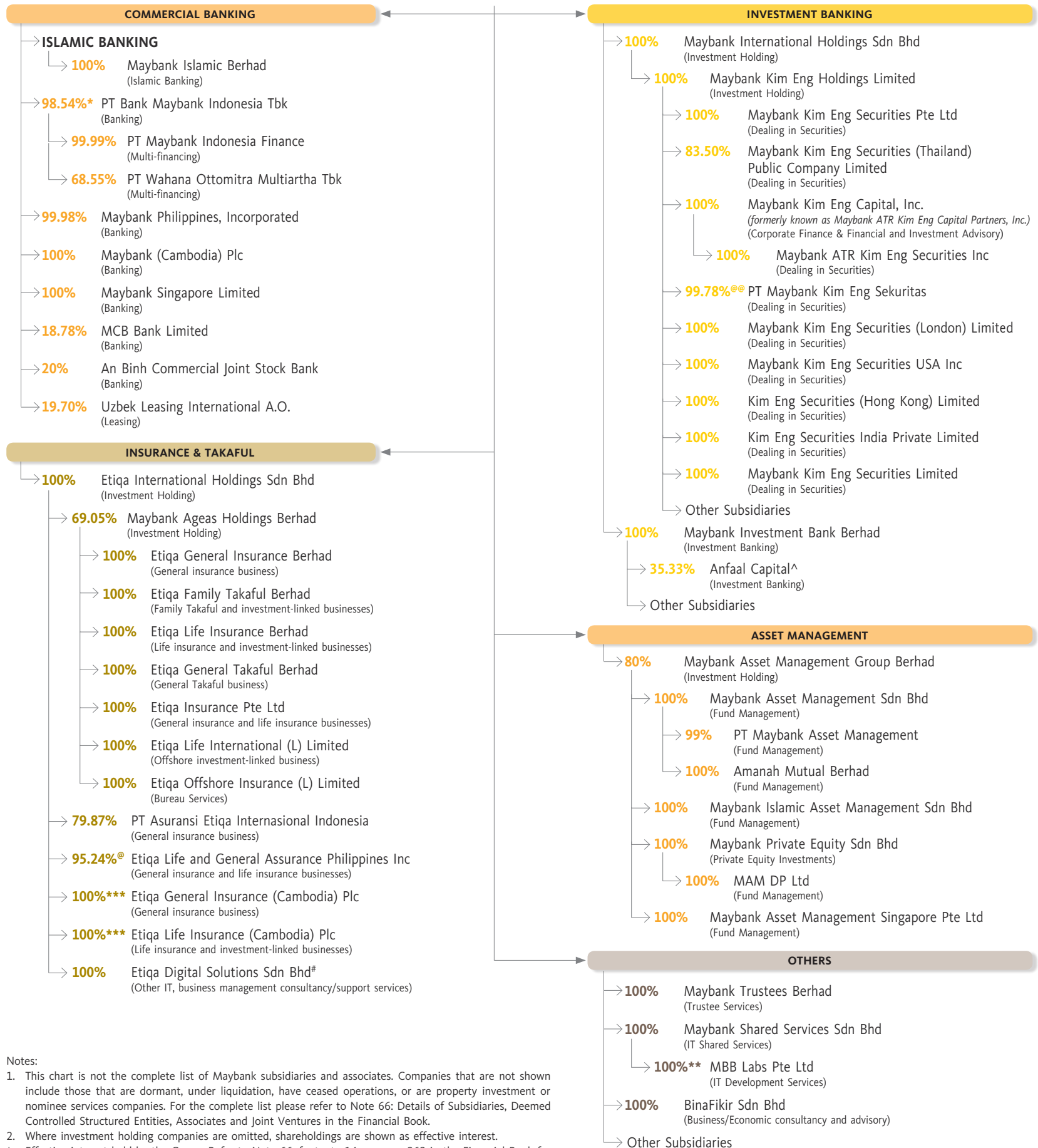
Established in 1962, Maybank London offers wholesale banking services primarily to our regional ASEAN corporate clients and financial institutions. It also provides Shariah-compliant products to both corporate and HNW retail clients.

* Profit before tax and gross loans contribution to the Group is on a country view and includes banking, investment banking, insurance & Takaful and asset management operations. Gross loans disclosed is net of unwinding interest and effective interest rate.

 For more details about our Strategic Business Units, refer to <https://www.maybank.com/en/worldwide/all-countries.page?>

Group Corporate Structure

as at 31 December 2020



Notes:

- This chart is not the complete list of Maybank subsidiaries and associates. Companies that are not shown include those that are dormant, under liquidation, have ceased operations, or are property investment or nominee services companies. For the complete list please refer to Note 66: Details of Subsidiaries, Deemed Controlled Structured Entities, Associates and Joint Ventures in the Financial Book.
- Where investment holding companies are omitted, shareholdings are shown as effective interest.

* Effective interest held by the Group. Refer to Note 66, footnote 14, on page 262 in the Financial Book for the details.

** 0.01% is held by Dourado Tora Holdings Sdn Bhd.

*** 99.998% is held by Etiqa International Holdings Sdn Bhd.

[^] Joint Venture.

[#] New subsidiary incorporated in Malaysia. Refer to Note 18(i), page 93 in the Financial Book for the details.

[@] Effective interest held by the Group. 54.66% is held by Etiqa International Holdings Sdn Bhd and 40.58% is held by Maybank Kim Eng Capital, Inc.

^{@@} Effective interest held by the Group. 85% is held by Maybank Kim Eng Holdings Limited and 15% is held by PT Maybank Indonesia Finance (14.78% effective interest held by the Group).

Key Awards and Recognition

As one of ASEAN’s leading banking and financial services groups, our sustainability leadership has been acknowledged both regionally and internationally by ratings and awards bodies and by respected global sustainability indices.

HIGHLIGHTS



For the eighth consecutive year, the Group continued to be included in indices that measure the performance of companies that demonstrate strong Environmental, Social and Governance (ESG) practices. Maybank’s inclusion in these indices is a recognition of our good corporate responsibility practices

- FTSE4Good Bursa Malaysia Index
- FTSE4Good ASEAN 5 Index
- FTSE4Good Emerging Indexes
- FTSE All-World Green Revenues Index
- FTSE Asia Pacific Green Revenues Index
- FTSE Emerging ESG Index
- FTSE Emerging Green Revenues Index



In 2020, Maybank received a rating of “AA” (on a scale of CCC-AAA) in the MSCI ESG Ratings assessment. This marks an enhancement from from our 2012-2019 score, where we received an ‘A’ rating.



FY2020 marked the fourth consecutive year in which Maybank has been listed on the Bloomberg Gender Equality Index.

Ranking Performance:

Year	2016	2017	2018	2019	2020
FTSE4Good Bursa Malaysia Index	Included	Included	Included	Included	Included
MSCI ESG Ratings	A	A	A	A	AA
Bloomberg Gender Equality Index	–	Included	Included	Included	Included
CDP (formerly the Carbon Disclosure Project)	C	C	D	D	D

Sustainability Awards

- Awarded Malaysia’s Best Bank for CSR by Asiamoney in 2020.
- Awarded the following honours for the MSWG-ASEAN Corporate Governance Awards 2019 by Minority Shareholders Watch Group:
 - Ranked first in the top 100 companies and awarded the Excellence Award for Overall CG & Performance,
 - Ranked first in the top 100 companies and awarded the Excellence Award for CG Disclosure,
 - Ranked first for Financial Services in the Industry Excellence Awards.

Key Message From Our Chairman

TAN SRI DATO' SRI ZAMZAMZAIRANI MOHD ISA



Through our endeavours over the past 60 years, we have built long-lasting and trusted relationships with communities across ASEAN.

In 2020, I was honoured to step into the role of Maybank chairman following the retirement of Datuk Mohaiyani Shamsudin. Taking up this position during a period of continued uncertainty arising from the COVID-19 pandemic, I have witnessed the resilience and humanity that Maybankers have demonstrated during these times. I feel truly privileged to be at the forefront of guiding such a strong and dedicated team which has been striving to make a difference in the lives of our customers and communities.

For Maybank, this year has clearly illustrated that sustainability must remain front and centre in terms of strategic perspective – both for contributing to nation building and for supporting the long-term well-being of families and individuals. COVID-19 has amplified many pertinent issues connected to aspects of sustainability, such as the need for strong corporate governance, financial inclusion, and responsible human capital and value chain practices. In times such as these, it is sustainability that can provide a firm foundation for clear decision-making. With sustainability presenting multivariate and cross-cutting themes, including climate risk, responsible economic growth, strong governance and progressive employee practices, our focus is on ensuring that we are acting in concert across the Group to respond effectively to stakeholder and community needs.

RESPONDING WITH RESILIENCE

Human values such as empathy and compassion are instrumental in shaping our organisation, and our purpose of Humanising Financial Services is really about putting people and communities right at the heart of everything we do. In 2020, Maybank embodied this through our actions and emphasis on human values as we served communities throughout the COVID-19 pandemic by continuing to do our best every day, to ensure business continuity and sustainability for all. These values remain as relevant today as they have been for the past 60 years of our operations – being fundamental to strengthening our resilience in trying times, addressing customers based on their needs, supporting our business partners, identifying opportunities from setbacks and more.

Through our endeavours over the past six decades, we have built long-lasting and trusted relationships with communities across ASEAN. Recognising the loyalty and support that these communities have offered to Maybank, we in turn endeavour to ensure they develop and thrive. In recognising and responding to the impacts of COVID-19 in 2020, efforts to care for the communities in which we operate were more important than ever. We once again reinvested approximately 1% of our net profit into community initiatives carried out by the Maybank Foundation and in additional COVID-19 related aid - a level we have honoured since 2013. These funds have supported programmes across the social spectrum including areas such as education, community empowerment, disaster relief, the environment, health and well-being as well as arts and culture.

WORKING WITH STAKEHOLDERS

There has been talk over the past year of the need to 'build back' economies in a way that embeds sustainability into business practices. We see COVID-19 accelerating the sustainable agenda which was gaining momentum before the pandemic. Beyond the social aspects that have been cast in sharp relief, environmental and governance concerns are also coming into focus. We balance these concerns through our comprehensive risk management approach, which not only manages risks to our business, but also identifies opportunities, for us and for our stakeholders.

We are working closely with our business and clients, taking a proactive stance that moves beyond risk management to also focus on connecting stakeholders and creating knowledge. Whether through capacity-building efforts with our clients, participation in

multi-stakeholder initiatives, or financing lower-carbon solutions for energy and green technology, we take seriously our responsibility to marshal today's capital for tomorrow's infrastructure. We recognise that it is through these partnerships that we will achieve our mutual sustainability objectives.

OUR WAY FORWARD

This is an exciting time for Maybank with the launch of the M25 Plan, a roadmap setting out Maybank's strategic objectives for the next five years. The Plan sets out in detail how we will accelerate our growth trajectory and develop our regional presence into an even stronger franchise. Sustainability has rightly been given a prominent role within the Plan, sitting as one of our three strategic priorities, complimented by an ESG framework that is fundamental to our future.

As we position ourselves to build on our successes for the future, we will continue to lead with conviction and integrity, committing the necessary resources, together with the right policies and governance in place so that we can truly make a difference where it matters. Building upon the progress we have already made towards embedding sustainability as part of our culture, we will continue to enshrine this focus at the very heart of Maybank to create positive impacts for generations to come.

Ultimately, we must remember that we exist because we matter to the lives of the people around us. It is our responsibility to ensure that we remain relevant, and significant in preserving and sustaining all our stakeholders, including the planet that sustains us. Anything less than that would be irresponsible, and would run contrary to our purpose to Humanise Financial Services for all those around us.

Key Message From Group President and CEO

DATUK ABDUL FARID ALIAS



“

The year 2020 has indeed been a defining one for all of us. Buffeted by the COVID-19 pandemic, there was widespread disruption across the globe – which affected all segments of society and changed our way of life in almost an instant. ”

At Maybank, our focus throughout the year has been to support our customers, employees, communities and the broader economy while continuing to deliver financial services which create sustainable value. With this Sustainability Report, we are pleased to present an overview of how we have done so, highlighting not only our key achievements for the year, but the strength of our commitment to sustainability driven by our purpose of humanising financial services, which is the foundation upon which all our actions are built.

SUPPORT IN TIMES OF TURBULENCE

Financial institutions are an important support for economic recovery, offering funding and assistance where it is needed most, especially in complex times. The pandemic showed that caring for stakeholders remains fundamentally important to our collective survival. For Maybank, a trusted partner of millions across ASEAN, we have always been committed to reciprocating our stakeholders' loyalty and support which has driven our success – whether it be by promoting their growth and development, offering sustainable financial services or investing meaningfully into developing these communities.

At the same time, we have responded across our value chain to help stakeholders through this crisis – be it adapting over 80% of our workforce to working from home during the height of movement restrictions, contributing more than RM20 million in donations to COVID-19-related community initiatives or creating an online platform to assist small traders and hawkers to sustain their businesses. Our COVID-19 response is detailed in full throughout this report, providing a holistic overview of adaptations made across the Maybank Group.

DELIVERING SUSTAINABLE SERVICES

The COVID-19 outbreak has illustrated the profound importance of building and supporting sustainable financial services; something Maybank has long recognised with our historic reputation of delivering services which are responsive to customers' needs. In 2020 these needs were particularly significant, and our response was accordingly substantial, with the bank providing financing moratorium and repayment assistance worth RM179.7 billion to help Malaysian consumers find their feet amidst this ongoing crisis. Beyond the COVID-19 crisis, we remain focused on offering financial services that our customers value and need, such as through digitalisation and creating products that fit their lifestyles. In line with this, we launched the stand-alone MAE by Maybank2u app, which has, as of year-end, recorded over 770,000 application installations, reflecting strong alignment with customers' needs.

We have also continued to prioritise access to finance for SMEs by simplifying the financing application process for them, particularly during the pandemic period. We launched the Maybank SME Digital Financing, where application to disbursement of loans can be done online within 10 minutes. Nor did we forget homebuyers who needed a helping hand – we extended support to them through our MaxiHome Ezy which offers an easier path to home ownership through lower monthly commitments for the first five years. For small businesses, we continued to assist them through microfinance loans amounting to nearly RM50 million disbursed throughout the year.

THE ENVIRONMENT AS A STAKEHOLDER

To solve the global climate crisis, financial institutions must take responsibility in designing and delivering products and services that can drive real solutions. New financial tools, investment capital and industry knowledge are all strategic endeavours that aspire to help organisations which are increasingly prioritising long-term value creation over short-term gains.

For Maybank, our ability to direct capital strategically and open up opportunities supporting sustainable development is a key driver influencing ESG-compliant outcomes. We continue to manage the environmental and social risks associated with our lending and financing activities through our ESG Policy, and in 2020 further enhanced our lending criteria for the Palm Oil sector. Recognising the need to connect the dots between industries, sustainability experts and interested parties, we are also working closely with our financing clients to enhance their ESG capabilities. Further to these capacity-building and responsible lending practices, we offer sustainable financing activities focused on lower-carbon solutions for energy and green technology, approving loans worth RM3.45 billion for renewable energy projects in 2020.

“ As we move forward into 2021 and beyond, Maybank will continue to prove ourselves to be trustworthy and responsible stewards of financial services by holding fast to our core values which have brought us where we are today.



THE MAYBANK COMMUNITY

Comprising our 42,000-strong workforce and the countless individuals whose lives are impacted by our business, the Maybank community is always at the heart of what we do. Despite the challenges of the pandemic, we continued to encourage our employees to develop themselves through upgrading their skill sets, taking on stretch assignments as well as expanded responsibilities crucial for them to remain effective and relevant. To ensure that our employees make the best of the time spent in training and development, we deployed flexible and customisable best-in-class programmes for all levels. We recorded over 320,000 virtual learning engagements through our virtual #LearningNeverStops programme in 2020. We continue to encourage women and empower them in the workplace, and our commitment to this has once again been recognised globally, with 2020 marking our fourth consecutive year of inclusion in the Bloomberg Gender Equality Index.

As one of the largest financial institutions in ASEAN, we strive to have a sustainable and positive impact for the communities in which we operate. To ensure the continuation of our flagship programmes where possible and being mindful of measures to curb COVID-19 infections, we shifted to virtual engagements from face-to-face meetings, always ensuring that we did not negatively affect our deliverables or level of service. The Group also launched new programmes and initiatives, including targeted assistance to needy communities, to help those most affected by the pandemic.

As we move forward into 2021 and beyond, Maybank will continue to prove ourselves to be trustworthy and responsible stewards of financial services by holding fast to our core values which have brought us where we are today. By being conscious that our actions must be directed by the needs of our stakeholders, we will continue to meet the needs of people whose lives we can impact and in so doing, realise our purpose of Humanising Financial Services.



Relocated over **80% of our workforce** to work from home



Contributed **over RM20 million to COVID-19-related** community initiatives



Provided **RM179.7 billion** of financing moratorium and repayment assistance



Approved the Group's **No Deforestation, No Peat and No Exploitation** stance



Financed **RM3.45 billion** worth of **renewable energy projects** in 2020



Over **320,000 virtual learning** engagements through #LearningNeverStops

Key Message From Group President and CEO

GRI 103-1, 103-2, 103-3

OUR SUSTAINABILITY STRATEGY

Over the past five years, we have delivered powerful, impact-based programmes and initiatives across the markets that we operate in through the 20/20 Sustainability Plan initiated in 2015. The Plan, which is guided by 10 Commitments, focused on creating long-term value across three pillars: Community and Citizenship, Our People and Access to Products and Services. Through these 10 Commitments, we have expanded our community impact, accelerated digital services, supported employees' development and much more, while helping to strengthen the integration of sustainability into our organisation to create a foundation for even greater future impact.

MAYBANK 20/20 SUSTAINABILITY PLAN



With 2020 marking the end of the 20/20 Sustainability Plan, Maybank is now embarking on the future of our sustainability journey with clear roadmaps, targets and key performance indicators. Stakeholder engagement is important to developing this sustainability strategy as we seek to have positive outcomes for our business, society and the environment. We have engaged with key internal and external stakeholders through detailed and in-depth conversations covering a range of material issues, including focusing on our current strategy, processes as well as risks and opportunities. Through these engagements, we gained even greater clarity on how to continue providing sustainability-focused products and services that put our communities at the centre of our decision-making.

GRI 103-1, 103-2, 103-3

MOVING FORWARD

Sustainability is one of the three strategic priorities of the Maybank Group under its M25 Plan. It is integral to the identity of the organisation going forward. Three pillars will guide our approach to driving sustainability and deepen our efforts to Humanising Financial Services. These pillars will have long-term targets that will cement Maybank’s commitment to delivering sustainable solutions for the communities in which we operate.

Deepen Humanising Financial Services in the communities in which we operate

By putting people at the centre of all that we do and by acting consistently in accordance with our values, we will continue to build a sustainable future for generations to come.



Responsible Transition

- Supporting the Transition to a Low-Carbon Economy
- Developing Sustainability Focused Products & Services
- Systemic Risk Management
- ESG integration in Financial Analysis
- Engaging our People in Sustainability
- Business Ethics



Enabling our Communities with a Vision for the Future

- Empowering Communities
- Financial Inclusion
- Climate Resilience
- Transparency and Trust
- Diversity, Equity and Inclusion



Our House is in Order & We Walk the Talk

- Governance and Compliance
- Privacy
- Our Supply Chain
- Our Environmental Impact

“Responsible Transition”, the first pillar, centres on supporting a gradual and progressive transition to a more sustainable outcome by delivering financial services within a phased ESG risk management framework that will guide us towards our long term ESG goals. “Enabling our Communities with a Vision of the Future”, the second pillar, focuses on areas such as financial inclusion, community empowerment and inclusive operations that creates a just, inclusive and climate-resilient society. “Our House is in Order & We Walk the Talk”, the third pillar, is about upholding best practices within our organisation, including strengthening governance, workforce strategy and the management of environmental and social impacts across the value chain.

In the years ahead, Maybank’s efforts to instil sustainability into our business will continue to be guided by our mission of Humanising Financial Services as well as the needs of those we serve. Our new Chief Sustainability Officer, who has been appointed effective March 2021 to further accelerate the Group’s sustainability agenda, will lead in the efforts to integrate sustainability into the core of everything we do, and focus on working towards our targets, establishing effective monitoring systems and developing a strategy for transparent reporting on the progress of our sustainability journey.

As we continue to deepen our engagements and investments into building a more sustainable future, we are optimistic that together we can create lasting change and build a better future for all.

Thoughts on Sustainability from the Group Sustainability Council Chairman

DATO' MOHAMED RAFIQUE MERICAN MOHD WAHIDUDDIN MERICAN



To be a force for good, we must broaden our own sustainability knowledge through working with a multitude of partners. To work with clients to connect the sustainability dots by building understanding of risks and develop opportunities specific to their industry and circumstances.



One year since the formation of the Maybank Group Sustainability Council, Council Chairman Dato' Mohamed Rafique Merican Mohd Wahiduddin Merican reflects on the Council's progress and Maybank's sustainability journey.

Q With 2020 marking one year since the Group Sustainability Council's formation, what have been some of the key achievements to date?

We have undertaken a number of key initiatives in 2020, particularly in the domain of responsible financing practices. This includes enhancing our Risk Acceptance Criteria (RAC) for palm oil, and extending sustainability standards to the entire forestry and logging value chain through enhancing the RAC for this industry. The RAC's enhancement spanned logging to wholesale and trading activities through to forestry and timber products. We also marked a key milestone by taking a formal stance on NDPE across our financing activities for all relevant sectors.

To further promote and advance ESG integration within Maybank and the wider Malaysian financial system, in 2020 we began work with partners such as the World Wide Fund for Nature (WWF) Malaysia, while our ESG Industry Scrum teams conducted knowledge-sharing sessions on forestry, deforestation and sustainable forest management in partnership with the Forestry Department of Peninsular Malaysia for the teams from Group Risk and Business Sectors.

At the same time, we have been at the forefront in engaging and working with relevant internal and external stakeholders to understand deeper the material issues for the Group and our stakeholders, and subsequently using the insights to help in the development of Maybank's M25 Plan, in which sustainability has been identified as one of the three strategic priorities to drive our progress over the next 5 years.

Q As a regional leader, Maybank is in a unique position to drive change across ASEAN. How is the Group leveraging that position to accelerate its sustainability agenda?

To be a force for good, we have to look beyond our traditional mindset as bankers by broadening our own sustainability knowledge, working with a multitude of partners. We work with clients to connect the sustainability dots by constantly enhancing our understanding of risks and develop opportunities specific to their industry and circumstances. We are also working across the entire organisation in order to bring about a just and fair sustainability transition.

The core sustainability working team took a pledge to integrate sustainability in a humanising way – recognising that our actions must always resonate with our *raison d'être*. To activate sustainability meaningfully, we must work from the heart with a deep sense of purpose. Maybank ultimately wants to leverage our business and social reach to embed solutions that are sustainable. This multiplier effect is what we are aiming for.

Q It is increasingly recognised that the next few years will be critical for addressing global climate change. How is Maybank taking action?

Climate change is one of the top key sustainability topics in financial services, presenting both significant risks and emerging opportunities. Our climate risk management approach focuses on responsible financing and the impact to our customers from climate change. Our ESG Policy ensures we are managing the risks associated with financing activities that could be detrimental to the environment, while climate change forms part of the consideration of our credit and risk evaluation process, including through specific criteria for high-risk industries.

Beyond this, we are supportive of solutions that promote the transition to a low-carbon economy. With our commitment to marshal today's capital for tomorrow's infrastructure, we are increasingly focused on lower-carbon solutions for energy and green technology through offering sustainable financing activities that are in line with national interests and policy.

We also recognise the role that the financial services industry can play with respect to working with our stakeholders to address global climate change. Hence, while we address its risks and opportunities from a business standpoint, we are also actively engaging our employees, customers, and communities to better understand how climate change impacts them, and the steps that each of us can take to help mitigate it.

Ultimately, we acknowledge that this is a continuous journey and requires concerted effort by all parties – and the smallest of steps we take can collectively make a big difference for the world at large.

Q What do you think will be most critical to achieving success in Maybank's sustainability ambitions?

At Maybank, we believe that efforts to instil sustainability are most meaningful when they are conducted across the organisation. As a major financial institution in ASEAN operating across multiple geographies and cultural contexts, we know that our challenge is in ensuring that our sustainability efforts are driven in a cohesive manner and guided by a central view. With that in mind, we continue to embed consideration of sustainability into the discussions and decisions that occur at the highest level of our governance, including through the efforts of the Group Sustainability Council.

Q What does Maybank's new sustainability strategy mean for the Group's next steps?

Our M25 Plan includes a framework for Maybank's new sustainability strategy. It will play a key role in the Group's future plans. Under this Plan, sustainability is one of three strategic priorities and the M25 Group Framework will serve to instil ESG considerations as fundamental to our future. The Group Sustainability Council is looking forward to operationalising the sustainability pillar of the M25 Plan in the coming year, and ensuring that we are able to execute our initiatives effectively and realise the ambitions and targets that have been set.



The COVID-19 pandemic has been unrelenting in its impact on the health and economy of the world. As this report was being compiled in early 2021, many parts of the world faced a resurgence of infections and cases continued to climb. Maybank has, since early 2020, rolled out measures across our organisation to ensure the safety of our employees and customers, as well as support affected customers and communities while striving to maintain quality service, with minimal disruptions. These efforts are summarised below and detailed in full throughout this report.

Caring for Individuals and Households

- Provided financial relief and support to affected customers and clients through a six month moratorium on loan repayments, as well as restructuring and refinancing facilities. Repayment Assistance (RA) followed by Targeted Repayment Assistance were then extended to specific borrower groups most impacted by the pandemic, post-automatic moratorium.
- We accelerated the enhancement and deployment of fully digital financial products and services to enable our customers to undertake their daily banking needs remotely with minimal disruption.
- With physical branches, we undertook temporary closures or revised the operating hours when needed; and conducted regular disinfection/sanitisation exercises. We ensured compliance with SOPs by enforcing physical distancing measures at customer waiting areas as well as usage of protective equipment such as masks and acrylic barriers at the counters. We also developed EzyQ, an online appointment management system to manage queues.

Supporting Businesses

- Offered loan repayment moratoriums and repayment assistance to micro and small-to-medium enterprises (SMEs) to ensure they are able to sustain business operations.
- Launched Sama-Sama Lokal, an internally developed platform which allows small businesses to instantly create an online presence within Maybank2u at no cost.
- Provided rental waivers from April 2020 to March 2021 for food and beverage vendors at the Laman @ Menara Maybank foodcourt.

Empowering Our Workforce

- Even before COVID-19 was declared a pandemic, we established and implemented the Maybank Group Pandemic Preparation Framework and activated our Business Continuity Plan. To mitigate risks and flatten the COVID-19 infection curve, our actions have been guided by four key principles:
 - a remote-first mentality
 - reduction, if not elimination of transmission among employees
 - maintaining high standards of hygiene and safe practices in the workplace
 - ensuring preservation of life and safety of employees, their families, our customers and communities, as well as continuity of our operations
- Some of the key initiatives undertaken include:
 - A travel policy either restricting or banning employees from business or leisure travel.
 - Activation of split operations teams between offices, alternate sites and work from home.
 - Implementation of strict Standard Operating Procedures including physical distancing, usage of personal protection equipment, health monitoring, travel declarations and deferment of all events requiring physical attendance.
 - Accelerated implementation of flexible work policies and practices that enable mobile working, and rollout of necessary technology infrastructure.
 - Reconfigured branch operations with reduced banking hours and workforce strength while ensuring services are intact.
 - Established 24/7 Group Human Capital Staff Emergency Support team and issued regular advisories including an Employee Workplace Handbook.
 - Cash flow reprieve for affected employees via payment deferrals, and assistance for staff financing facilities.
 - Constant virtual learning and employee engagement initiatives to promote mental, physical, emotional and performance fitness. Counsellors were also made available to staff for emotional support.
 - Deployment of New Normal Workplace Enforcers to monitor and ensure strict compliance with all measures implemented by the Bank.

Uplifting Our Community

- Contributed financial aid to MERCY Malaysia and the Ministry of Health for the purchase of protective equipment, hospital equipment, test kits and other initiatives to alleviate the burdened healthcare system and frontliners. We also enabled the public to lend a helping hand through MaybankHeart, which raised over RM3 million for various COVID-19-related causes and other initiatives to assist vulnerable communities.
- Acted as the primary distribution bank for Sukuk Prihatin, a government initiative under the National Economic Recovery Plan (PENJANA).
- Channelled other financial assistance and donations to the underserved and impacted communities through our various programmes including zakat-funded initiatives.

For information on how we engaged with our investors and regulators in addressing COVID-19, refer to pages 18 and 19 of the Maybank Annual Report 2020.

Addressing What Matters

GRI 102-21, 102-40, 102-42, 102-43, 102-44

STAKEHOLDER ENGAGEMENT

Stakeholder engagement is important to Maybank because it provides the critical input that we need to ensure our sustainability plan, policies and programmes accurately reflect the interests of all those we serve and engage with. Stakeholders play an important role in helping us align our sustainability strategy and business activities with the broader interests of society, the environment and the economy. These engagements are undertaken through a variety of channels.

Investors

Engagement Channels:

- Conferences and non-deal roadshows
- Quarterly conference calls and analyst briefings on financial performance
- Thematic investor day briefings
- One-on-one and group investor meetings with GPCEO, GCFO and/or Head of Group Investor Relations
- Dissemination of information and disclosure of materials on our website at www.maybank.com/ir
- AGM and EGM
- Annual and Sustainability reports

Areas of Interest:

- Ensuring return on investment
- Embed sustainability considerations into business practices (such as responsible lending)
- Staying ahead of emerging competition in the banking industry, particularly financial technology companies
- Ensuring good business conduct

Our Response:

- Acting with Integrity, page 20
- Risk Management, page 21
- Good Business Conduct, page 23
- Reflections from Our Group CFO, Maybank Annual Report 2020, pages 39 to 43

Customers

Engagement Channels:

- Digital touchpoints (e.g. Maybank2u and Maybank Trade mobile apps, Maybank2u and Maybank2e websites and Etiqu online portals)
- Physical branches and self-service terminals
- Customer Service Centres
- Sales representatives: Relationship Managers, Personal Financial Advisors and Client Coverage Teams
- Maybank social media platforms
- Customer satisfaction surveys

Areas of Interest:

- Enhancing customer service levels and improving process efficiency as well as providing faster and more convenient banking options
- Meeting customers' expectations for personalised financial advice and financial solutions
- Ensuring protection from fraud and scams
- Data security
- Providing fair pricing and terms
- Shariah compliant products and services and Islamic banking facilities for individuals and for SMEs
- Rewards for loyal customers

Our Response:

- Risk Management, page 21
- Caring for Individuals and Households, page 28
- Supporting Businesses, page 38
- Leadership in Islamic Finance, page 26

Regulators

Engagement Channels:

- Reporting and periodic updates to regulators
- Active participation in and contribution to industry and regulatory working groups, forums and consultation papers

Areas of Interest:

- Effectively managing the risk of financial crime, such as money laundering, terrorism financing and fraud, among others
- Managing data governance, data privacy and cyber security
- Cultivating an ethical and risk-aware culture that complies with regulations

Our Response:

- Risk Management, page 21
- Good Business Conduct, page 23
- Industry Leadership, page 26

Employees

Engagement Channels:

- Employee dialogue sessions with Group EXCO and Conversation Series with C-Suite
- Employee engagement programmes and initiatives
- Regular electronic and printed communication (e.g. email and newsletters)
- Employee engagement and feedback surveys/platforms (e.g. Employee Engagement Survey, electronic "Ask Senior Management", Group Human Capital Contact Centre)

Areas of Interest:

- Provision of training and career progression opportunities
- Enabling a work environment that recognises the importance of balancing personal and professional needs
- Providing a positive and supportive workplace
- Ensuring employees are empowered to deliver to the best of their abilities
- Positively impacting the lives of communities and building long-term relationships with them

Our Response:

- Empowering Our Workforce, page 43

Communities

Engagement Channels:

- Partnerships and employee volunteerism in strategic community initiatives
- Websites and social media platforms

Areas of Interest:

- Maximising the positive impact from our initiatives on communities
- Availability of financial advice, products and solutions for families, small businesses and the wider community
- Contribution to initiatives that address financial inclusion and economic empowerment

Our Response:

- Uplifting Our Community, page 62

GRI 102-29, 102-46, 102-47, 103-1
MATERIALITY ASSESSMENT

At Maybank, we conduct an annual materiality assessment for our internal strategy development as well as for annual disclosures in accordance with internal and external stakeholders' areas of concern. The assessment ensures that we continue to have meaningful products and services that make a difference, whilst also aligning our sustainability strategy to reflect our stakeholders' evolving priorities. The assessment, conducted through guided strategic discussions according to stakeholder interests, not only provides a framework for our annual disclosures but also serves to embed the voice of stakeholders into our business activities and our journey towards integrated reporting.

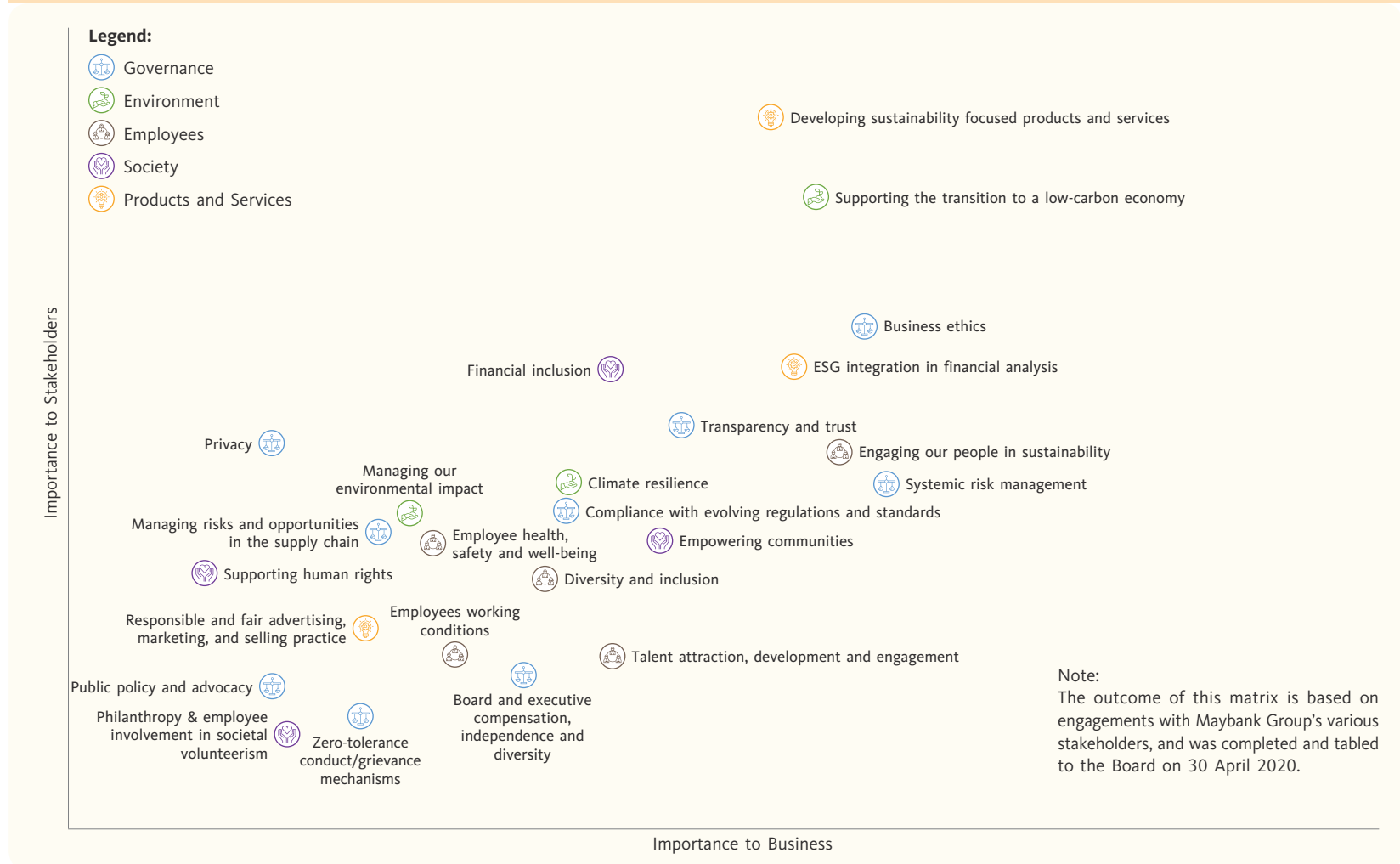
In 2020, we conducted a deeper and more targeted approach to materiality assessment to support the development of M25, the Group's corporate strategy for the next five years. For this year's assessment, 24 material issues were identified using internal documentation such as Maybank's annual risk landscape survey, peers' materiality assessments and international reporting standards including the GRI standards and the Sustainability Accounting Standards Board.

In-depth one-on-one interviews were then conducted with key internal and external stakeholders exploring how the identified material issues influence our business success and create value for them, as well as which material issues pose risks or represent opportunities for Maybank. To ensure that we captured a systematic and consistent process for the development of the materiality matrix, we used a structured interview guide. The interviewees were also asked to rank the material issues. Because these interviews were conducted in the first half of 2020, the spread of COVID-19 through Southeast Asia and its wide-ranging impact formed part of the conversations. The results of the assessment are shown in the matrix below.

Our 2020 Materiality Assessment Process

- 1 Identifying Sustainability Topics**
Key topics were identified through Group risk mapping, customer studies, investor research and engagement, employee feedback and global industry reviews.
- 2 Establishing Aspect Boundaries**
The extent to which topics impact or have the potential to impact the Group and its activities was identified.
- 3 Collecting Stakeholder Input**
In-person interviews were conducted with internal and external stakeholders.
- 4 Prioritising Material Topics**
Discussion results were tabulated and presented to the Executive Committee for validation.

Materiality Assessment Matrix



Addressing What Matters

GRI 103-1

OUR MATERIAL TOPICS



Governance

Board and executive compensation, independence and diversity

Compensation, accountability, independence and diversity of the company's Board and senior management and sustainability governance/incentives at Board and senior management level.

Business ethics

Organisational standards governing the actions and behaviours of individuals, including e.g. prevention of anti-competitive practices; working against corruption, extortion, money laundering and bribery.

Compliance with evolving regulations and standards

Compliance with current and emerging laws, regulations, standards and ethical practices, ensuring strong compliance culture throughout the organisation.

Managing risks and opportunities in the supply chain

Efforts to ensure high ESG standards in the supply chain through relevant policies and supplier engagement practices as well as approaches to diversify suppliers to include under-represented groups (e.g. disabled, women-owned, local community businesses).

Privacy

Responsible collection, use, storage and protection of data to safeguard employees' and customers' right to privacy (e.g. from cyber attacks).

Public policy and advocacy

High ethical standards and transparency in lobbying activities ensuring that practices to influence policy development are fully aligned with the company's sustainability commitments and strategy.

Systemic risk management

Assessing and managing financial and business risk throughout the entire company system to prevent major disruptions that may harm economies and societies at large (e.g. financial crisis).

Transparency and trust

Disclosure of information of ESG practices, business activities, financial situation, tax contribution and performance, in accordance with applicable regulations and industry practices, ensuring constructive engagement with stakeholders based on trust.

Zero-tolerance conduct/grievance mechanisms

Culture of zero-tolerance towards bad conduct (internally or externally) and that employees feel free to speak up without fear of retaliation, including setting up formal channels for employees to report on issues.



Environment

Climate resilience

Incorporate climate risks (catastrophe losses associated with extreme weather events) into the underwritten insurance products, or value of underlying assets, as well as the risk of missed loan repayments and defaults.

Managing our environmental impact

Company efforts to minimise and manage the environmental footprint of its own operations and resources usage (energy, GHG emissions, water, waste travel and commuting, etc.).

Supporting the transition to a low-carbon economy

Investment policies and products and service offering that enable clients, customers, and other industries to mitigate their environmental impacts and build adaptive capacity in the context of a changing climate (including reducing the Group's exposure to high emitting sectors).

GRI 103-1



Employees

Diversity and inclusion

A workplace where all employees are treated fairly, with dignity and without discrimination in employment based on gender or other factors such as ethnicity, religion, citizenship, sexual orientation, etc.

Employee health, safety and well-being

Managing the risk of employees and workers safety and improving their health and wellness, including relevant trainings, insurance programmes and initiatives to improve work-life balance.

Employees working conditions

Policies and processes to manage human resources in a work environment that promotes accountability and responsibility as well as reasonable working hours and fair wages.

Engaging our people in sustainability

Increasing employee engagement towards sustainability, provision of training empowering employees' decisions based of ESG issues and employees incentive systems that embed relevant ESG metrics.

Talent attraction, development and engagement

Employee engagement, recruitment and retention of employees with relevant skills, and the investment in and development of a talent pool of employees and leadership.



Society

Empowering communities

Process of diversification and enhancement of economic and social activity on a local scale in a territory where the company is operating/sourcing.

Financial inclusion

Efforts to enable access to useful and affordable financial products and services that meet people's needs, including ways for the company to provide equal opportunities for all to access markets and resources promoting inclusive growth.

Philanthropy & employee involvement in societal volunteerism

Corporate employee volunteering initiatives, charitable/philanthropic support of projects aimed at creating positive social impacts.

Supporting Human Rights

Approaches and policies/due diligence processes that enable directing finance to avoid harm to human rights at a minimum, and to maximise the potential in fulfilling human rights.



Products & Services

Developing sustainability focused products and services

Innovative product and services that help advance sustainability i.e. green loans, green bonds, microfinance, sustainable supply chain finance, etc. and efforts to encourage customers to shift towards more sustainable performance and consumption patterns.

ESG integration in financial analysis

Inclusion of ESG analysis into traditional financial analysis based on a systematic process and in all asset classes, and consequently taking investment decisions on the basis of ESG-related issues.

Responsible and fair advertising, marketing, and selling practice

Honest, transparent and fair marketing and communication of products and services, including responsible lending and ensuring safety of financial products and consumer financial protection and security in the best interest of the client.

Addressing What Matters

Through our 2020 stakeholder engagement and materiality assessment we identified several key priorities which this report seeks to address.

Stakeholder Priorities

Developing sustainability-focused products and services and Supporting the transition to a low-carbon economy were given the greatest weightage by internal and external stakeholders. Processes, infrastructure and skill sets comprising *Systemic risk management, Engaging our people in sustainability, Business ethics and ESG integration in financial analysis* were recognised by all stakeholder groups as important in the development of products and solutions that are responsible and that take into account the transition to sustainable growth.

What We're Doing:

- Managing the ESG risks of our financing activities, page 22
- Helping our financing clients develop their ESG capacity, page 26
- Financing renewable energy projects, page 59
- Supporting and establishing sustainable securities, page 58


Stakeholder Priorities

The importance of *Financial inclusion and Empowering communities*, which was reinforced in the assessment, was also especially pertinent during this pandemic. This is important as Maybank continued to leverage technology to provide faster, easier and wider access to our financial products and services for the unbanked and underserved communities.

What We're Doing:

- Leveraging technology to drive financial inclusion, page 35
- Designing inclusive products, page 37
- Caring for customers undergoing hardship, page 31
- Uplifting communities across ASEAN, page 63

As a result of our 2020 materiality assessment, our sustainability journey has been signposted more clearly and we have an improved understanding as to how Maybank should prioritise material issues and redefine our strategic framework, including the setting of goals, targets and KPIs. It also helps Maybank to refine and strengthen our mission of Humanising Financial Services. The Group Sustainability Council continues to work closely with business leads to ensure alignment and integration of ESG strategies across Maybank in a manner that reflects both our long-term priorities and the ever-changing operating landscape.

 For more information on our material issues and how we are addressing them, please refer to pages 25 and 26 of the Maybank Annual Report 2020.

GRI 102-12

CONTRIBUTIONS TO THE UN SDGS

Maybank plays a pivotal role in helping to realise the UN SDGs throughout the markets in which we are present. We believe that supporting the goals offers a unique opportunity to generate strong returns while enabling long-term benefits for our community and the environment. To understand better how we have contributed, directly and indirectly, to the SDGs, we undertook a detailed assessment of the indicators and metrics that make up the UN's SDG blueprint. This assessment also helps us to identify SDGs that are most crucial to our business and align them to our sustainable strategy.



Targets we are contributing to:

- 1.4 Equal rights to economic resources.

Progress:

- RM6 million invested in our Cashville Kidz and R.I.S.E. community programmes for financial literacy and inclusion.
- Disbursed RM49.95 million in finance to micro businesses, benefitting 1,233 customers.



Targets we are contributing to:

- 7.1 Universal access to modern energy services.
- 7.a Investment in energy infrastructure and clean energy technology.
- 7.b Expand infrastructure and upgrade technology for supplying modern and sustainable energy services.

Progress:

- Approximately RM3.45 billion of financing provided to green energy projects.



Targets we are contributing to:

- 4.4 Skills for employment, decent jobs and entrepreneurship.
- 4.5 Equal access to education for the vulnerable.
- 4.b Scholarships for higher education.

Progress:

- RM95 million invested in upskilling Maybank employees.
- RM9.2 million distributed through the Maybank Group Scholarship Programme in support of access to education.
- RM187,500 contributed to FINCO's English language and mentorship programmes for Malaysian youth.



Targets we are contributing to:

- 8.3 Growth of micro-, small- and medium-sized enterprises.
- 8.5 Full and productive employment for all.
- 8.6 Reduce the proportion of youth not in employment, education or training.
- 8.10 Access to banking, insurance and financial services for all.

Progress:

- RM6.9 million invested in initiatives to support youth and young graduate employment within Maybank.
- Further expanded Etiqa's mental illness coverage through the launch of AafiahCare.
- Disbursed RM49.95 million in microfinance to 1,233 beneficiaries.



Targets we are contributing to:

- 5.5 Women's full and effective participation in political, economic and public life.

Progress:

- Board of directors comprised of 25% women.
- Top Management comprised of 34% women.
- Included in the Bloomberg GEI for the fourth consecutive year.

GRI 102-12



Targets we are contributing to:

- 9.3 Access of small-scale enterprises to financial services.
- 9.4 Upgrade infrastructure with greater adoption of clean and environmentally sound technologies.
- 9.5 Encouraging innovation.

Progress:

- Approved RM7.6 billion of new retail SME loans throughout FY2020 across the region.
- 87.1% of purchases made from local suppliers.
- Approximately RM3.45 billion of financing provided to green energy projects in 2020.




Targets we are contributing to:

- 10.2 Social, economic and political inclusion of all.
- 10.5 Regulation and monitoring of financial institutions.

Progress:

- Channelled over RM69 million, about 1% of net profit to community programmes.




Targets we are contributing to:

- 11.1 Increase access to affordable housing.
- 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage.
- 11.5 Substantially decrease the direct economic losses caused by disaster.

Progress:

- RM14.6 million worth of mortgage financing provided through MaxiHome Ezy in 2020
- Trained 309 weavers through the Maybank Women Eco-Weavers programme.
- RM1.48 million spent on disaster relief efforts.
- Provided financing moratorium and repayment assistance worth RM179.7 billion in response to the impacts of COVID-19



Targets we are contributing to:

- 12.6 Companies to adopt sustainable practices and integrate sustainability information into reporting.

Progress:

- Marked our tenth year of sustainability reporting and ninth year of participation in CDP.




Targets we are contributing to:

- 13.1 Strengthen resilience and adaptive capacity to climate-related hazards.
- 13.3 Improve human and institutional capacity on climate change.

Progress:

- RM3.45 billion of financing disbursed for renewable energy projects.



Targets we are contributing to:

- 15.5 Protect and prevent the extinction of threatened species.

Progress:

- More than 11,000km of forest patrolled to protect against poaching in the Belum-Temengor Forest Complex Reserve.



Targets we are contributing to:

- 17.16 Multi-stakeholder partnerships to support the achievement of the SDGs.
- 17.17 Encourage and promote effective public, public-private and civil society partnerships.

Progress:

- Partnered with 12 programme partners for our community development initiatives.
- Actively supported Bank Negara Malaysia's (BNM) Value-based Intermediation (VBI) Financing and Joint Committee on Climate Change (JC3) initiatives.

GRI 201-2

CLIMATE-RELATED FINANCIAL DISCLOSURES

We continue to strengthen our approach to identifying and managing climate risk, with a focus on deep understanding and the development of targeted policies. In doing so, we are committed to transparently reporting on our progress in line with the recommendations of the TCFD.

Governance	Risk management	Metrics and targets
<ul style="list-style-type: none"> • Responsible Lending Guidelines were established in 2015 and subsequently expanded in 2018 to form the ESG Policy. • Climate-related considerations are integrated into our ESG Policy and categorised as sustainability risk. Group Executive Committee and the Board have oversight of these through the Group Sustainability Council, the Risk Committee and the 20/20 Sustainability Plan. 	<ul style="list-style-type: none"> • Maybank's formal NDPE stance as endorsed by the Board. • ESG risks are integrated into lending assessments, and Risk Acceptance Criteria are in place for the forestry and logging, oil and gas, palm oil and mining and quarrying industries. • Developing Maybank Group ESG Framework to provide direction for management of ESG risk as supported by material risk frameworks and associated policies and procedures. • Ongoing collaboration with BNM, Securities Commission Malaysia (SC) and industry players on various initiatives as part of the working group for the JC3. 	<ul style="list-style-type: none"> • In line with Maybank's sustainability strategy, the 20/20 Sustainability Plan, we track our direct environmental impacts, including the carbon footprint of our Malaysian and selected Singaporean operations. • Maybank measures the footprint of resources used internally such as electricity and paper consumption.

Acting with Integrity

Maybank is committed to being a responsible corporate citizen and has sound corporate governance, strict internal controls and effective risk management. We are focused on our responsibilities to our shareholders, the communities in the markets that we are present, the planet that we live in and other relevant stakeholders. We strive to ensure the integrity of our operations while creating long-term shareholder value.

Our Core Values

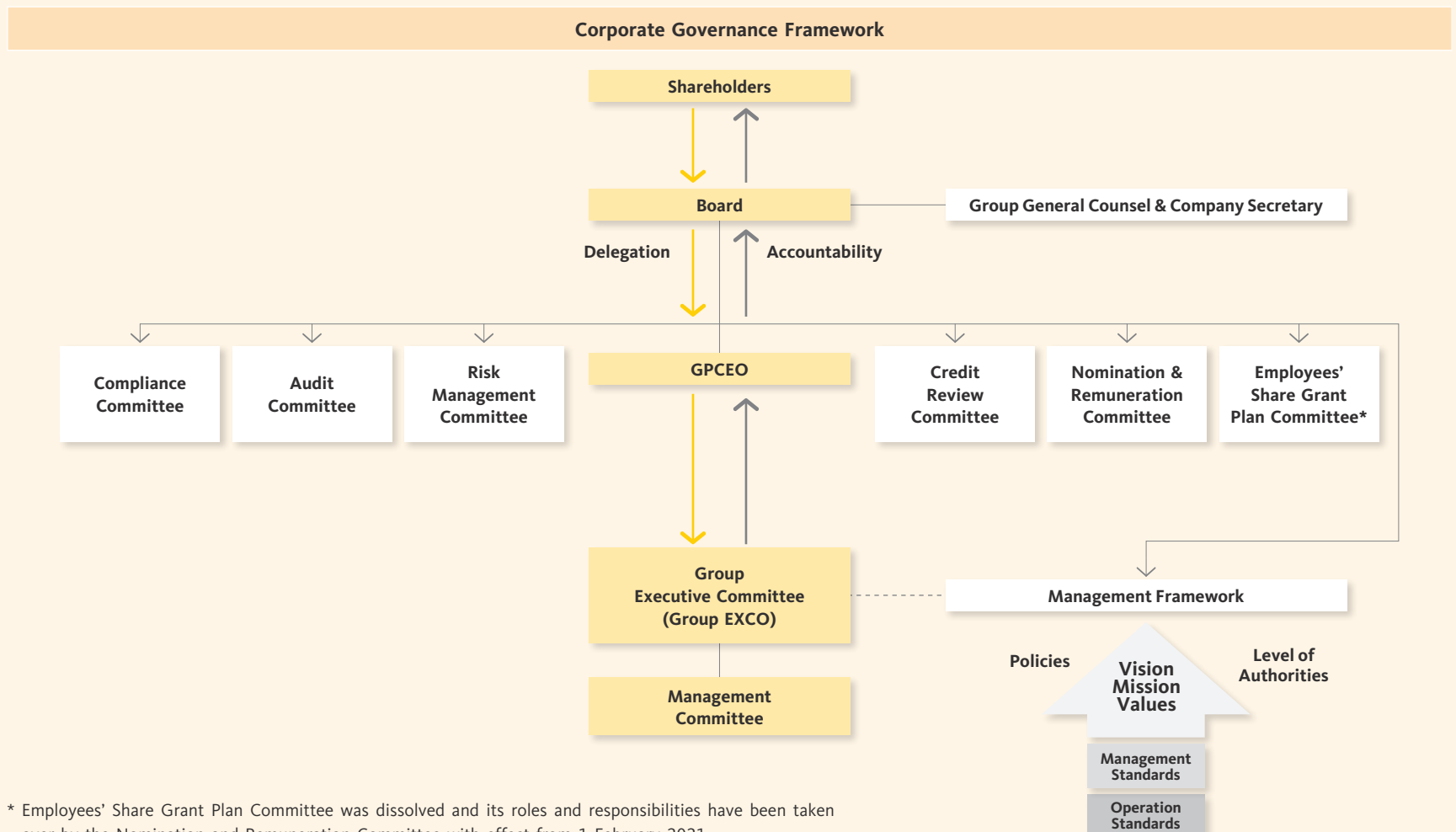
<p>Teamwork We work together as a team based on mutual respect and dignity</p>	<p>Integrity We are trusted, professional and ethical in all our dealings</p>	<p>Growth We are passionate about constant improvement and innovation</p>	<p>Excellence & Efficiency We are committed to delivering outstanding performance and superior service</p>	<p>Relationship Building We continuously build genuine long-term and mutually beneficial partnerships</p>
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GRI 102-18, 102-19, 102-20, 102-22, 102-26

GOVERNANCE

The Board of Directors has overall responsibility for sustainability and sets the strategic direction while having oversight of all the processes contributing to achieving long-term shareholder value that considers the interests of other stakeholders. Our effective and responsible decision-making comes from the firm foundation of Maybank's Corporate Governance Framework, which sets the tone for the response to emerging challenges and opportunities whilst ensuring the Group's competitiveness in the markets where it is present.

Maybank's mission of Humanising Financial Services is the cornerstone of our approach to good governance and ensures that we uphold sustainable business practices promoting integrity, accountability and the inherent value of human capital. To effect positive change in our communities, we engage our stakeholders – customers, business partners, communities, investors, our people and regulators – and connect them to our shared values.



* Employees' Share Grant Plan Committee was dissolved and its roles and responsibilities have been taken over by the Nomination and Remuneration Committee with effect from 1 February 2021.

For more information on Maybank's corporate governance strategy, please refer to the Corporate Governance Overview statement on page 81 of the Maybank Annual Report 2020.

GRI 102-18, 102-19, 102-20, 102-22, 102-26, 102-29, 102-30, 102-31, 102-32

SUSTAINABILITY GOVERNANCE

Responsibility for reviewing the Group's sustainability performance resides with the Board. In 2020, the Board reviewed several topics related to sustainability, including the Group's stance on deforestation. Past reviews by the Board have included the 20/20 Sustainability Plan, diversity and inclusion, corporate responsibility activities and ESG and digital strategies. Since 2020, sustainability at Maybank has also been governed by the Group Sustainability Council, which sets the Group sustainability agenda and reports to the Group President and CEO.

The Maybank Foundation Board of Trustees provides independent oversight for Maybank's community investments, which are undertaken through the Foundation, managing the Group's community programmes in line with our strategic priorities.

MAYBANK GROUP	
Governing Body	Role
Board of Directors	Reviews sustainability performance and the Group's strategies on the advancement of sustainability with a focus on ESG aspects.
Group President and Chief Executive Officer	Deliberates and approves all key sustainability-related matters.
Group Sustainability Council	Sets the Group Sustainability Agenda, including strategy, roadmap and monitoring of action plans. The Council reports to the Group President and Chief Executive Officer and is represented by Country CEOs, Business Sector Heads and Support Sectors Heads, with selected other Department Heads as invitees.
Various Departments	Operationalise the 20/20 Sustainability Plan in respective business and operational areas. Departments and teams provide information against measurable indicators. Other specific departmental responsibilities include: <ul style="list-style-type: none"> • Group Corporate Affairs: Custodian of the 20/20 Sustainability Plan. • Group Risk: Oversees overall Group Risk strategy and progress, including ESG issues and sustainability risks. • Group Human Capital: Oversees overall Group Human Capital strategy and progress. • Group Property, Security & Valuation: Manages resource consumption and usage including environmental impact from business activities.

MAYBANK FOUNDATION	
Governing Body	Role
Board of Trustees	Approves and reviews programmes and performance.
Chief Executive Officer	Oversees the overall strategy and progress.
Maybank Foundation Team	Implements and monitors Maybank's flagship community programmes based on focus areas under the Community and Citizenship pillar in our 20/20 Sustainability Plan. Supports community programme partnerships and initiatives throughout the Group.

RISK MANAGEMENT

Risk management is important to protect our stakeholders while driving sustainable outcomes for our business. We understand that risk management is about identifying opportunities for society and our business partners while being cognisant of ESG concerns.

Our risk exposure is managed through our Maybank Group Enterprise Risk Management Framework, enabling us to systematically identify, measure, control, monitor and report on risk exposure across the Group. Group Risk oversees risk management at an enterprise-wide level, with responsibility for risk strategies, frameworks and policies, as well as the independent assessments and monitoring thereof. We have in place various procedures to continually enhance our systems, practices, and resources for effective management of risk.

 For more information on the Group's risk management, please refer to the Group Risk Management chapter on page 62 of the Maybank Annual Report 2020.

Acting with Integrity

GRI 102-11

RISK CULTURE

Embedding a strong risk culture is an integrated effort through ongoing improvements in operational risk management, practices and policies. We further seek to inculcate a strong understanding of risk that determines how our employees identify, understand and manage the Group's exposure.

GRI 102-11, 102-12, 102-15, 201-2

Managing ESG Risk

ESG risks can directly impact our ability to operate sustainably and create long-term value. The Board is cognisant of how failure to adequately address ESG risks can lead to the risk of loss associated with Maybank's business and portfolio and is continuously steering the integration of ESG considerations into the risk management approach. We prioritise transparent disclosure of our ESG risk management, which is governed by the Group's Enterprise Risk Management Framework under which sustainability has been identified as a significant risk driver.

ESG Risks in Financing

In addition to the oversight provided by our Group Enterprise Risk Management Framework, the Group has set out specific guidelines to manage the ESG risks of our financing activities.

Financing activities are one of the most substantial sources of ESG risks to Maybank. These risks are managed under the Group's ESG Policy, which integrates consideration of such risks into our financing practices. The ESG Policy is in line with global standards set by the International Finance Corporation as well as UN Human Rights Policy. The Policy applies to all direct lending or financing provided to facilitate a client's business operations as well as all debt, equity and advisory services provided directly to the client. The Policy covers lending or financing performed across our various lines of business, including corporate and transaction banking, business banking, retail SME, investment banking and global markets, among others.

We do not finance activities that could have a significantly adverse impact on the environment and surrounding communities, nor any activities involving harmful or exploitative forms of forced labour or child labour. ESG considerations such as climate change, biodiversity, deforestation and water now form part of our credit and risk evaluation process. Our lending requirements related to deforestation are continuously strengthened to better reflect ESG considerations and the significant impact this activity has on the environment. Activities deemed incompatible with our core values or international best practices as a matter of policy and principle are also ineligible for financing. More complex or controversial cases are escalated to a higher level of review than the prevailing approving authority depending on the exposure limit to complement the underwriting standards.

We are currently developing a comprehensive Group-wide ESG Risk Framework to better understand how ESG risks can arise through the Group's daily operations, including direct or indirect material risk. This will facilitate an assessment on how ESG risk is likely to be material and will include an evaluation of ESG risk concentration levels, potential losses should ESG risk materialise, and ability to withstand impact in the short, medium and long term. With the implementation of an ESG Risk Framework, assessments on the likelihood and impact of ESG risk will be conducted at portfolio, client and operational levels to facilitate the measurement of risk across the Group's portfolios.

In a step towards improved oversight over multiple industries and enhanced ESG risk management, Maybank developed a digital geospatial platform in 2020 with multilayer and base map capability, for enhanced analytical planning and forecasting purposes. This platform comprises advanced processes and tools for conducting better risk assessments through forecasting and provision of business solutions. For example, aspects considered include flood plains, forest concessions and major rivers.

Managing Sector-Specific Risks

Maybank's ESG Policy requires that, in addition to the general financing restrictions, sectors identified as presenting significant ESG risks be subject to ESG Risk Acceptance Criteria (RAC). These are sector-specific financing requirements integrating ESG considerations into the credit risk assessment, decision-making, credit risk monitoring and review process. Under the RAC, clients' capacity, commitment and track record are individually assessed for each credit application. There are also requirements that clients hold ESG-related certifications where applicable, such as Roundtable on Sustainable Palm Oil (RSPO), Malaysian Sustainable Palm Oil or Forest Stewardship Council certifications, or that clients provide a commitment to obtaining relevant certifications within a specific timeline.

The RAC require that the client have clear action plans with timelines for operationalising industry best practices by obtaining relevant certifications, and these timelines are to be supported by documentary evidence. Our lending documentation contains ESG-related clauses to ensure that relevant requirements are adhered to by our clients. To drive efforts on responsible lending, the ESG Policy and RAC requirements are periodically reviewed. More complex or controversial cases are presented to the Group Sustainability Council for deliberation.

The Group encourages constructive engagements with customers based on how we can effectively build capacity for sustainable practices and work together on ESG improvements. Maybank assesses high-risk clients' stances on ESG issues from the very beginning of any business relationship, including whether a client's business is subject to any ESG issues as well as how the client addresses or intends to address these issues. Clients who are unable to comply with the ESG RAC are provided with support via review of mitigating actions as well as proactive next steps. Appropriate action is taken if there are repeated lapses in addressing matters. Compliance with RAC is evaluated annually or when there is a change in the credit risk or terms and conditions.

RAC were first established for the palm oil sector in 2018. RAC for the mining and quarrying, forestry and logging, and oil and gas sectors followed in 2019. In 2020, the RAC for the palm oil sector were fully restructured to not only serve as a set of requirements for business but also an opportunity to educate and provide value-based solutions as a means for promoting sustainable practices. In addition, the RAC were expanded to include a comprehensive set of requirements, covering the entire palm oil value chain including downstream activities. The Group is also moving to enhance the forestry and logging RAC to extend sustainable standards to the entire forestry and logging value chain, from logging to wholesale and trading, through to forestry and timber products.

In January 2020, Maybank's Board of Directors formally approved the Group's stance on NDPE based on factual data relating to the adverse impact such activities have on our customers, the community and the environment. The emphasis on "No Exploitation" is based on our humanising ethos on fair and equal treatment for our communities. These requirements on NDPE shall apply to all relevant sectors, including but not limited to palm oil, forestry and logging, construction and real estate.

The Group views the NDPE requirements as fundamental components for sustainable practices and these requirements should be met without exceptions before any new or additional credit can be provided. To ensure that the Group's stance on the NDPE and best management practices for peat plantation is clear, there were cascading sessions to Group credit and business teams while more intensive engagements and awareness on sustainability have been conducted with key forestry and logging clients as well as shipping clients.

To further strengthen the Group's commitment as a responsible provider of finance, more RACs are expected to be progressively introduced for other industries, including power and real estate industries.

Maybank's Position on Coal

We are cognisant of the significant ecological impacts of coal-based power generation and of the need to ultimately divest from such ventures. Our exposure to coal-fired power plants is primarily in ASEAN and in countries with relatively low electrification rates and where long-term electricity security and reliability is important. We recognise the need to support the transition to greener power generation but also understand that with coal providing one-third of energy output in ASEAN, any immediate stop to coal financing would have severe economic and social impacts to the region. However, we are committed to the transition to greener power generation and will continue to intensify efforts to achieve effective solutions balancing current needs with sustainability imperatives that support the relevant economies in their journey to adopting green energy.

We have comprehensive and stringent ESG risk impact assessments for the financing of coal-fired power plants and have also decided that we will not finance any new coal mining activity. Simultaneously, we are currently developing a coal value chain framework that covers mining of coal and lignite, the supporting activities of mining and quarrying as well as electricity power generation activities. We intend on determining the ideal energy mix for all countries in the ASEAN region, and from there, defining the type of support we can provide to promote improvement in emissions while helping these countries progress in their economic endeavours. This framework is currently being refined, after which it will undergo the necessary internal approvals, before details and commitments in this framework are made public.

As a responsible financier, we will continue to play a pivotal role encouraging and strengthening customers' capacity for sustainable business practices that minimises negative impacts to the environment and society. The Group is advised by an independent ESG consultant that ensures strict compliance with ESG standards for such financing facilities. We continue to engage our clients on how best to reduce their dependence on non-renewable energy sources and ensure a sustainable future for all while working with regulators as well as leading industry players to augment the knowledge and capability of our team.

Maybank's commitment to supporting green energy financing is reflected by our active participation in the financing of solar projects, from construction through to operation and maintenance of the solar power plants. Maybank will continue to further intensify our efforts and commitments to support our clients not only to transit to green energy but also to continuously innovate in advancing their green energy endeavour to be comparable to other international standard renewable energy power plants.

To build workforce expertise on the management of ESG risk issues within the Group, including knowledge related to the implementation of the ESG Policy, the Group has carried out capacity-building exercises for relationship managers to ensure understanding of the Policy and the intent behind the implementation. As part of the ESG knowledge-building talks, Maybank has invited reputable speakers from WWF, RSPO, Malaysian Palm Oil Certification Council and other stakeholders to ensure our employees are aligned to our sustainability commitment.

GRI 102-17, 103-1

GOOD BUSINESS CONDUCT

We are committed to meeting legal and regulatory requirements at Maybank and protect our customers and ourselves from risk by upholding good business practices. Maybank seeks to operate according to a set of strong core values, with conduct aligned to positive ESG outcomes, because we recognise that we contribute to setting business practice standards which are emulated nationally, regionally and globally.

COMPLIANCE AND FINANCIAL CRIME PREVENTION

Maybank is committed to upholding the integrity of the financial system across the markets in which we operate. The Compliance Committee of the Board was established in 2017 to oversee and deliberate on matters and issues pertaining to regulatory compliance. Maybank is committed to fight financial crimes and ensure compliance with the relevant laws and regulations. Financial crime is fundamentally damaging to society, absorbing precious resources from the public purse which would otherwise be invested in spheres such as education or healthcare; the implications being particularly relevant as the nation grapples with the impacts of COVID-19. In Maybank, financial crime risks are managed to protect the integrity and reputation of the Group. Maybank has established comprehensive controls to anticipate, prevent, detect and respond to money laundering, terrorist financing and sanctions risks.

Acting with Integrity

GRI 102-17

Compliance Framework



Supporting Policies, Codes and Practices

- Maybank Group Compliance Framework.

The Board approved the revised Group Compliance Framework in 2020 to reflect compliance oversight within the Group, reinforce our lines of defence and introduce a compliance risk appetite statement. This year, we also established a dedicated email communication channel through our Market Conduct Regulations so that regulations specialists can assist Lines of Business to ensure compliance.

The Compliance Framework has been implemented by operating entities across the Group. It provides the key principles and guidelines for managing Compliance Risk within the Group. It also serves as a guide for the compliance function alongside the Board of Directors, Senior Management and employees in all jurisdictions in understanding, complying and managing compliance risk. The Framework outlines:

- The overarching principles for the management of compliance risk across the Group;
- The overall strategy in managing compliance risk to ensure uniformity in practices across the Group in meeting regulatory and legal obligations;
- The minimum expected standards for compliance risk management; and
- The roles and responsibilities of compliance risk management across the Group.

Compliance Culture

One of the key principles of our compliance risk management is the promotion of a strong compliance culture. We do this by working to foster a culture which is aligned to our values and principles of conduct and which shapes behaviour across all levels of our business among all Maybankers. Our focus is on ensuring appropriate standards of professional and responsible behaviour among our workforce.

Maybank employees are regularly trained and provided updates on any new regulatory development. This is to embed awareness on regulatory requirements in the day-to-day operations of all employees at every level. In order to further strengthen compliance culture, various initiatives were deployed including monthly compliance communications on regulatory updates, a quiz on compliance knowledge and our compliance culture transformation programme which was rolled out across all branches nationwide.

At the Group level we conduct an Annual Compliance Culture Assessment to measure the perception of Maybank employees pertaining to tone from the top, culture environment, fair treatment and adequacy of support and guidance. The assessment was completed by 95% of our employees, with 91% of respondents showing a positive perception of Maybank's compliance culture. For our Malaysian employees, we also carry out annual AML/CFT & Sanctions e-Learning Assessments, comprising four e-learning modules.

Anti-Money Laundering and Countering Financing of Terrorism (AML/CFT)



Supporting Policies, Codes and Practices

- Maybank Group AML/CFT Policy.

As a matter of integrity and reputation, we ensure compliance with the relevant laws and regulations of the markets that we operate in. We are committed to establishing strict controls that respond effectively to money laundering and terrorism financing risks.

The Group CEO chairs the Onboarding and Review Committee, a committee at the highest Management level that deliberates and decides on the onboarding and retention of clients that pose higher financial crime risks. The Committee makes decisions collectively to ensure checks and balances are in place and that the risks posed are within tolerable levels with proper mitigations in place.

The Maybank Group AML/CFT Policy was updated in 2020 and cascaded through virtual and classroom training. In 2020, we also launched the enhanced AML/CFT & Sanctions e-Learning and classroom courses, and 22,008 employees, or 93% of those who took part in the e-Learning, completed the training.

Year	2019	2020
Employee Training on AML/CFT		
Employee participation in training	29,962	27,795
Training hours	37,936	258,755

Anti-Bribery and Corruption



Supporting Policies, Codes and Practices

- Group Anti-Bribery and Corruption Policy.

Maybank adopts a zero-tolerance approach against all forms of bribery and corruption in carrying out its daily operations. Maybank complies with the Malaysian Anti-Corruption Commission Act 2009, as well as other laws and regulations in the countries where we operate. The Maybank Group Anti-Bribery & Corruption Policy and Procedures set out the guiding principles for Maybank to address and manage bribery and corruption risks in all its dealings within and outside Maybank. The Policy has references to our top-level commitment, enterprise-wide risk assessment, control measures as well as monitoring and training.

In conjunction with the Policy and Procedures revision in 2020, 5,289 customer-facing and vendor-facing employees have been trained on the principles of anti-bribery and corruption.

Year	2019	2020
Employee Training on Anti-Bribery and Corruption*		
Employee participation in training	22,338	5,289
Training hours	33,221	6,427

* Note that 2019 training hours included all financial crime-related training, while the training hours for 2020 take into consideration purely Anti-Bribery & Corruption training. Financial crime training hours is also reported under AML/CFT for 2020.

Fraud



Supporting Policies, Codes and Practices

- Whistleblowing Policy.
- Anti-fraud policy.

Maybank has robust and comprehensive tools and programmes in place to reinforce its Anti-Fraud Policy. We will not hesitate to take stern disciplinary action against employees involved in fraud and maintain clear roles and responsibilities at every level of the organisation. To protect our customers from harm, we continue to invest in security technologies such as our fraud detection system and credit decisioning platform.

GRI 102-17

Personal Data Protection

Supporting Policies, Codes and Practices



- Maybank Group Personal Data Protection Policy.
- Maybank Group Policy on Management of Customer Information and Permitted Disclosure.

Maybank is committed to protecting customer information and personal data against any theft, loss, misuse or unauthorised access, modification or disclosure. Maybank takes customer rights to privacy seriously and commits to protect customer personal data in line with applicable privacy laws and regulations in the countries where we operate. Maybank Group Personal Data Protection Policy and Maybank Group Policy on Management of Customer Information on Permitted Disclosure set out the guiding principles on proper handling of customer information and personal data, including how we safeguard customer account information and the steps we take to protect it from unauthorised use and disclosure.

For more information on our cyber security measures, refer to page 32 of this report.

Fair Treatment

Supporting Policies, Codes and Practices



- Maybank Group Financial Consumer Fair Treatment Policy.

Maybank is committed to be fair, responsible and professional when dealing with customers. In May 2020, the Maybank Group Financial Consumer Fair Treatment Policy was implemented and cascaded across the Group. In addition, a “Treat Customer Fairly” Charter was introduced and published in Malaysia in line with BNM requirements.

CONDUCT AND CULTURE

Maybank is committed to maintaining high standards of integrity, corporate governance and transparency.

GRI 102-33

Integrity



Supporting Policies, Codes and Practices

- Maybank Group Whistleblowing Policy.

Maybank Group Whistleblowing Policy encapsulates the governance and standards required to promote an ethical, responsible and secure whistleblowing practice in Maybank. This is in line with the requirements of BNM’s Corporate Governance Policy and the principles as prescribed in the Whistleblower Protection Act 2010. The Maybank Group Whistleblowing Policy provides a secure avenue for employees and members of the public to report any knowledge of improper conduct without fearing any adverse consequences. The identity of any whistleblower who has made a disclosure in good faith will be kept confidential and will only be disclosed on a strictly need-to-know basis.

Access to whistleblowing information is governed with the strictest confidentiality. Concerns can be raised using the following channels:

Hotline: 24 hours toll-free number 1-800-38-8833 or +603-20268112 for overseas with secured voice recording

E-mail: whistleblowing@maybank.com

Letter: P.O. Box 11635, 50752 Kuala Lumpur

In addition to our internal standards for employee behaviour, Maybank Group has been a signatory to the Malaysian Corporate Integrity Pledge since 2011. Under the Maybank Code of Ethics and Conduct, employees are expected to conduct themselves with integrity at all times.

GRI 103-1, 103-2, 103-3

Board Diversity and Inclusiveness



Supporting Policies, Codes and Practices

- Board Gender Diversity Policy.

We are committed to gender diversity in the boardroom and have been guided by our Board Gender Diversity Policy, established in 2017. Our selection processes for new Directors requires that at least one potential woman candidate be shortlisted wherever reasonably possible. The Group further makes it a priority to fill positions vacated by a retiring or resigning woman director with a new woman director.

In 2020, 25% of our Board members and 34% of top management positions were held by women.

For more information on our inclusive workplace practices, which are tracked through our Group Inclusiveness and Diversity Agenda, refer to Diversity and Inclusion on page 54 of this report.

GRI 102-41, 103-1, 103-2, 103-3

Human Rights



Supporting Policies, Codes and Practices

- Compliance with all applicable laws and regulations on forced and child labour as well as on the rights of employees.
- Maybank Group People Policies.

We monitor human rights closely, both in the emerging markets in which we operate and within our own operations. This includes understanding the impacts of the projects that we finance, ensuring labour rights in our supply chain, protecting employees’ rights to collective bargaining, as well as our customers’ right to privacy. We do not allow any form of child labour within our value chain in line with the Group Procurement Manual and the protection of human rights is enshrined in our ESG Policy in line with global best practices. Communication of our ESG commitments includes human rights to ensure all transactions are reviewed against applicable requirements.

Our commitment to providing a work environment free from any form of harassment and unlawful discrimination, and where every employee, customer, client and contractor is treated with dignity and respect is defined through the Maybank Group People Policies. Minimum wages are strictly observed in all country operations. In 2020, 44% of our 42,070 employees were covered by collective bargaining agreements.

GRI 103-1, 103-2, 103-3, 207-1, 207-4

Tax Transparency

We are committed to paying our share of taxes in all the countries that we operate, as we recognise the role of large companies like ours in supporting society. The Audit Committee of the Board deliberates and approves Maybank’s financial reporting, including the review of tax and tax planning matters that are material to the financial statements. In 2020, a total of RM1.94 billion in tax and zakat was paid to governments, contributing to the development of ASEAN economies.

GRI 102-9, 103-1, 103-2, 103-3

Procurement

We believe that the sustainability of our operations is tied to a robust and traceable supply chain. Where possible, we procure materials and services needed for our business from ethical, responsible and local suppliers to promote positive social and economic impact while minimising our environmental footprint.

We require that our suppliers adhere to our principles and maintain strong ethical performance in accordance with Maybank’s commitment to responsible business conduct. These requirements, set out under the code, include those related to integrity and compliance, anti-corruption, transparency and disclosure of conflicts of interest and confidentiality.

For more details of our procurement practices, please refer to page 42.

Industry Leadership

As a leading banking and financial services group in ASEAN, we believe that acting together to identify and share new ideas is a tangible way to drive deep-rooted outcomes. We work closely with stakeholders in the banking and financial services industry, sharing knowledge, tools and resources on best practices to collectively create greater impact.

BUILDING ESG EXPERTISE

We take a proactive approach beyond the evaluation process set out in our ESG Policy to help build industry capacity in ESG risk management, working closely with our clients to enhance their capabilities, as well as participating in multi-stakeholder initiatives.

STRENGTHENING CLIENT CAPACITY

Maybank established the ESG Industry Scrum team in 2019 as part of a proactive approach to develop institutional capacity for ESG risk management in a meaningful way. The Scrum team members represent a diverse range of skill sets and knowledge – working to identify opportunities to integrate sustainability into clients’ business practices through engagement with industry players and our broader client network. The team also works to mitigate potential and emerging business risks by communicating a clear understanding of these risks.

Our ESG Industry Scrum teams are now exploring other sectors such as forestry, logging, construction and real estate after having focused primarily on building the Group’s existing ESG-driven engagements with the palm oil sector. Interactions have included promoting understanding of sustainable and best agricultural practices, helping smallholders meet the criteria for relevant certification requirements, collaborating with key industry players, knowledge-building workshops and participatory onsite visits. In 2020, the ESG Industry Scrum teams conducted knowledge-sharing sessions on forestry, deforestation and sustainable forest management in partnership with the Peninsular Malaysia Department of Forestry for the Group Risk, Business and geographies teams. The Group is also working on a possible partnership with WWF Malaysia to promote and advance ESG integration within Maybank and the wider Malaysian financial system.

PARTNERING IN THE INDUSTRY

Beyond our financing clients, the ESG Industry Scrum team carries out proactive engagements with regulators, policymakers, NGOs and other relevant industry stakeholders to promote understanding of ESG impacts and opportunities within the context of our financing activities. The Group collaborates on a broader scale with the United Nations Environment Programme Finance Initiative (UNEP-FI), RSPO, Malaysian Palm Oil Board (MPOB), Business for Social Responsibility (BSR) and WWF. Since 2019, Maybank Indonesia has been a member of the Indonesia Sustainable Finance Initiative, a market-led initiative by the Indonesian financial services industry that promotes and implements inclusive sustainable finance practices in line with the Financial Services Authority of Indonesia.

In 2020, Maybank’s collaboration with BNM, SC and industry players continued, with Maybank contributing to a series of initiatives as part of the working group for BNM’s JC3. Maybank, as a dedicated member of JC3 Sub-Committee 1 (SC1), shared our knowledge on Sustainability Risk Management in July 2020 as part of BNM’s risk management benchmarking initiative among JC3 SC1 members. In addition, we also participated in a pilot exercise for the implementation of the BNM Discussion Paper on Climate Change Principle-based Taxonomy and have actively contributed to the refinement of the taxonomy with the prime objective of supporting the national agenda towards a lower carbon and climate resilient economy. Maybank’s collaborations with BNM and industry practitioners in 2020 also supported the development of the Value-based Intermediation Financing and Investment Impact Assessment Framework (VBIAF) Sectoral Guide for Palm Oil (consultative document).

LEADERSHIP IN ISLAMIC FINANCE

Maybank Group Islamic Banking is an industry thought and service leader, creating and sharing knowledge, capacity and value across the global Islamic financial system. The largest Islamic financial services provider in ASEAN by assets, financing, funding and profitability, our Islamic banking division plays an important role in assisting customers to capture opportunities in the halal economy. We provide Shariah-compliant products and services across touchpoints in our home markets of Malaysia, Indonesia and Singapore as well as the financial centres of Hong Kong, London, Labuan and Dubai.

Our Islamic banking business contributed 62.6% to Maybank’s total domestic financing, with Maybank Islamic remaining No.1 in Malaysia in terms of market share of Islamic assets at 30% in 2020. In Malaysia, which is an important global halal hub, we are the market leader in terms of total assets, total financing and total funding (Deposits and Unrestricted Investment Accounts).

VALUE-BASED INTERMEDIATION

The Group continues to work closely with BNM and other stakeholders in the Malaysian Islamic banking and financial services community to further develop the VBIAF Sectoral Guidance Documents, as part of the overall development of a more sustainable Islamic financial ecosystem. Our contribution towards the development of the VBIAF Sectoral Guidance Document included leading the Sectoral Guidance Working Sub-Group for the Palm Oil industry. The VBIAF Sectoral Guidance for Palm Oil constituted one of three VBIAF Sectoral Guidance Documents published by BNM, alongside the Guidance documents for the Renewable Energy and Efficient Energy industries. These guiding documents seek to deliver positive and sustainable impacts to the economy, community and environment and were made available for public consultation in August 2020.

Maybank Group Islamic Banking continues to work towards embedding sustainability within our business in a manner that aligns with Value-based Intermediation (VBI) and Shariah principles.

“VBI is underpinned by the principles of Maqasid al-Shariah and aligns with Maybank Group’s mission in ‘Humanising Financial Services’. Maybank Islamic is committed to leveraging our strategic position in the market to create inclusive and sustainable impact to the communities that we serve.”

Dato’ Mohamed Rafique Merican

CEO of Maybank Group Islamic Banking and Chairman of Maybank Group Sustainability Council


ISLAMIC CENTRE OF EXCELLENCE

As a regional thought leader in Islamic finance, Maybank Group Islamic Banking shares our deep knowledge and expertise with the Islamic finance community through the efforts of our Maybank Islamic Centre of Excellence (COE). Serving as a reference point for industry players, academia, regulators and the general public, the COE is tasked with producing research and insights that provide a regional benchmark for Shariah matters and industry best practices.

In 2020, we produced two Shariah research papers and published three articles on themes relating to Islamic finance. This year, we also participated in the SC Sustainable Responsible Investment Virtual Conference 2020, with a topical speech on 'The Strategic Value of Sustainability' in addition to engaging in a number of other events and webinars addressing the growth of the Halal industry, the impacts of COVID-19 on Islamic Banks, and Islamic Social Financial Inclusion.

Leading in Innovative Products

We continue to be a leader in the innovation and development of Islamic financial products that create sustainable value. December 2020 saw the launch of the Islamic Corporate Card-i, a new first-to-market Islamic corporate card whereby Maybank Islamic contributes 0.1% of customer spending on overseas merchants to selected charitable bodies. We also successfully launched Malaysia's first ever Social Impact Deposit in October 2020. For all 6-months Islamic Fixed Deposit (IFD-i) placements received during the offer period, 0.3% per annum is contributed by Maybank Islamic to a special assistance fund designed to provide financial relief to their customers in need.

 For more information on this social impact deposit, refer to page 31 of this report.


Maybank Group Islamic Banking's Key Contributions to the Community

Year	2016	2017	2018	2019	2020
Islamic Finance Thought Leadership					
• No. of Publications	6	5	3	4	5
Islamic Finance Scholarship					
• Total disbursed (RM)	168,650	187,500	31,800	244,000	300,000
• No. of scholars	6	6	2	3	3 sponsored & 16 provided financial assistance
Zakat & Waqf developments					
• Total disbursed (RM)	500,000	2,000,000	2,200,000	2,700,000	3,580,000
• No. of families supported	3,811	57,000	14,660	14,645	4,183
Education Support					
• Total disbursed to Asnaf (RM)	3,100,000	2,602,000	5,778,400	5,559,850	4,880,000
• No. of Asnaf beneficiaries supported	2,000	2,012	4,276	6,537	4,816

Note: We did not provide support for Academic Tuition Classes for the Underprivileged in 2020 as we are focusing more on tertiary education sponsorship, Ulul Albab and Al-Quran literacy programmes.

20/20 SP Commitment

Year-on-Year Tracking

 Product Stewardship	Supporting our community through contributions to the less fortunate.					
	Year	2016	2017	2018	2019	2020
	Zakat contributions (Maybank Group, RM million)	19.98	23.68	40.92	39.42	37.42

Caring for Individuals and Households

ACCESS TO PRODUCTS AND SERVICES

20/20 SUSTAINABILITY PLAN SCORECARD

Commitments:

- Focus on Customers
- Digitalisation
- Product Stewardship

Progress:

Maybank has continued to enhance customer experience under the 20/20 Sustainability Plan. Digitalisation has served as a key driver for improving customer access to financial products and services, and the Group has successfully launched many industry firsts in digital financial products. Maybank also continues to offer products and services that meet targeted socioeconomic customer needs.

SDGs



2020 HIGHLIGHTS



Customers Front and Centre

Putting our customers' needs at the forefront of what we do has been a tenet of Maybank service since we first began operations 60 years ago. Never was this commitment more important than in 2020, when the COVID-19 pandemic wrought widespread disruption and economic uncertainty. **To support our customers throughout this period of hardship, Maybank enacted financing moratoriums worth RM179.7 billion for consumers in Malaysia, helping those in need to find their feet amidst this ongoing crisis.**



Driving Digital Transition

In recent years, the financial services landscape — like the lifestyles of our customers — has been rapidly reshaped by new and emerging technologies. Offering a wealth of opportunities for enhanced customer experience, convenience and access to financial services, Maybank is committed to embracing digitalisation, with the view to being the Digital Bank of Choice. **In 2020, we launched the all-new MAE by Maybank2u mobile application, and have recorded over 770,000 application installations since launch — a reflection of our alignment with our customers' digital needs.**



Helping to House Malaysians

For low- and middle-income customers, high upfront payments and long financing periods are significant and serious barriers to homeownership in Malaysia. As a community bank that puts people first, Maybank is committed to helping our customers secure homeownership in a way that meets their financial circumstances. Since 2018, we have been supporting homebuyers through MaxiHome Ezy, a mortgage scheme offered under conventional banking which gives customers an easier path to homeownership through lower monthly commitments for the first five years. **Since inception, we have provided a total of RM275.1 million worth of financing for homebuyers, helping hundreds of Malaysians to secure their dream homes.**

For our business to be sustainable and thrive over the longer term, our responsibilities towards our customers must revolve around our ability to relate to customer needs, our capacity to deliver an enhanced experience and our trustworthiness as a custodian of personal data. These responsibilities reflect how financial institutions, and their customers, are focusing increasingly on trusted relationships, shared knowledge, and an innovative customer experience. We offer sustainable financial services and products that take due consideration of these responsibilities.

Our mission is anchored upon ensuring that the rights of customers and the wider community is respected, the provision of innovative financing and investment products as well as cutting-edge digital banking services for all segments of our customer base, including the unbanked. Underpinning our relationships is a common bond of trust which enables us to grow with our customers and support their needs.

Above all, we believe in being there for our customers. Throughout the COVID-19 pandemic, this belief was central to our efforts to keep our customers safe while ensuring service continuity and delivering a range of support measures for those experiencing financial hardship.

PUTTING CUSTOMERS FIRST

We prioritise our customers, whether it is through face-to-face interactions or on our digital platforms. As we continue our journey to Humanising Financial Services, we want to ensure that we put the well-being of communities at the heart of what we do by being inclusive and sustainable while promoting products and services that are delivered responsibly with customers' best interests in focus.

CONNECTING WITH CUSTOMERS

We maintain an extensive service network, encompassing both digital and physical touch points in order to service different geographic areas and social groups, tailoring our services to cater to differing needs and concerns. As we move towards being the Digital Bank of Choice, we will continue to ensure excellent physical interactions and relationships while endeavouring to provide widespread service availability and quality.

Our Branch Network

Maybank's physical branches continue to be important even as customers increasingly move towards our digital banking services. We believe physical branches are vital for certain interactions such as sales and advisory services for matters such as insurance, investment, and home and business loan products, while some of our customers continue to prefer cash payments.

Our home markets are Malaysia, Singapore and Indonesia and we have a presence throughout ASEAN as well as China, Hong Kong, Saudi Arabia, UAE, India, Pakistan, UK, USA and Uzbekistan. To ensure equal access to our financial services, we have a widespread network of 2,626 retail branches in urban and rural areas as well as 51 investment banking branches worldwide. Our branch network across key ASEAN markets is tracked through our annual reports.

Our Maybank One Kiosks, available since 2012 for both conventional and Islamic banking customers, offer convenient self-service banking facilities in addition to our branches and other self service terminals. For customers who want to perform basic banking services but are in areas where our branches may be inaccessible or do not have access to online services, we have teamed up with POS Malaysia for Agent Banking Services in which POS Malaysia outlets are available for our customers to perform basic banking services. There are currently 24 Maybank One Kiosks, while basic banking services can be accessed through 293 POS Malaysia outlets.

2020 Branch Network			
2,626 retail branches	51 investment branches	24 Maybank One Kiosks	293 POS Malaysia outlets

To ensure that our services reflect our customers' needs at every touch point, we are working towards transitioning selected branches with a focus on providing advisory or financial solutions. We continue to cater for the move towards more online services by rolling out innovative digital solutions that our customers can access at their convenience.

Etiqa is our insurance and takaful arm and is dedicated to providing access to the comfort of security that people need. Etiqa has an extensive branch network throughout Malaysia and is also the No. 1 digital insurance player in the country.

There are 46 Etiqa branches	Over 400 bancassurance distribution outlets	More than 10,000 agents
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Maintaining Branch Safety

The Group continued to deliver banking and financial services across all our markets throughout 2020 as we adapted to respond to the multi-Government-directed movement restriction orders, implemented to curb the spread of COVID-19. With the safety of our employees and customers of paramount concern, we worked with regulators across all the markets in which we operate to ensure customers could still access key branches. Physical branches operated according to compressed working hours and we maintained our self-service terminals and ATMs to ensure seamless transactions. The drive to build up our online platforms and self-service terminals enabled customers to access Maybank's services conveniently and safely from their homes without risking exposure to infection from the virus.

To operate in compliance with the movement restrictions and other standard operating procedures (SOPs), we modified our branches' operations and employees' work schedules across our operations Group-wide. In line with government regulations and accepted best practices, our branch SOPs included temperature checks, contact tracing, seating arrangements, awareness notices and sanitiser dispensers. To educate customers on the importance of appropriate hygiene practices for their health and safety, we issued preventive guidelines at our branches.

For our Malaysian operations, we introduced a series of measures to ensure the safety and accessibility of all our facilities. To minimise unnecessary travel and exposure, we made our self-service terminals accessible to customers of all banks through our commitment to waive interbank cash withdrawal fees. To further reduce transmission risk at branches, we introduced Maybank EzyQ, an online appointment booking platform via Maybank2u, to enable customers to confidently book an appointment for a branch visit that is compliant with social distancing measures. Currently, customers are served via 315 Maybank branches and 45 Auto Finance Centres throughout the country.

Our Digital Platforms

We continue to offer superior customer experience and convenience across segments and industries by developing our digital network of products, platforms and services. Customers' needs are prioritised as we deliver innovative, user-friendly and fast financial services together with the assurance of safety, security and regulatory compliance. Maybank continues to accelerate in digital banking, payments, digital applications, non-banking verticals, user engagement, wealth and deep integration with digital ecosystems and economies. During the global pandemic and lockdown, these digital channels were instrumental in bringing business opportunity and convenience to impacted customers across the nation.

Maybank2u and Maybank2u Biz

We make banking for our consumers and businesses simpler, smarter and safer with our Internet Banking. Equipped with more than transactional services, we provide extensive product offerings such as digital account opening and loan application, investment goal setting and placements, and diverse payment solutions for startups and SMEs.

Used by

8.5 million
customers*

Maybank2u

Maybank2u App

Six out of ten mobile banking transactions in Malaysia are channeled through our easy, intuitive and convenient to use Maybank2u App — a testament to our commitment to delivering enhanced customer experiences.

Used by

5.4 million
customers**



MAE

With MAE by Maybank2u, we have transformed digital banking products and services. Offering financial management tools, daily companion verticals, appealing content as well as gamified digital experiences and rewards, MAE delivers a truly convenient and engaging banking experience.

Recorded

770,000
application installations by users



* Maybank2u and Maybank2u Biz covers three-month active users in Malaysia, Singapore, Indonesia, Philippines and Cambodia.

** Maybank2u App data for GCFS level covers three-month active users in Malaysia, Singapore and Indonesia.

Industry Engagements for Digitalisation

Maybank believes that to unlock value in new areas — whether developing new revenue streams, outreach to new customers or increased process efficiencies — collaborative partnerships can be key. We continue to work with complementary players across numerous industries for the deployment of these technologies. We are also leveraging our technology and digital capabilities whilst ramping up engagements with government bodies, to identify areas where we can support greater digital penetration and adoption.

Caring for Individuals and Households

Supporting Digital Lifestyles

Customers today want their banking and financial services to be effortless, taking control over their finances in a way that seamlessly intersects with everyday life. Maybank must tailor our products and services for our customers by understanding their motivations and preferences, while providing value-added services that can solve their problems.

We achieved several highlights for digital innovation in 2020 to support these consumer lifestyles.



MALAYSIA

MAE

Inspired by the needs and lifestyles of our customers, in 2020 Maybank enhanced our MAE e-Wallet to form the new, stand-alone MAE by Maybank2u mobile application. MAE, which comes with most of the functionalities associated with the Maybank2u MY App, was intuitively designed and developed, with financial management tools, daily companion verticals, engaging content, gamified digital experiences and rewards. A fresh new interface with superior customer experience allows customers to pay their bills, transfer funds, apply for the MAE debit card and make payments online as well as through QR code with any merchant signed up to Maybank QRPay or DuitNow QR.

A key enhancement under the new MAE app is the MAE Visa Debit card, which any MAE user can apply for. Using the debit card, customers can seamlessly make transactions such as local and overseas withdrawals, point-of-sales transactions and e-commerce transactions while also enjoying preferential foreign exchange rates for their purchases. As an added security feature, customers can freeze or unfreeze their cards in case they misplace them.

As of December 2020, the MAE wallet has recorded over 1.8 million sign-ups since its launch in 2019, signalling strong demand for e-wallet products with convenient banking features.

Maybank2u

We continue to offer innovative payment transaction options with online payments and e-Wallet top-ups. The Maybank2u simplified e-wallet and e-commerce Top-up & Payment is the country's first tokenised online payment solution, enabling Maybank2u users to link a bank account to a third-party platform. Supported by key merchants such as Grab, Shopee and Lazada, the new feature gives customers the ability to perform simplified payments and conduct seamless transactions without the need to log in and authenticating a transaction when performing a top-up on e-wallets or payment on e-commerce platforms.



INDONESIA

After the launch of Indonesia's national QRPay standard, QRIS, in 2020, Maybank Indonesia integrated QRIS QRPay into the Maybank2u mobile app, enabling customers to make cashless payments via QRPay at any QRIS merchants throughout Indonesia. Following this update, we recorded 1.47 million QRPay transactions with a value of more than IDR22 billion in 2020.

In 2020, the Maybank2u e-wallet top-up capability for customers in Indonesia was also enhanced with the addition of leading e-payment platforms iSaku and Doku Wallet top-up options. These additions complement Maybank2u's other Indonesian top-up facilities, with options that include Go-Pay, OVO, LinkAja and Paytren.



SINGAPORE

In Singapore, the Group enabled real-time fund transfers between Maybank Singapore accounts and e-wallets, with major e-wallets such as Grab, LiquidPay, MatchMove, Singtel Dash and TransferWise to be onboarded progressively over 2021. To further facilitate digital lifestyles, Maybank Singapore upgraded Maybank2u in 2020 enabling customers to submit account eServices application forms online.

To further enhance our customer digital banking experience, new Maybank2u mobile app features were also introduced, including the ability to activate bank cards and update personal details, as well as enhanced overseas transfers and eStatement management. Since the introduction of these features, we have seen an increase in customer experience rating of 3.4%, reflecting that we are continuing to meet customers' digital needs.



CAMBODIA

To provide banking convenience for our customers in Cambodia, the Group rolled out the Maybank2u Cambodia App with an enhanced look and feel as well as new features. Maybank2u has seen registered users grow by 27% and active users by 16%, since its launch in February 2020. Maybank Cambodia has also partnered with Wing, a fintech operator, to enable reload top-up services for our customers' convenience. The partnership has witnessed Maybank2u's monetary transactions grow by 63%.



PHILIPPINES

In 2020, Maybank Philippines launched a QRPay function for the Maybank2u Philippines app, enabling customers to send or receive funds to Maybank and other banks using QR codes. To improve customer experience, Maybank Philippines also now allows customers to request for Maybank2u internet banking activation through the Maybank2u website, rather than through physical branches or customer care.

Please refer to pages 35 and 36 for more information on how our digital platforms were enhanced in 2020 to provide greater access to financial services.

CARING FOR CUSTOMERS

Maybank values highly the trust placed in us by our customers. Protecting customers from risk within or without our operations is important and we have made significant investments training our employees on responsible business practices. We are also focused on enhancing the integrity of our information technology structures as our digital presence grows.

During the COVID-19 outbreak, we stepped up to support our customers who were affected by the pandemic. We proactively engaged with all our customers throughout ASEAN markets to offer financial assistance if needed.

Supporting Customers through COVID-19

Seeing our customers through the financially difficult times caused by the COVID-19 crisis is part of our commitment to act with compassion and care, which is central to our mission of Humanising Financial Services. Our main priority, in terms of our pandemic response, is to assist our customers through this period of uncertainty and support the economies of the countries in which we operate. To help our customers, we are offering viable financial solutions that can also support employment and prevent business failures in the near-term.

We implemented several measures to support our customers in 2020 in response to financial strain as a consequence of the pandemic. To assist those experiencing cash flow problems, we launched a financial relief package for individuals and businesses, offering a moratorium on loan repayments of up to six months and offered, on a case-by-case basis, restructuring and refinancing facilities. To streamline the process for applicants, customers simply needed to login to Maybank2u and select the loans for which they would like to apply for repayments continuation or moratorium. We also had discussions with our home-market regulators on providing temporary reprieve solutions for customers facing cash flow constraints as a result of supply and demand disruptions and unemployment.

We launched the Targeted Repayment Assistance package for B40 customers, and general Repayment Assistance package for all Maybank customers, after the end of the six-month moratorium in September 2020. We offered restructuring and rescheduling of loans and facilities on a case-to-case basis, while our customers were also provided with additional relief in the shape of credit card relief assistance plans, insurance premium deferrals, and waivers for using online platforms such as interbank ATM or SST cash withdrawals.

In Malaysia, a total of RM159.8 billion was granted payment deferment under the six-month moratorium, with an additional extension of payment deferment or payment reduction of RM19.8 billion provided through Repayment Assistance and Targeted Repayment Assistance.

Our COVID-19 relief measures extended across our ASEAN operations, with customers in Singapore given the option to opt-in for the moratorium on automotive and housing and retail loans, while moratoriums and while relief loans were offered to qualified SMEs. Qualified customers in Indonesia were also given the option to opt-in for the loan moratorium while in the Philippines, qualified retail borrowers were also offered a loan moratorium, with SME loans offered restructuring packages on a case-by-case basis. As at year end, loan exposure approved for moratorium and restructuring across our regional operating markets amounted to RM9.1 billion.

Using Digital Platforms to Support Customers Throughout COVID-19

Leveraging our digital assets has been a key tool for Maybank to ensure that we have broad outreach to support our customers throughout the COVID-19 pandemic. Through our online channels as well as via our call centre, we have been able to proactively communicate with customers to respond to enquiries regarding the loans moratorium after it was announced by the Malaysian Government and BNM. Post moratorium, we continued to assist customers by sharing educational videos and content online with our less digitally savvy customers, to provide instructive material on practicalities related to banking and online transactions.

For Malaysians working in Singapore who were unable to return to their families, we offered relief through free RegionLink Transfer of funds credited to Maybank Malaysia accounts, resulting in transactions growing to more than 8,000 per month. For our customers in Singapore, the Special Financial Relief Programme announced by the Monetary Authority of Singapore (MAS) and The Association of Banks in Singapore (ABS) was open for application through Maybank2u.

Our customers in Indonesia were supported through a partnership between Maybank Indonesia and Gojek, which saw administrative fees waived for Go-Pay wallet top-ups from March to May 2020, with over 68,000 transactions waived totalling IDR137 million. Similarly, Maybank Philippines stepped up to help through waiving interbank fund transfer fees and increased the daily transaction limit to PHP50,000. We also updated our verification process for iSave applicants to accept a broader range of personal ID documentation, receiving over 36,000 applications. In support of the Philippine Government's Bayanihan Act, Maybank Philippines also implemented website online application forms for the loan moratorium.

COVID-19 Care at Etiqa

Our insurance and takaful arm, Etiqa, has been active in engaging with customers affected by the pandemic by rolling out a number of initiatives. With the knowledge that customers infected by COVID-19 are likely to be impacted by loss of income or slower business, Etiqa assisted with RM5,000 cash relief to those diagnosed with the virus from 19 February to 2020 year end. A special waiver was also given for selected travellers who purchased Etiqa Travel plans prior to the World Health Organisation's declaration of COVID-19 as a pandemic in March and required medical treatment for COVID-19 when travelling. To assist customers to manage their cash flow, Motor certificates could be renewed for six months instead of a year, while eligible corporate customers were allowed staggered payments for their Takaful programmes.

In Singapore, Etiqa offered complimentary COVID-19 insurance coverage for Etiqa life plans, with payout upon death and hospitalisation stay coverage. Through Etiqa GI, customers were also able to obtain 30-day coverage on an enrolment basis. Policyholders of Etiqa's life and general insurance plans who have been financially affected by the pandemic, either through unemployment or loss of income, can apply to defer their premium payments for up to six months without losing coverage.

Customers Helping Customers

To encourage our customers to give back to society, we launched the first-ever social impact deposit in Malaysia in October 2020. For every fixed deposit with a minimum term of 6-months placed under the Islamic fixed deposit account (IFD-i), 0.3% per annum is contributed by Maybank Islamic to a special assistance fund designed to provide financial relief to their customers in need. This social impact deposit campaign ends in March 2021 or when cash targets have been reached, whichever is earlier.

Caring for Individuals and Households

Product Safety and Stewardship

Protecting our customers and ensuring that they are suitably informed during the decision-making process when considering our diverse and complex financial products, is important for their long-term satisfaction and financial well-being. To protect consumers from harm, we comply with established banking and financial rules and regulations.

For the benefit of customers and to minimise mis-selling or misunderstanding, our credit policies and guidelines are governed by the Responsible Financing Guideline (RFG), HP Act 1967 and Personal Data Protection Act (PDPA) 2010. Copies of the Product Disclosure Sheet are also readily available either through Maybank2u or through hard copies at the point of loan application and issuance of the Letter of Offer.

Competent and knowledgeable employees engage with our customers and provide quality service and advice. We endeavour to provide transparent and responsible product information, including service features and fees, while ensuring that contract agreements are made available and product-related details are shared at the point-of-sale.

Onboarding Customers Safely

Firstly, clearance from internal compliance is compulsory for onboarding new customers.

Then, loan originators and credit underwriters will assess customers' ability to service their mortgage loan in accordance with the credit policies/guidelines in line with the Responsible Financing Guideline.

Lastly, our sales team is responsible for explaining the Product Disclosure Sheet to customers during the onboarding process.

Given the impact of the COVID-19 pandemic on the economy and employment, we protected customers through the Revision of Lending Guidelines, ensuring any financing extension is within the means of customers and in line with the prevailing job market conditions. As an added precaution, the Guidelines also sought to ensure that property assessments were revised in line with the property market and that an appropriate margin of financing is offered.

To protect consumer interests and promote the development and delivery of safe financial products and services, we conduct engagements with regulators and other industry players such as Kementerian Perdagangan Dalam Negeri dan Hal Ehwal Pengguna (KPDNHEP), Amanah Saham Bumiputera Berhad (ASNB), BNM and government agencies.

Knowledgeable customers are the best defence against fraud. At Maybank, we communicate across numerous channels, such as the Maybank2u website, social media platforms, notices at our physical premises and push notifications for awareness campaigns, to educate Maybank2u users. To ensure that we reach as many of our customers as possible, campaigns are deployed in English, Bahasa Malaysia and Mandarin.

GRI 102-17

Strengthening Customer Protection Practices

Compliance and integrity in the workplace operate as the first line of defence against financial crime and unethical sales behaviour. Our employees are informed of the latest regulatory mechanisms and we take a proactive approach to workforce training. We send regular reminders to employees of our code of ethics and the high standards of professional conduct, knowledge and competency. We also instil in our employees the importance of regulations surrounding customer data protection, product transparency and responsible sales practices through workshops and training, as well as regular communications campaigns.

Our employees regularly undergo training on customer product and safety, with sessions covering a range of themes including Mortgage and Retail Financing products such as ASB Loan/Financing, Salary Financing and Education Loan/Financing, as well as product knowledge training on various unit trust funds. Given the work-from-home and staggered office hours, SOPs were rolled out for non-physical sales and advisory customer engagements. The wealth management sales team received training in areas covering wealth management solutions and soft skills.

We work to develop our customer-facing employees to enhance efficiency, accuracy and productivity when responding to customer queries or providing advice on complementary products and services. Our Web-based sales tool, known as the Library of Integrated Sales Advisory portal (LISA), is a shared platform accessible across multiple business units, designed to enable our employees to quickly get information on our products and services as well as find solutions for product and service uncertainties.

Safeguarding Customer Data

Maybank is mitigating the risks to our business and our customers that come with our expansion to digital channels through the development of strong cybersecurity infrastructure, including internal governance, human knowledge and network strength. Oversight of our cybersecurity and technology strategy resides with our senior management and Board-level risk committees, which are regularly updated on risks and controls.

The Group's Technology Risk Management Guidelines is complemented by the Maybank Cyber Risk Management Policy, which sets out our approach to cybersecurity risks and is based on the National Institute of Standards and Technology, US Standards. This approach serves to identify risks, detect cyber threats and effectively respond to cyber-related events. Continuous assessments are carried out to gauge our internal readiness to combat cybersecurity risks under the Policy, and also includes disaster recovery exercises in preparation for a technology shutdown or failure.

Maybank's Regional Security Operations Centre centrally manages the security of our systems at an operational level through security information and event management software, allowing for real-time monitoring to detect and quickly respond to internal or external cyberattacks to our digital systems. This cybersecurity infrastructure is regularly updated to reflect the latest trends in threat mitigation and risks.

To strengthen our management of digital risks, we maintain a policy for Cyber Risk and Technology Risk. This policy will be converted into the Cyber Risk Framework in 2021 in line with BNM's Risk Management in Technology Policy. The Cyber Risk Framework will incorporate assessment tools to help identify technology and cyber risk gaps for remediation. Periodic reviews will be carried out on the framework and assessment tools in which industry practices are adopted and compliance with regulatory guidelines are undertaken. The assessment tools will also be used for monthly reports to the Technology and Risk Committee.

Strengthening Cyber Risk Awareness

Maybank participates actively in exercises to strengthen defences against digital attacks and communicates regularly with stakeholders on concerns over cybersecurity. Through our participation in groups such as the Cyber Working Group, comprising Malaysian financial institutions and BNM, we have constant engagement with regulators and peers to share information and take part in industry-wide exercises and benchmarking controls against new attacks. We also ensure that employees are informed of digital and cyber risks through Group-level information sharing forums and threat information communications.

We conduct regular awareness campaigns for our employees and customers on cybersecurity risks and to promote best practices while working closely with regulators to develop preventative measures, as well as promote better understanding of cyber risks. Employees are informed on security awareness through regular communications, and we require compulsory IT Security training for internal employees. Daily Global Threat Intelligence advisory emails provide updates on threats around the world and advice by the Group's Technology team on how to mitigate such threats. Our other initiatives include conducting annual phishing exercises, annual cyber drill exercises for IT Security personnel, and a bi-annual Enterprise Crisis Simulation Exercise (ECSE) that is conducted Group-wide.

CUSTOMER EXPERIENCE

The Maybank Customer Service Charter Service Standards, which describes the customer service that we want to provide and the channels through which customers can give feedback, is critical to our long-term success as it lays out the commitment to the high standards that we aim for. To ensure that we can promptly rectify issues raised, we regularly engage with customer-facing employees to strengthen their expertise in resolving complaints.

To ensure seamless customer experience during the COVID-19 outbreak, the Group Customer Experience Management (GCEM) supported all our business units to ensure that they understand customers' needs while working to provide enhanced customer experience.

Customer-First Design

Designing products with customers in mind means that we prioritise the procurement of customer feedback so that product design and development for new and existing products reflect real customers' experience. The goal is to deliver maximum value responding to society's needs. Based on the feedback we received from our External Customer Engagement Survey (ECES), we implemented 38 new customer journey improvement initiatives in 2020.



Simplifying the Claims Process at Etiqa

New Etiqa customers now enjoy improved understanding of the Etiqa claims process due to an enhanced on-boarding email which includes a detailed attachment on how to make claims, nomination and termination. The improvements reflect the Group's aim to ensure that our products and services have customers' needs and concerns at heart.

Customer-First Training

Our employees are provided with regular training through the Maybank Hospitality Programme and the I Am Maybank initiative, to ensure they have the competencies to deliver high-quality customer service. These programmes are designed to elevate customer engagements through enhancing customer service competencies and encouraging employees to be responsible for the delivery of positive customer experience. The Maybank Hospitality Programme trained 257 new employees on customer experience in 2020, while I Am Maybank trained 346 Customer Experience Champions.

In addition to these targeted programmes, throughout Maybank, employees master customer centricity to provide relevant advice and assistance. We address customer experience competencies through training, with 2,640 hours spent in 2020 on this topic. We also introduced on a weekly basis, tailored bite-sized customer experience learning content to employees through email to help them manage customers' expectations and concerns post-pandemic.

As we aim to embed a customer-centric DNA throughout Maybank, we will be expanding our customer experience programmes to reach non-customer facing and support roles. We will support the development of new capabilities through webinars and masterclasses to share best practices and customer experience tools.





Maybank Best CE Award

To create excitement and pride amongst employees, foster customer centric and operational excellence mindset and practices, Maybank awards an annual Best Customer Experience award to the branch that has shown the greatest dedication to enriching customers' lives, prioritising their needs, personalising customer interactions, and embodying the spirit of Maybank. In 2020 we announced the Paka Branch in Terengganu as the Champion of the 2019 Maybank Best CE Award.

Caring for Individuals and Households

Measuring Customer Experience

There are a number of tools that we use to evaluate and manage our customer experience as we recognise the importance of customer satisfaction to the long-term sustainability of our business.

External Customer Engagement Survey

The ECES, which provides insights from customers on the Group's performance, is important for the feedback that highlights where the Group's business units can improve. The results of the ECES are also used to generate the Net Promoter Score (NPS), a gauge of how likely customers are to recommend Maybank to others. The ECES is conducted annually and was enhanced in 2020 by reaching out to customers who took the loan moratorium, to measure customers' sentiment on the impact of COVID-19 measures and assistance offered by Maybank.

2020 HIGHLIGHTS

80%

of customers report they are satisfied with the convenience of our digital platform

79%

of customers report they are satisfied with the convenience and accessibility of our self-service terminal network

In addition to ECES, in 2020 we also conducted a post-pandemic survey to gauge overall customer sentiment and satisfaction on assistance initiatives as well as sentiment on the offer of assistance, safety measures and competitive comparison. The survey revealed high levels of satisfaction and we obtained useful insights on identifying areas where our customers are facing issues. We will work alongside our business units to see where we can add value through key initiatives.

Net Promoter Score

The strong performance of our NPS scores, which indicates how likely customers will recommend us to their family and friends, reveal that our customers place an importance on their relationship with us.

With an NPS of +20 in 2020, Maybank maintained its No. 1 position in NPS among local and international banks for 5 years running.

Voice of Customer

To improve our products and services, we gather input from recording our customer interactions through the Voice of Customer (VOC) system. A QR-code based platform, VOC aims to address transactional issues through real-time feedback which can be addressed immediately.

In 2020 we embedded VOC into the account opening experience, resulting in a significant increase in customer feedback. In all, we recorded 87,411 VOC submissions, with a NPS of +79.

2020 HIGHLIGHTS

Feedback from

87,411

customers — more than a tenfold increase compared to 2019

Managing Customer Complaints

In line with our goal to rectify all issues satisfactorily within 48 hours, we monitor the time taken to resolve customer complaints and this is managed through both complaint containment and prevention. We have a proactive approach to identifying potential points of customer friction and providing better solutions.

We introduced the Complaint Predictive Model in 2020, which uses historical complainant demographics that identifies customers of the same persona who are likely to complain, and proactively build interventions to address potential friction. The demographics used in this model include segment, product handling and age. To mitigate recurring complaints, we also implemented initiatives to reduce the top 10 First Contact Resolution complaints.

2020 HIGHLIGHTS

74%

of complaints resolved at first resolution



Working with Regulators

We work closely with regulators, government agencies and the financial services industry to offer better solutions for our customers and to benefit the industry. During the pandemic, our centralised complaints team worked closely with BNM to provide support for affected customers. We constantly reviewed feedback from customer interactions and then took action to address these complaints.

Year	2016	2017	2018	2019	2020
Overall Customer Satisfaction					
The Philippines	87.20%	80.12%	55 [‡]	15 [‡]	Not conducted
Singapore	72.5	73.6	73.5	74.0	74.5 [#]
Cambodia*	4.05	4.16	4.10	4.10	4.20
Indonesia [†]	7.82	7.60	7.46	7.71	8.02
No. of Complaints Received					
The Philippines	2,951	3,315	3,634	3,152	2,388
Indonesia	20,291	19,668	21,227	27,669	20,519
Cambodia	138	105	92	588	195
No. of Complaints Resolved					
The Philippines	2,951	3,315	3,634	3,123	2,310
Indonesia	19,136	18,090	19,859	27,437	19,838
Cambodia	138	105	92	588	194

* ≤3 Unacceptable, ≤3.25 Need improvement, ≥3.25 On Target, ≥3.85 Exceed Target, ≥4.25 Exceptional

† Relationship Strength Index scoring method

‡ Refers to Net Promoter Score. 2019 data covers business units and branches while 2018 data covers only branches

This figure is excluded from the external assurance provided for this report as the data became available subsequent to the assurance date.

FINANCIAL INCLUSION

Maybank believes that financial inclusion is vitally important to create long-term value for individuals and society. Digital technologies offer platforms that extend access to financial services to low-income individuals and underserved groups who have traditionally been less able to engage in relationships with financial institutions. To drive financial inclusion, we are expanding our products and services in the digital space as well as working to ensure that all our customers have the requisite skills and knowledge to access these services from an informed perspective.

DIGITAL INNOVATION

Digital platforms are a critical tool for expanding access to financial services and deepening understanding of financial concepts. Through innovative technologies, Maybank is reaching new customers and providing education on financial literacy as well as tools to enhance personal financial management. We have introduced multiple initiatives within the markets in which we operate to enhance financial inclusion for all.

MALAYSIA

In Malaysia, MAE by Maybank2u mobile application was launched in October 2020. At launch, we became the first banking and financial services group in the country to offer a seamless account opening experience by utilising our electronic Know Your Customer processes. Available to individuals from the age of 12, we hope to inculcate positive financial behaviours from an early age. Offered to both Maybank and non-Maybank customers, this app truly means that financial services and products are available to all.

A significant tool within the MAE by Maybank2u mobile application is “Tabung”, designed to inculcate responsible spending and saving habits amongst users. Customers can participate in a gamified micro-saving feature enabling them to set purpose-driven savings goals with savings boosters that allow for the acceleration of savings goals based on specific actions taken. Other financial management tools include an automated expense tracker allowing for a multi-dimensional review of expenses that gives users insights into their own spending habits, which can help them control their financial outflow.

As the first Shariah-compliant e-wallet in Malaysia, MAE has been identified as an ideal platform to support Islamic focused initiatives in support of the nation. In recognition of MAE's shariah-compliant status, it was selected by the Ministry of Domestic Trade and Consumer Affairs to distribute RM2 million in subsidies to Asnaf-beneficiary university students throughout the country who have been deemed eligible recipients for funds under the Ministry's Food Bank programme.

In Malaysia, Maybank2u Internet Banking also features a Digital Wealth 360 dashboard, which allows customers to have an overview of their assets and liabilities while giving them a better understanding of their current asset allocation based on selected investment products. Customers can choose to simulate a retirement, education or wealth goal and are then guided towards achieving a final goal amount. This feature allows customers to prioritise their goals and develop a better sense of financial planning by understanding the amount they need to set aside to achieve their goals. As of 2020 year-end, over 2,700 goals had been created.

Caring for Individuals and Households



INDONESIA

For our customers in Indonesia, technology-led financial inclusion has been enhanced through the use of video calls for New-to-Bank customers who want to open an online account. Through this feature, customers can now open their first Maybank account through the Maybank2u App without leaving their homes and have the option to open other accounts, including e-Fixed Deposit (e-FD) as well as purchase mutual fund products. Through this easy and convenient way of opening accounts, Maybank Indonesia has registered more than 19,000 savings accounts from both New-to-Bank and Existing-to-Bank customers, 71,000 e-FD accounts and over 4,000 mutual fund transactions.

Maybank Indonesia has also worked to continually engage customers through “Banking from Home” media campaigns during the COVID-19 pandemic, educating customers on the capabilities of Maybank2u. Complimentary outreach also took place through webinars as well as print campaigns which provided engaging educational content for less digitally competent audiences, explaining how to perform basic digital transactions.



SINGAPORE

Maybank Singapore customers are now able to easily access all their financial information following the launch of Maybank MView, a service that allows customers to consolidate their financial information from participating banks powered by the Singapore Financial Data Exchange (SGFinDex), providing a holistic view of their financial status on both Maybank2u SG mobile app and Online Banking.

The launch of MView means that customers do not have to manually visit different platforms but can instead access a consolidated view of assets and borrowings across different financial institutions. By giving Maybank Singapore customers a better understanding of their overall financial health supported by data and insights, MView allows them to work towards achieving their financial goals. To date, about 2,300 customers have registered for MView.



Leveraging Technology for Financial Literacy

In 2020 Maybank Privilege officially launched its Financial Planning video series on YouTube to provide sound financial tips and improve financial literacy among Malaysians. Developed in collaboration with the teams in Mortgage, Asset Management and Etiqa, the series covers topics ranging from Mortgage, Investments to Protection. The 19 episodes, which air once a week from November 2020 to April 2021, feature in-house specialists as well as external industry speakers who will help the audience understand how to better achieve their financial goals.

FINANCING HOME OWNERSHIP

A primary objective of our consumer financing activities is to assist individuals and families to secure home ownership. We also seek to address the gaps in housing availability and accessibility, particularly for low- and middle-income, households through HouzKEY and MaxiHome Ezy. These housing finance initiatives are representative of our efforts to address challenges to home ownership, in line with Malaysia’s national housing agenda. We also support the financing of the 1Malaysia People’s Housing scheme which promotes affordable housing for middle-income families in key urban areas.

HouzKEY

HouzKEY is a homeownership financing solution offered by Maybank Islamic Berhad to assist first and second home buyers to own a home. With HouzKEY, customers receive 100% financing with no down payment and no payment required during the property construction period, and enjoy the lowest monthly payments for installments. This financing solution is available for properties offered by our partner developers which include new launches, under-construction and completed properties.

MaxiHome Ezy

This mortgage scheme, offered under conventional banking, gives customers an easier path to homeownership through allowing them to service only the interest of their mortgage for the first five years, with full instalments including payment of the principal, commencing from the sixth year. In 2020 we distributed RM14.6 million in housing loans through Maxihome Ezy. We have provided a total of RM275.1 million worth of financing for homebuyers since 2018, from a total of 458 applications.

INCLUSIVE PRODUCTS

We are constantly innovating by leveraging technology to provide products and services that can cater to underserved groups and are of value to the community, without losing sight of the objectives of empowering individuals through education on financial literacy and management.

Insurance Coverage for the Underserved

There is a pressing need for mental health coverage in Malaysia, with statistics from the Ministry of Health showing a significant increase in mental illnesses in the past decade. To address the gap in critical illness coverage, Etiqa in 2019 offered a mental illness rider to its SecureLink protection plan, providing coverage for four types of mental illnesses. In 2020, Etiqa further expanded our mental illness coverage with the launch of AafiahCare, Malaysia's first stand-alone Takaful Critical Illness plan covering 68 critical illnesses, including mental illness up to a maximum of RM30,000.

R.I.S.E. Savings Account

Maybank Philippines has been active in financial inclusion programmes, introducing the R.I.S.E. Savings Account in 2018 for participants who have completed the Maybank R.I.S.E. entrepreneurship and financial training programme. The R.I.S.E. Account requires that account holders have a minimum opening and maintaining balance of PHP500, unlike regular savings accounts. A total of 239 R.I.S.E. Savings Accounts have been opened, with 30 opened in 2020.

Maybank Family Fund

In Singapore, the Maybank Family Fund provides low-income families with matched savings, financial literacy skills and free personal accident insurance. In the 2020 programme year, which ran from April 2019 to March 2020, a total of 167 families benefitted through this initiative and received matched savings of SGD67,475 with service fees for opening bank accounts waived, while 178 breadwinners have received SGD8.9 million in annual policy coverage for personal accident protection.



Banking for Charities

Due to the impact of COVID-19, many charities experienced a drastic drop in donations during the ongoing economic uncertainty of the Covid-19 crisis. Along with the newly launched Maybank Momentum Grant to help charities tide through the tough times, Maybank Singapore SME Banking also offered the Maybank Community Package to help meet the banking needs of charities. The package includes preferential rates for Time Deposits, fee waivers and free digital solutions to help charities digitalise their operations.

YEAR-ON-YEAR PROGRESS AND PRIORITIES

20/20 SP Commitment

Year-on-Year Tracking

 Focus on Customers	Understanding the interaction of social issues and financial products to develop effective and affordable solutions for the community.					
	Year	2016	2017	2018	2019	2020
	Customer experience*	Remained among the top five leading banks in terms of our customer loyalty and relationship strength	Maintained our lead position as the preferred financial institution in the country	Sustained a lead as the preferred financial institution	Moving towards 2020: Runaway Leader in CX	Leading CX in the industry
* References to market position pertain to Malaysia						
 Digitalisation	Enabling technology to fulfil the increasingly complex requirements of a growing and more sophisticated customer base.					
	Year	2016	2017	2018	2019	2020
	No. of M2U 3-month active users (million)	4.27*	5.16*	5.98*	6.83*	7.56
No. of online transactions (billion)	2.90	4.33	5.91	8.68	13.10	
Data covering Malaysia, Indonesia, Singapore, the Philippines and Cambodia						
* Historical figures in this section have been revised to incorporate additional data and ensure alignment of data boundaries for enhanced comparability						

Supporting Businesses

ACCESS TO PRODUCTS AND SERVICES

20/20 SUSTAINABILITY PLAN SCORECARD

Commitments:

- Focus on Customers
- Digitalisation
- Product Stewardship

Progress:

Maybank continues to support business customers, particularly SMEs or micro enterprises with limited access to finance or financial services. These efforts have included ensuring the availability of financing as well as the delivery of innovative digital financial solutions designed to meet the unique needs of our business customers.

SDGs



2020 HIGHLIGHTS



Supporting Businesses of All Sizes

We have been growing together with ASEAN for over 50 years, with a commitment to supporting business customers of all sizes. Included among these are the small-scale and underserved businesses which are typically ineligible for conventional financial services. Through microcredit facilities we help these businesses gain the capital they need to achieve financial security and growth, helping those most vulnerable to gain economic independence. **As of 2020, we have a total balance outstanding of RM150.2 million in microcredit to 5,137 beneficiaries.**



Sharing our Knowledge

Since 2014, Maybank has been actively engaging with SMEs to build capacity through educating the owners of such businesses on the financing facilities provided through Maybank SME Banking as well as sharing with them knowledge and best practice that can help them to grow or sustain themselves. **In 2020 our engagement efforts moved online through our SME Webinar series, helping more than 1,000 participants navigate COVID-19.**

Enabling businesses of all sizes to grow and thrive brings with it a positive impact to the economy, providing the jobs and opportunities that help communities. Maybank offers products and services tailored to the needs and concerns of all businesses and particularly for those looking for financing solutions customised for innovative and high-growth areas.

As key drivers of growth and employers of youth and marginalised groups in ASEAN, SMEs and microenterprises are particularly central to Maybank's business strategy. We seek to assist SMEs to navigate the hurdles and challenges of operating their businesses while providing them with support and knowledge.

GRI 103-1, 103-2, 103-3, 203-2

FINANCIAL SOLUTIONS FOR BUSINESSES

We want to become part of the solution for businesses by offering financial services that can be accessed quickly and easily. In 2020, these solutions included reaching out with tailored support to help our business customers through the height of the pandemic in 2020 as well as providing them with the knowledge on how to traverse the impacts of COVID-19.

COVID-19 RELIEF


COVID-19 has been devastating to economies and communities around the world and Maybank is committed to working closely with our business customers to see them through this period of uncertainty. We want to ensure that customers can access the right financial solutions to keep businesses viable and sustain employment in this challenging period. The Group has been proactive in supporting our customers across ASEAN through various initiatives such as offering restructuring and rescheduling of loans, the provision of financial relief schemes and moratorium on loan repayments.

In addition to these efforts, in Malaysia, Maybank implemented a number of initiatives in support of government efforts to provide relief to SMEs affected by COVID-19 restrictions. These efforts included facilitating financial aid from government funds to provide loans at an affordable level and the offer of moratorium, repayment assistance and targeted repayment assistance to ensure SMEs are able to sustain their business operations.

To-date, we have disbursed RM1.9 billion in financing, benefitting 3,751 SME customers in Maybank. From March to September 2020, moratoria on loan repayment were granted to 55,720 SME borrowers worth RM17.5 billion in loans outstanding.

For microenterprises, whose needs may be different from SMEs, we offered targeted repayment assistance that has been taken up by 297 microenterprises as of December 2020, with the facility worth RM15.99 million.

To ensure the safety of our employees and SME customers and minimise disruption to operations during the lockdown period, we conducted engagements through virtual meetings and all relevant documents were sent through email.



**SAMA-SAMA
LOKAL™**
By Maybank2u

Sama-Sama Lokal

To assist our SMEs to continue operating during the lockdown period, we launched the Sama-Sama Lokal platform on the Maybank2u website linking potential customers to local businesses. Realising the importance of logistics, we addressed the movement restrictions by partnering with various delivery platforms that enabled these businesses to deliver their products, with the delivery costs either partially or fully funded by Maybank. We also waived all setup and transactional costs to these businesses to help them sustain themselves. To support communities affected by COVID-19 and to expose as well as prepare businesses to be technologically aware, we are continuously looking to enhance and improve Sama-Sama Lokal, that has now over 4,400 businesses onboard and has processed total orders valued at over RM2 million since launch.

FINANCING

SMEs are important drivers of the economies of ASEAN, as well as the largest employers cumulatively. Maybank is addressing their needs as these SMEs grow and expand by offering them innovative products and services that are hassle-free with faster loan-processing turnaround times. Our financial services to SME customers continue to expand and we maintain digital loan application channels via our online banking platforms Maybank2u and Maybank2u Biz, with existing SME customers offered up to RM250,000 in unsecured loans on approval-in-principle within 24 hours.

Maybank is supportive of retail SMEs, with our Retail SME Banking segment having over 500,000 customers. Of these, around 38,000 are borrowers accessing our Malaysian retail SME financing totalling RM21.8 billion. We disbursed RM5.2 billion in new retail SME loans in 2020.

Year	2016	2017	2018	2019	2020
Malaysia Total Retail Financing (RM billion)	12.6	15.0	17.1	19.1	21.8

Collaborating for Access to Finance

We remain supportive of the Credit Guarantee Corp Berhad (CGC) Portfolio Guarantee scheme that offers SMEs financing without collateral. Through our collaboration with CGC, we have granted RM1.1 billion of financing, with RM554 million disbursed to 2,680 applicants in 2020.

In the first product of its kind for the market, Maybank and CGC joined forces to introduce the SME Clean Loan/Financing Plus with an allocation of RM1 billion, which is available in both conventional and Islamic financing schemes. This hybrid loan comprises 30% term loan and 70% overdraft facility, with 70% of the total loan guaranteed by the CGC. Financing is from RM250,000 to RM1 million for a tenure of three to seven years.

Microfinance

To foster strong and stable economies, we assist microenterprises to grow with our suite of financial services that are tailored to their needs. Microenterprises remained a key focus in 2020 and we continuously work to address concerns unique to them by offering them services they value.

Maybank offers small-scale loans to underserved communities that typically are not eligible for conventional financial services. These loans form the core of our microfinance activities and provide these communities with a route to economic independence that can help them towards financial security and improved living standards, especially for those most vulnerable in society.


The microcredit facilities we offer are focused on businesses with a turnover of up to RM300,000 or with fewer than five full-time employees, as these microfinance activities have a social development dimension that is closely tied to Maybank's community engagement activities. Because the needs of microcredit applicants are different compared to bigger businesses, small-scale loans are processed without a fee or collateral due to the limited capital of these customers.

To ensure our reach, Maybank has 10 Microcredit Hubs in Malaysia processing small-scale loans and providing capacity-building. As of 31 December 2020, loans outstanding on our microcredit scheme stood at RM150.2 million with 5,137 beneficiaries. In 2020, we disbursed RM49.95 million to 1,233 beneficiaries.

In 2020 Maybank Indonesia Foundation introduced a microfinancing programme for entrepreneurs with disabilities through Pusat Pemberdayaan Disabilitas Indonesia (PUSPADI) Bali. Maybank Indonesia Foundation has made grants of IDR20 million and loan funds of IDR130 million to aid up to 77 persons from PUSPADI to develop their business through this programme from January 2020 to September 2022. In 2020, a total of 15 entrepreneurs were provided microloans.

Maybank Philippines R.I.S.E.

Maybank Philippines continues to support participants of the Maybank Foundation R.I.S.E entrepreneurship and financial training programme by offering the R.I.S.E. Savings Account, which was launched in 2018. Unlike conventional savings accounts, the R.I.S.E. Savings Account is designed to meet the needs of participants of the R.I.S.E. programme, and therefore only requires minimum opening and maintenance balance of PHP500. Up until the end of 2020, a total of 239 such accounts had been opened, with 30 new accounts opened in 2020.

 For more information on R.I.S.E., please refer to page 68 of this report.

Trade[&Give]

Maybank Kim Eng, our investment banking arm, supports microenterprises through the Trade[&Give] programme by diverting a portion of eligible clients' brokerage fees towards economic empowerment in ASEAN. The funds are used to support microenterprises in Malaysia, the Philippines, Vietnam, Indonesia, Thailand and Cambodia in the form of microcredit and mentorship. In 2020, this programme was put on hold due to COVID-19 mitigation efforts.

 For more information on Trade[&Give], please refer to page 73 of this report.

Supporting Businesses

GRI 103-1, 103-2, 103-3, 203-2

DIGITAL SOLUTIONS

Maybank offers products and services on digital platforms specifically tailored to meet the needs of businesses and support their adoption of technology as they prepare for future challenges and opportunities. Through digital platforms, we can reach out to business customers more efficiently, offering tailored products and services to help our clients grow and sustain their businesses. In 2020, these solutions were particularly valuable in helping minimise our customers' risk of exposure to COVID-19.

Digital Banking

As a diversified banking and financial services group, Maybank understands the needs of entrepreneurs, which is why in 2020 we made the process of opening a business account as simple and convenient as possible through an online process. Through this service, SME applicants are offered recommendations as to which types of account are most suitable based on their business attributes. Businesses can then apply for an account online and then simply visit the pre-selected branch within 10 working days to activate the account.

To simplify the financing application process for SMEs, particularly during the pandemic period, we also launched Maybank SME Digital Financing in 2020. This is the first financing application process for SMEs offering a completely digital process from application to disbursement. The service is available through Maybank2u and Maybank2u Biz and requires no documentation and minimal information for existing Maybank customers. Applicants are informed as quickly as 10 minutes after applying, with funds credited into accounts within one minute of the acceptance of the electronic letter of offer for eligible customers. Previously, financing was available only to businesses operational for at least three years, but it is now available to startups which have been operating for at least one year and for SMEs with a turnover below RM25 million.



“Due to the unforeseen COVID19 outbreak, I needed extra funds to support the operations of the company. When I got to know about Maybank SME Digital Financing, I decided to give it a try. The whole process was simple and fast.

I only needed to fill in some simple company details, and a few clicks to complete the online application. I was informed of the approval of financing quickly too. This surprised me. I thought it would be difficult for me to apply due to the economic situation and that the application process would be complicated and require a lot of documents. However, Maybank's new online financing is so easy to apply.

This definitely brings a lot of convenience to small & medium-sized enterprises that require additional funds with speed.”

Mr Hugo Chong,
Managing Director of Boom Eyewear
Jalan Gombak Branch

Cashless Economy

Maybank supports the growth of cashless transactions and is leading the race to develop the applications and tools necessary for the move towards digitally enabled cash-free payment systems as advocated by BNM. These technological developments are central to our digital service offerings.



MALAYSIA

We eliminated the need for point-of-sale terminals for small businesses, delivery and sales agents with Tap2Phone, an application, which is the first in Southeast Asia, developed in collaboration with Visa Malaysia and launched in 2019. Users can accept card payments of RM250 or less via Tap2Phone, making cashless transactions hassle-free.

Maybank Scan & Pay was the first QR code-based cashless payment system in Malaysia and now has a merchant base of over 500,000 countrywide as of end-2020. In 2020, enhancements were made to allow for better integration with third-party applications and point-of-sales, vending machines, kiosks and websites as well as allowing funds to be transferred seamlessly. Users are also able to perform credit transfers to and from any participating banks and e-wallets, as well as cashless payments to merchants through DuitNow QR.



PHILIPPINES

We have been working to provide our customers in the Philippines with payment flexibility through Maybank2u. We collaborated with over 60 merchants in 2020, among them Autosweep RFID, which allows car owners to top-up their accounts in real time at no cost.



SINGAPORE

We continued to enhance transaction capabilities with Maybank Singapore offering customers cross-border money transfer services through Maybank2u Biz with straight-through processing and flexible fee-billing options.

SMEs in Singapore can now collect payments more simply through various platforms such as e-commerce sites, kiosks and vending machines, among others, with the launch of the PayNow notification service via an application programming interface launched in April 2020. In partnership with LiquidPay Group, we also launched the first dynamic PayNow QR payment terminals for merchants and to-date, there are 9,000 acceptance points with total transactions amounting to SGD377,896.

ENGAGEMENT AND CAPACITY BUILDING

We constantly engage with SMEs and other underserved segments to offer insights into financial opportunities and support capacity building, ensuring that they have the knowledge they need to take advantage of the services available.

SME ENGAGEMENT

We have been running the Maybank Building Capacity & Capability programme since 2014 to inform SME customers on the financing opportunities that Maybank offer. Due to the movement restrictions and strict prohibitions on crowds, we organised a series of seven webinars in 2020 as part of our non-financial initiatives to stay connected with our SME clients, and recorded more than 1,000 participants. The webinars saw a mix of professional speakers and business owners speaking about their experiences navigating the challenges of the pandemic.

OPPORTUNITIES FOR STARTUPS AND SOCIAL ENTERPRISES

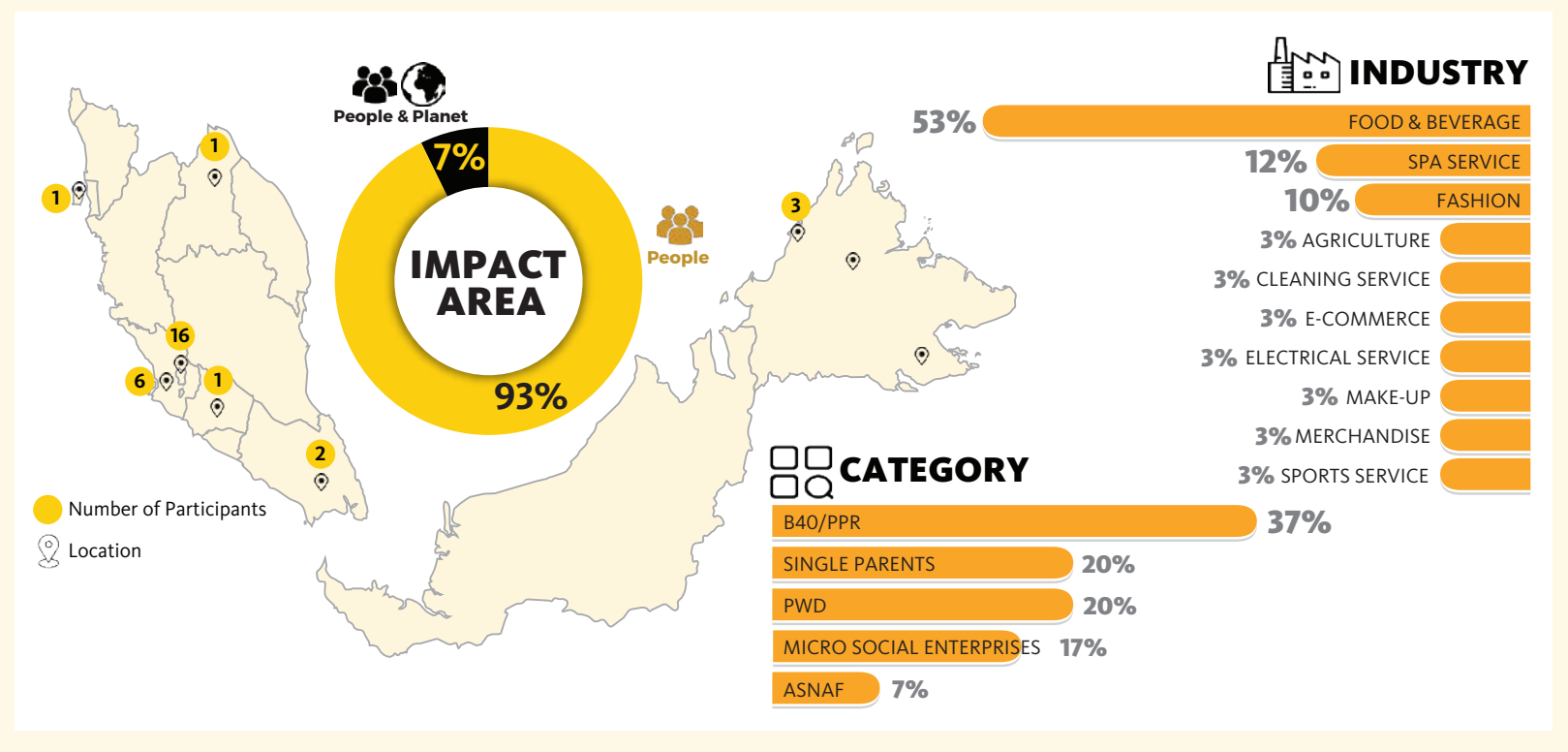
The Escapade programme, introduced in 2019, serves as a platform for our insurance and takaful arm, Etiqa, to collaborate with startups. The programme provides startups the opportunity to collaborate such as co-developing new products, validating them on Etiqa's customer base and at the same time, supplementing the startups' business revenue by becoming Etiqa's channel partners. This programme also gives participants the opportunity to be mentored by personnel from Etiqa's key management team as well as access to Etiqa's broad networking of investors and funding partners. The platform has garnered interest from more than 50 startups from all over the Southeast Asia region to be part of the program, with close to a dozen projects being identified and finalised for deployment in the near future.

To support those who want to effect change in our community, Maybank Islamic also launched the SOKONG Movement in 2019, offering opportunities for engagements between social enterprises, Maybank employees and the public, to promote awareness of the role of social enterprises in sustainable development. The SOKONG Movement continued its momentum in 2020 with Maybank Islamic partnering with the Taylor's Community to develop the Programme Keusahawanan (PK) Sokong Digital Taylors-Maybank Islamic, providing mentorship sessions for small businesses that aspire to embark on similar journey.

PROGRAM KEUSAHAWANAN SOKONG DIGITAL TAYLORS – MAYBANK ISLAMIC

To give a helping hand to entrepreneurs from the B40 group, single parents and Asnaf, in 2020 Maybank Islamic and Taylor's Community partnered to develop 'PK Sokong Digital Taylors-Maybank Islamic'. The programme encourages such entrepreneurs by assisting them to adopt a social entrepreneurship model that nurtures their social, environmental and cultural background while supporting them to grow their business.

There were 30 entrepreneurs selected to be pioneers of the programme in 2020, which was conducted online and offers free social entrepreneurship classes and personal mentorship from industry experts. In addition, each participant who successfully completes the programme gets a seed allowance of up to RM1,500 and stands a chance to receive equipment worth up to RM10,000 to help them start up. There are also tax incentive benefits for those who are accredited through the Ministry of Entrepreneurship Development's Social Enterprise Accreditation.



Supporting Businesses

GRI 102-9, 103-1, 103-2, 103-3, 204-1

VENDORS AND SUPPLIERS

We continue to support local suppliers to build the strong and reliable supply chains that are necessary for sustainable operations. This not only contributes to the economic advancement of the communities in all the markets in which we operate, but also minimises the distance our goods and service providers need to travel. In 2020, 87.1% of all spending on procurement was directed to local suppliers, with all purchase orders tendered via e-procurement.

Year	2016	2017	2018	2019	2020
Percentage of spending on local suppliers (%)	95.9	93.4	93.1	92.1	87.1%
No. of electronic purchase orders via e-procurement (per month)	5,308	4,960	4,351	4,243	3,694

We will further endeavour to reduce the environmental, social and operational risks along our supply chain from 2021 by working with our suppliers to support the Group's ESG ambitions.


Supporting our Suppliers

For the food and beverage vendors that operate out of the Laman @ Menara Maybank foodcourt, the COVID-19 pandemic and associated transition to working from home had a significant and severe impact on their businesses. Recognising the difficulties these operators were facing, Maybank provided an initial nine-month rental waiver, from April to December 2020, which was subsequently extended to March 2021. We also helped to enrol these vendors in Sama-Sama Lokal in order to extend their reach beyond to the broader community.

YEAR-ON-YEAR PROGRESS AND PRIORITIES

20/20 SP Commitment

Year-on-Year Tracking

 <p>Focus on Customers</p>	Understanding the interaction of social issues and financial products to develop effective and affordable solutions for the community.					
	Year	2016	2017	2018	2019	2020
	Retail SME financing (Malaysia to date, RM billion)	12.6	15.0	17.1	19.1	21.8

Empowering Our Workforce

OUR PEOPLE

20/20 SUSTAINABILITY PLAN SCORECARD

Commitments:

- Employee Engagement Platforms
- Talent and Leadership
- Learning and Development
- Diverse and Inclusive Workplace
- Safety, Health and Well-being

Progress:

Under the 20/20 Sustainability Plan, Maybank has continued to demonstrate industry-leading best practices in building a safe, diverse and encouraging workplace. Our efforts have been particularly driven by digitalisation – adopting innovative approaches to enrich employee experience through holistic and bespoke initiatives and programmes to support employees' personal and professional needs and leveraging digital platforms to develop and upskill employees to thrive in a digital age.

SDGs



2020 HIGHLIGHTS

Investing in Talent



To enable our employees to grow and develop as individuals and professionals, we invest in them in order that they can scale greater opportunities and attain satisfaction in their careers. Maybank encourages continuous learning and development that can also increase the capabilities of our workforce through building agility, enhancing productivity and accelerating impact delivery. We want our people to have the right skills, knowledge and abilities that can help them be better as individuals and as professionals. **In 2020, Maybank invested over RM95 million into upskilling our employees.**

Championing Women in the Workplace



It is also a business imperative to accelerate the development and performance of women leaders. We believe in encouraging and empowering women leaders and their recruitment, retention, full participation and advancement. Maybank's commitment to women leadership has also been recognised globally, with **2020 marking our fourth consecutive year of inclusion in the Bloomberg Gender Equality Index.**

Demonstrating Active Leadership



At Maybank, we realise the importance of engagement between senior management and employees in defining the culture and direction of organisations. We are always looking for impactful engagement platforms where our senior leadership spend meaningful time with employees while at the same time reinforce the values that operate at the heart of Maybank. These engagements cultivate ongoing dialogue and nurture mutual trust. Examples of these engagements that took place in 2020 include **over 20,000 instances of participation in the quarterly Townhalls, 633 instances of Group EXCO participation in various Leaders Teaching Leaders (LTL) sessions, and 379 virtual Leaders on-the-Go sessions.**

To remain agile in the face of changing market trends and increasing disruptions in the way financial services are defined, accessed and delivered, it is imperative for us to stay competitive and relevant. Hence, we have leveraged Maybank's six Human Capital Transformation Goals as part of our efforts to "Develop World Class Talent to Deliver World Class Results". We aspire to be the Digital Bank of Choice and are always looking for ways to create a better, more innovative and inclusive work environment that enables and sustains strong performance which embraces the future of financial services.

6 Human Capital Transformation Goals



Build superior leadership and talent pipelines



Attain world-class productivity levels



Build a tech-savvy workforce that is creative, nimble and agile



Develop thought leaders in financial services



Create global ethical mindsets



Create a caring, meaningful and exciting work environment

6 Strategic Imperatives



Workplace Futuring



Workforce Futuring



Digital Age Leaders



Unleashing Power of People Data



Workplace Health & Well-being



Exponential Productivity Enhancement

Our agile approach has also been instrumental in ensuring business continuity during a crisis like COVID-19. Guided by our Humanising Financial Services values, we implemented high standards of safety and hygiene, and adopted a remote-first approach, among our many measures to ensure safety of the workforce and community at large, while continuing to provide uninterrupted service levels. Coupled with our constant communication, and wellness and learning initiatives tailored to help employees to navigate the new normal, Maybank continue to place its workforce and the community as integral to its sustained success. Our new work practices are enshrined in a framework with four main principles: a remote-first mentality; reduction, if not elimination of COVID-19 transmission among employees; maintaining high standards of hygiene and safe practices in the workplace; and ensuring preservation of life and safety of employees, their families, our customers and communities, as well as continuity of our operations.

Moving forward beyond 2020, the focus on sustainability will intensify in Maybank's plans, instilling ESG considerations in all areas of our business, placing customer-centricity at the very core of our functioning.

Empowering Our Workforce

2020 HR AWARDS & RECOGNITION



MALAYSIA

Asia Recruitment Awards (Malaysia)

- Best Candidate Experience – In-house (Gold)
- Best Onboarding Experience (Silver)
- Best Regional Recruitment Strategy (Silver)
- Best Campus Recruitment Strategy (Bronze)

GRADUAN Brand Awards

- Malaysia's No. 1 Preferred Employer
- No. 1 in Banking & Finance category

Graduates' Choice Award

- Graduates' Choice Awards' Overall Winner
- Champion in the Banking category

LIFE AT WORK Awards

- Outstanding Practice: Work-Life Integration Initiative

Malaysia's 100 (M100) Leading Graduate

Employers Awards 2020

- No. 1 Graduate Employer of the Year Award
- Winner in the Banking and Financial Services category

Willis Towers Watson

- Included in Willis Towers Watson (WTW) 2020 High Performance Companies normative benchmark

HR Excellence Awards 2020

- Excellence in Employer Branding (Gold)
- Excellence in Learning & Development (Gold)
- Excellence in Corporate Wellness (Gold)
- Employer of the Year (Bronze)



INDONESIA

HR Asia

- Best Company to Work for in Asia by HR Asia (Gold Trophy)
- WeCare™: HR Asia Most Caring Companies Award 2020

15th Employer Branding Awards

- Asia's Best Employer Brand Awards 2020

HR Excellence Awards 2020

- 3 Gold for Excellence in Crisis Management & Recovery, HR Innovation, and HR Team Collaboration
- 3 Silver for Excellence in Business Transformation, HR Communication Strategy, and Employer of The Year
- Bronze for Excellence in Talent Management

Indonesia Human Capital Award 2020

- Platinum Award as The Best Human Capital for Public Company (BUKU III Bank category)
- The Best Learning Integration & Innovation of Human Capital
- HC Director Lifetime Achievement award

Digital Marketing & Human Capital Awards 2020

- The Best Overall for Corporate in Human Capital 2020 (Foreign Banking category)
- Best Chief Human Capital Officer 2020



PHILIPPINES

15th Employer Branding Awards

- Philippines Best Employer Brand Award 2020



SINGAPORE

2020 HR Excellence Award

- Bronze Award for Excellence in Crisis Management and Recovery

GRI 103-1, 103-2, 103-3, 401-2

EMPLOYEE WELL-BEING

At Maybank, whenever a crisis strikes, we are able to immediately pivot due to our agility and experience, striking a balance for our employees' well-being by adopting a holistic approach that takes into consideration their personal needs and professional responsibilities as well as health and wellness. Hence, during the early days of COVID-19, an initial outcome was the speedy establishment of our GHC Staff Emergency Support (SES) team to cater to the pervasive need for support during a time of uncertainty. We have policies and practices that integrate the health and well-being of our employees as we believe that a high-functioning and motivated workforce is fundamental to our business success and competitive edge.

While it has been a challenging year due to the pandemic, we have ensured that our colleagues are informed, protected and supported. Making sure they have the proper tools and knowledge as well as the support of our leadership team has enabled Maybankers to continue serving our customers throughout this period.

RESPONDING TO COVID-19

Maybank prioritises a safe and healthy workplace by implementing solutions that enable our employees to navigate through unfamiliar working routines during these difficult times. We had set our safety steps in motion even before COVID-19 was declared a pandemic, establishing and implementing the Maybank Group Pandemic Preparation Framework and activating our Business Continuity Plan. We seek to create a safe, caring and inclusive work environment that keeps our employees connected, engaged and productive while at the same time being able to deliver on performance and ensure business continuity.

Apart from our workforce, our Humanising Financial Services mission also means ensuring the safety of our customers and communities, hence our efforts to limit the virus transmission were also extended to the community at large. Examples include the reconfiguration of our branch operations with reduced banking hours and limited on-site workforce, while still providing intact service levels, and strictly maintaining high standards of hygiene and safety practices at all our workplaces.

Protecting Employees in the Workplace

Workplace safety and health has taken a new meaning in 2020. Even before the movement restrictions, we had activated My Pledge to promote safe behaviour and to set an example of doing the right thing to fellow Maybankers and our communities. This was followed by activation of #iWillStaySafe pledge in April and #MaybankersPledge in September. Over 35,000 pledges were recorded over the three pledge editions.

To curb the spread of COVID-19, we enforced physical distancing measures at all our meetings, branches and buildings. To assist employees on their differing needs and circumstances, we established the GHC Staff Emergency Support (GHC SES) team as a single point-of-contact, which now continues to also be responsible for monitoring, managing and providing support for all COVID-19 positive cases and conduct contact tracing for all Persons Under Investigation and Secondaries. Workplace Enforcers were also deployed to ensure compliance to safety requirements. For essential employees who are required to operate from Maybank premises, we placed them on a work-rotation, alternate sites or Live Split Operations system, and supported them with meal deliveries to minimise their exposure to potential risk. Operation times and employee work arrangements were also revised across our markets in line with local movement restriction orders.

Adapting to Remote Working

Maybank facilitated WFH arrangements for employees to work remotely by accelerating the implementation of flexible work policies and practices, including the existing Flexible Working Arrangement (FWA) policy, and introduced the Mobile Working Arrangement (MWA) policy. These arrangements embrace a remote-first mentality that fits into the needs of our organisation and has accelerated arrangements introduced well before movement restrictions were imposed.

We saw high WFH levels in Malaysia, where the rate reached over 80% within the first week of the first Movement Control Order (MCO). We continued to trend within a healthy 80% range through to late April, and maintained high WFH levels of above 50% until well after the easing of movement restrictions. Meanwhile in Singapore and Indonesia, the WFH rates were 76% and 40% respectively, when movement restrictions were imposed in both countries.

Keeping Employees Informed

We also kept employees well-informed at all times through a Daily Internal Advisory on COVID-19 that included travel advisories and policies, information on countries with restrictions and bans, coping skills for employees affected by COVID-19, guidelines on physical distancing and hygiene measures, WFH guidelines and updates on COVID-19-related cyber threats. There were multiple communications channels activated including through WhatsApp and Line Manager talking points. In addition, the SES team was established as the single point-of-contact to assist employees on their needs and concerns. The SES team also monitors, manages, and provides support for COVID-19 positive cases and conducts contact tracing for all Persons Under Investigation and Secondaries.

Supporting Mental and Physical Health

To help Maybankers cope with feelings of isolation during the first MCO, particularly during the first few weeks, we organised four editions of #MaybankersWFH Challenge and an enhanced version with five editions known as #AcingtheNewNormal Challenge. These challenges aimed to keep employees mentally, physically and emotionally fit while ensuring that they remain connected to each other and able to perform for business continuity. Our noon talks, which registered over 3,700 instances of participation conducted through 25 webinars, helped employees gain knowledge and tips on staying mentally and physically fit while encouraging them to take ownership of their well-being.

In addition, we introduced Keep Calm and Happy Zoom sessions in conjunction with World Mental Health Day. The Keep Calm Zoom sessions ran 30 minutes, aimed at improving mental and emotional well-being among employees through breathing and calming techniques, while the 15-minute Happy Virtual Zoom sought to encourage employees to gather virtually with their teams to initiate conversations with each other, find out how everyone is doing, and to give each other a 'happy boost'. We organised two Keep Calm Zoom sessions recording 341 instances of participation, while the Happy Zoom sessions recorded more than 2,500 instances of participation from the month of October till December 2020.

Employees were also encouraged to keep active although confined indoors through the 30-day Maybank Group 7-Minute Home Workout Challenge, which recorded over 277 hours of exercise over 30 days. We also organised, through the Maybank Sports team, year-long virtual workout programmes led by certified coaches that saw over 13,000 instances of participation.

Securing Personal Well-being

In February, the GHC SES team was established as a single point of contact for all employees, providing support for issues relating to COVID-19. The GHC SES logged over 21,000 calls for COVID-19-related assistance. In addition, immediately after the MCO was enforced, we also launched a 24/7 Rapid Response Critical Incident Hotline in order to respond to the more urgent needs of our employees and their family members, thereafter supported by the GHC SES team. We also actively communicated to employees on the availability of helplines manned by qualified counsellors.

For employees in Malaysia and Singapore, a Staff Financial Relief Scheme was introduced to assist with temporary deferral of loans and financing obligations. Additionally, in Malaysia, to enable employees to set up their workstations at home, the Staff Mobile Loan facility was also made available from September 2020, with RM48,518 disbursed as of December 2020. Meal allowances and reimbursements for e-hailing costs for essential employees working on-site during the movement restriction orders were also provided, in addition to providing complimentary parking at selected office buildings.

Maybank Singapore also proactively found accommodation for employees who were commuting daily from Malaysia and were directly impacted by the onset of the Movement Control Order in March. This group of employees were also granted one-off cash allowances to help mitigate the additional financial costs incurred while being away from their homes and families.

OCCUPATIONAL SAFETY AND HEALTH

Besides measures related to COVID-19 risk management, Maybank continues to adhere to Occupational Safety and Health (OSH) practices. Our OSH Policy lays out the safety parameters through which we can operate and is in line with the OSH Act 1994, Occupational Safety and Health Management Systems MS1722 standard as well as Factories and Machinery Act 1967, among others.

We have a three-tier OSH Committee to oversee implementation of the OSH Policy at the operational level. The committee, which includes management-level and employee-union members, have responsibility for formulating Maybank's Safety and Health pledge as well as the OSH Policy Statement.

We comply with all health and safety practices and are guided by local authorities and guidelines in all the markets that we operate. In addition, we perform all assessments of risks and hazards in the workplace and surrounding locations in accordance with relevant regulations, with the results presented to management to review for improvements. For our Malaysian operations, we have collaborated with the National Institute of Occupational Safety and Health since 2012 on a targeted third-party safety programme that protects the health and safety of vendors and contractors working at our premises.

To ensure that our employees are up-to-date with safety and health measures, we provide them regular first aid training and also training to ensure Floor Monitors are aware of their roles and responsibilities in case of emergencies. All employees can access the safety and health documents together with other learning materials through our intranet portal. We have also, to date, developed and delivered three OSH-related training sessions covering OSH awareness, OSH committee e-learning and Maybank Ergonomic e-learning.

Empowering Our Workforce

GRI 103-1, 103-2, 103-3, 404-1, 404-2

TRAINING AND DEVELOPMENT

In 2020, we quickly pivoted all our learning and development programmes to remote learning. Maybank values continuous learning and growth, and employees are encouraged to develop themselves through upgrading skill sets, taking on stretch assignments as well as expanded responsibilities that are essential for them to remain effective and relevant. We have a strong learning culture and continue to deploy best-in-class learning and development programmes that are flexible and customisable for employees at all levels. These learning and development programmes include digital skills development, industry knowledge building and leadership progression.

2020 HIGHLIGHTS

Total expenditure on training and development in 2020:

RM95.3 million

Number of employees that participated in training in 2020:

38,065

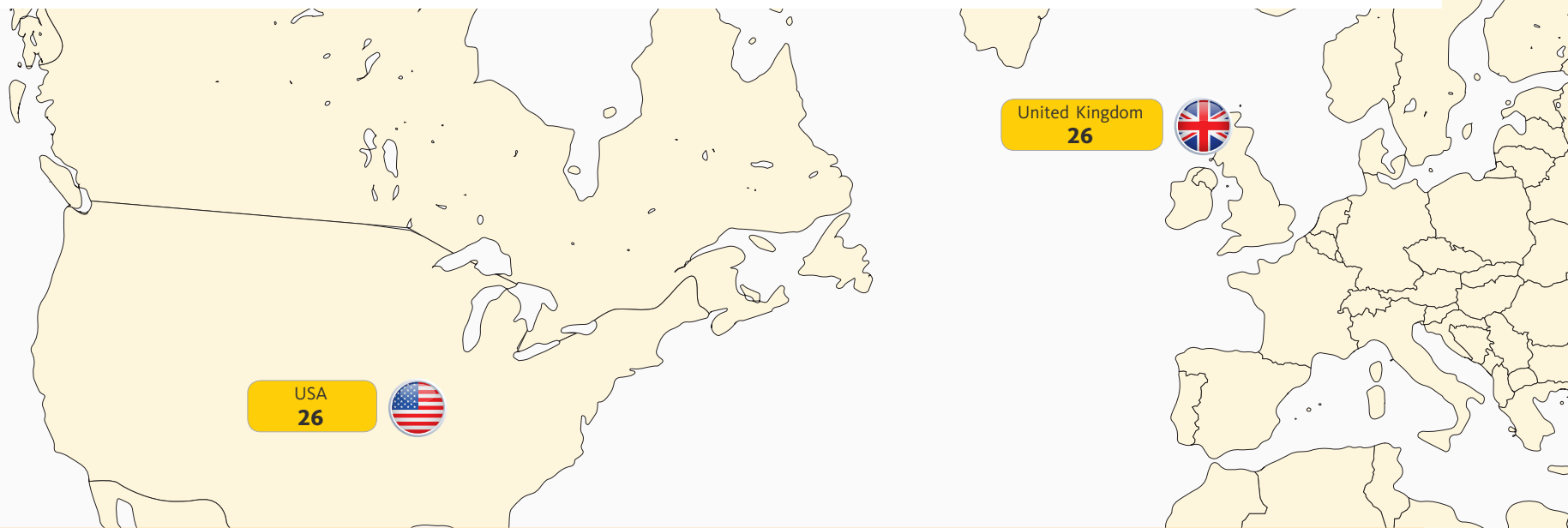
Average training hours per employee

29.8

ENABLING REMOTE LEARNING

The pandemic may have caused disruptions to our ways of working and to our lifestyle, but having invested in innovative learning solutions through our remote learning platform introduced before the pandemic meant that we were able to leverage our existing technologies to ensure that despite WFH, employees continue to gain new knowledge and skills.

Our employees can access world-class content from anywhere, enjoying a personalised learning experience. Content includes managerial and leadership modules designed by professors from Harvard Business School faculty and other industry experts.



#LearningNeverStops Programmes and Reach

MyCampus

MyCampus, our online learning platform, is available in all markets that we operate in except Maybank Indonesia, which has its own internal learning platform.

Over 380,000

training hours logged by employees

Harvard Manage Mentor

These are managerial and leadership modules offering World-class learning content on-the-go, designed by Harvard Business School faculty.

As of 31 December 2020, 25,630 active users have visited HMM portal to undergo their recommended module(s), assessment, planned On The Job (OTJ) tasks. This learning intervention is also aligned with their learning needs and growth.

Overall, 15,160 unique learners (101% from target) went through the topics and 63,643 modules have been completed by the active learners.

190,929

total learning hours

Internal Line Trainers

For internal knowledge transfer, we have internal Subject Matter Experts that create and deliver learning materials via video conferencing.

87% training programmes facilitated by internal Subject Matter Experts

#LearningNeverStops

We launched the #LearningNeverStops programme in early March as we recognised that one of the challenges of WFH is to be motivated to learn. The programme, which ran weekly, encouraged employees to stay focused on positivity and productivity while assisting them to sustain their upskilling and reskilling efforts.



#LearningNeverStops became the reference point for educational insights as employees could learn from anywhere with a wide choice of capability-building programmes delivered by industry and internal subject-matter experts. There were close to 14,000 employees who registered for various learning activities within a month of the programme’s roll-out. There were over 31,000 unique learners and over 320,000 learning activities recorded.

To make things more interesting and to encourage healthy competition, gamification elements were added such as learning points and leaderboard. Employees could convert their learning points to track skills and knowledge gained by submitting their learning activities, which were also used to measure progress and achievement.

Digital Learning at Etiqa

We launched MyKASH, a social learning platform, in 2019 for Etiqa agents, comprising online learning modules and social features that can facilitate discussions with other users. MyKASH can be accessed from a number of mobile digital platforms and at any time. In 2020, 1,422 agents participated in MyKASH training.

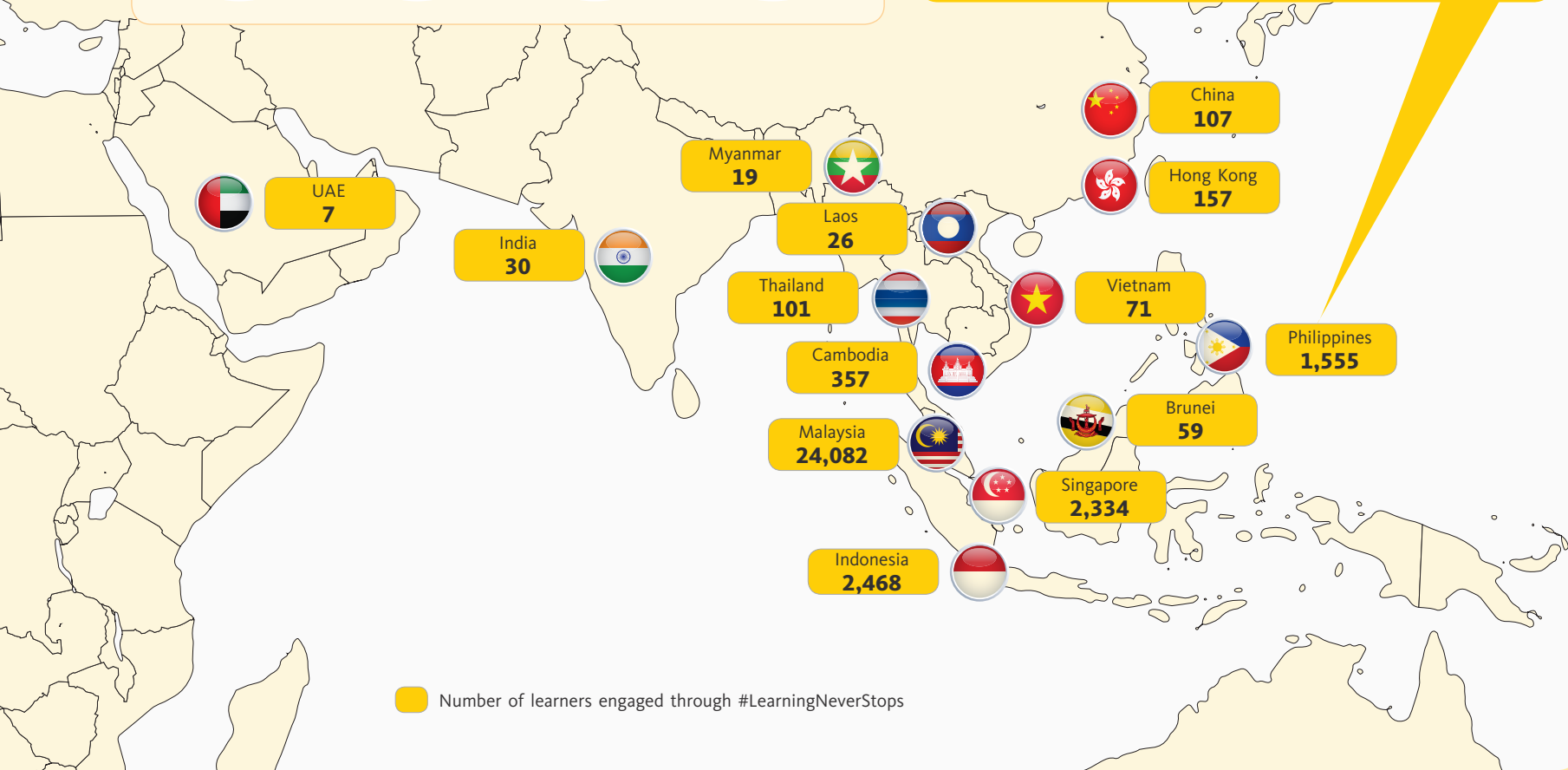
Total learning activities following various learning platforms:



“I was impressed by the quality of learning activities made available to us and wanted to make full use of them to help me perform better in my job. I managed my days by balancing between work and attending to the available courses. There were days where I stayed up late to complete the HMM courses.

Keeping track of my learnings also allowed me to constantly reflect on what I've learnt.”

Inocalla, Lesel Kris I.
Greenhills, RB-Region1, International – Philippines



Number of learners engaged through #LearningNeverStops

Empowering Our Workforce

GRI 103-1, 103-2, 103-3, 404-2

DIGITAL UPSKILLING

Our employees have shown that they have the agility and flexibility to learn new digital skills through the FutureReady (FR) programme, despite these trying times. We have continued to support them by investing significantly to enhance their skills for their long-term career prospects, competitive advantage and growth as we aspire to be the Digital Bank of Choice.



The FR programme, which is now in its third year, focuses on realising the impact employees' digital skills can have on the business. While we continue to implement trainings, we are also seeing a huge impact to the business this year due to the strong foundation created through previous years' training. We continuously track employees' application of skills to the business and seek to provide additional support where needed. There were over 43,000 instances of participation in FR programmes in 2020.

We are also focusing on digital skill sets that can change how our employees learn and work, as well as how we work as an organisation, while also developing targeted upskilling programmes for key skill areas.

2020 DIGITAL TRAINING HIGHLIGHTS

We developed a customised online analytics programme called the AI Learning Hub. Developed in collaboration with a world-renowned business school, the hub allows all employees to upskill through involving themselves in Analytics, Machine Learning (ML) and Data Science areas from Foundational right up to Advanced level of expertise. The Group realised over RM400 million in business value from these AI/ML initiatives.

To ensure our employees can be more efficient and productive, we rolled out various analytics modules such as R Programming, Structured Query Language and Python Programming courses. These courses saw close to 2,000 instances of participation by employees involved in report generation and analysis, enabling them to improve their quality of output and automate manual processes.

Maybank continued the Digital Marketing programme that was initiated in 2019 to generate new sales, deepen relationships with customers and build better trust. There were over 2,000 instances of participation with over RM900 million in business impact realised.

INDUSTRY KNOWLEDGE BUILDING

To support the transition to become the Digital Bank of Choice, we have also designed training and development programmes to strengthen employees' industry knowledge skills alongside our digital upskilling efforts.

We continue to support and encourage employees to participate in recognised professional certification programmes such as the Chartered Banker and Specialised Qualifications offered by the Asian Institute of Chartered Bankers. We also have our own in-house industry knowledge training programmes including the Maybank Risk Academy for the development of internal risk expertise, the Maybank Wealth Management Academy for the continuous education of our wealth managers as well as integrated sales and credit programmes.

For our Islamic financial services, there is targeted internal training for the development of employees' knowledge of Shariah-compliant banking practices. Collaborations are also carried out with external training and certification providers such as the Islamic Banking & Finance Institute Malaysia, Association of Islamic Banking Institutions Malaysia and Chartered Institute of Islamic Finance Professionals.

2020 HIGHLIGHTS

380
employees received
professional certification

RM143,061
invested in Islamic finance
knowledge building

Universal Banker

All customers have different needs and these needs became even more apparent in 2020 due to the uncertainties that may last for some time to come. To enable more personalised and holistic solutions meeting their needs, GHC and Community Financial Service introduced the Universal Banker (UB) model in January 2020 that prioritises exceptional customer experience. The UB model revolves around customer-centricity and the human touch by facilitating employees' capability-building and upskilling that ensures their ability to deliver greater value to customers. An in-house app, Learning Outreach Future App (LOFA), was developed by GHC combining learning with on-the-go reference points on our products. UBs can use LOFA, as it has modules providing holistic solutions to customers covering various aspects of customer service such as personalisation, engagement, technological capabilities and data insights.

GRI 103-1, 103-2, 103-3

NURTURING TALENT

Maybank's commitment to support our employees' ongoing career development was maintained through increased adoption of more digital programmes alongside continuous review of the talent pool in the organisation. Our Talent Management Framework sets the guidelines to how we go about attracting and sustaining a diverse, engaged, agile and capable workforce that can create value for our employees, our customers and our community.

Through the Framework, we have an approach to recruit talent, enhance their performance, develop their skills and reward their contributions. The Framework is complemented by tools helping us identify strengths, weaknesses and critical gaps besides designing suitable pipeline programmes for employees from all levels and specialties.

GRI 103-1, 103-2, 103-3

RECRUITING TALENT

We are inclusive and agile in our recruitment practices and our multidimensional approach reflects, and is fundamental to securing, the diversity of skills and experiences Maybank needs for success.

As part of our Business Continuity Management, we were proactive in making the decision to not attend physical engagements, career fairs and recruitment-related activities in January 2020, even before COVID-19 was declared a global pandemic. We conducted all these activities virtually where possible, which also enabled us to continue engaging our stakeholders and empowering youth.

Remote Recruitment

Throughout 2020, we launched a number of platforms to recruit talent digitally. The #DefytoDefine was a two-month virtual recruitment campaign, while we introduced the month-long PFA-Refer-PFA campaign in April as well as organising the Maybank Digital Race 2020.

#DefytoDefine was a two-month virtual recruitment campaign that went beyond career and recruitment to include financial literacy and industry-specific sessions featuring diverse activities, from financial planning to C-Suite Talks. The campaign drew in over 4,300 applications from over 250 universities across 25 countries.

We encouraged our existing Personal Financial Advisors (PFA) to refer potential talent through the month-long PFA-Refer-PFA campaign in April. There were over 600 PFA profiles referred through this campaign.

We conducted our first-ever Maybank Digital Race 2020 over a period of 10 days that saw the Global Maybank Apprentices design puzzles, riddles and interactive checkpoints, including a 90-minute live session hosted by the Group Chief Human Capital Officer. Over 300 fresh graduates and university students competed to emerge as the Maybank Digital Race Champion.

Industry Training Programmes

We recognise that 2020 has been a difficult time for fresh graduates coming into the workforce and we are committed to giving them the boost to start their careers. We have a number of entry-level apprenticeships and graduate training programmes such as the two-year entry-level Global Maybank Apprentice Programme (GMAP) for graduates. Additionally, we participate in the Malaysian Government's Professional Training and Education for Growing Entrepreneurs (Protégé) Programme, for young graduates. We also operate our own five-month internship programme, the Maybank Young Bankers Internship Programme (MYBIP), for final-year university students. These initiatives help to build a skilled national labour pool through allowing young graduates and youths to gain valuable industry experience and skills as well as helping us to source for promising talent that can play important roles in our organisation.

Our internship and training programmes were conducted virtually during the year through Maybank's online learning modules and remote assignments. For the very first time, the GMAP Assessment Centre session was administered virtually. The design and administration of the digital assessment were done fully in-house by our very own Global Maybank Apprentices. The team spent over 160 hours building and testing the digital assessment before it was ready to be administered publicly. In all, 940 graduates, students and youths trained under the Protégé programme and MYBIP in 2020, with RM6.9 million invested in the programmes.

Relationship Manager Development Programme

We conducted training for two groups of Relationship Managers (RM) under the Relationship Manager Development Programme (RMDP) in 2020 that caters to our affluent customers. We also saw our first batch of RMs complete their training 100% virtually (RMDP Group 13) while another batch (RMDP Group 12), had their training conducted at Maybank Academy and virtually due to the pandemic. Both groups were able to acquire the right skills, knowledge and licenses through study with line trainers and subject-matter experts. These groups subsequently completed their training with on-the-job learning at branches.



"These are difficult times and getting a job is a real struggle, but I'm grateful that Maybank did not halt their hiring process. The virtual training sessions were great! There was a lot of flexibility to it, and it taught us to be independent and manage our time, which is very important in this line of work. With the 100% virtual learning experience, and with enough time on the field, I'm sure we will acquire the necessary skills and product knowledge to help us excel in our job."

Sheikh Muhammad Syafiq Suhaimi,
Premier Wealth Centre (PWC)
Sunway Giza, Kota Damansara

Empowering Our Workforce

Strategic Partnerships and Engagements

We continue to maintain strong relationships with external stakeholder groups, particularly in higher education to promote better exchange of knowledge between industry and academia. In 2020, 65 students from 17 different universities were invited to take part in our Maybank #Mbassador programme, wherein they gained exposure to the financial services industry and acted as an ambassador for the Maybank Group. This year, #Mbassadors were also given the opportunity to host their own virtual hangout sessions as part of their development in the programme.

Through our CEO@Faculty programme, we also provide lecturers with the opportunity to spend six months shadowing key leaders in order to gain a deeper understanding of the industry and the skills students need to succeed. In 2020, four lecturers took part in the programme.

GRI 103-1, 103-2, 103-3

DEVELOPING AND SUPPORTING TALENT

We are committed at Maybank to fostering a thriving workplace by providing the best workplace conditions, opportunities and support needed for our employees. As we want all our employees to have stable and fulfilling careers, we are committed to providing them with the appropriate avenues for employee-employer dialogues.

GRI 404-2

Work-Life Integration through GO Ahead. Take Charge!

Our GO Ahead. Take Charge! (GATC) initiative addresses the changes taking place in the job landscape where traditional linear career trajectories are increasingly being replaced by more dynamic approaches. Maybank recognises these trends and GATC seeks to address the changing workplace environment through allowing and empowering employees to become more adaptive and agile while still offering them opportunities in their careers.

GATC is more relevant than ever, especially due to COVID-19 and with employees' career aspirations possibly changing over time as a result of personal goals or family circumstances. With this in mind, GATC allows for a transition of career goals through four pillars:

Pillar 1: Reskill & Redeploy – job rotations, inter-sector transfers or enrol for FR programmes

Pillar 2: Flex In – sign up for Flex Workforce

Pillar 3: Flex Out – explore external work opportunities that have no conflict of interest with Maybank Group, whilst retaining the option of returning to the organisation at the end of leave

Pillar 4: Entrepreneur – take a break to become an entrepreneur whilst retaining the opportunity to return to work at the end of leave. Employees who decide to become full-time entrepreneurs can take the exit option to focus on ventures they are passionate about.

Take up rate for:			
Pillar 1	Pillar 2	Pillar 3	Pillar 4
6,081	7,373	10	28

In collaboration with GATC's partners, a number of virtual career talks were organised in 2020 on the latest business opportunities and job trends, including the gig economy, franchising business opportunities, entrepreneurial training and business coaching programmes.

2020 HIGHLIGHTS

6,081

transfers and job rotations

626

employees under flexible work arrangements

1,951


employees under mobile workforce arrangement

253

employees took sabbatical leave, 10 of whom were exploring external jobs and 28 pursuing entrepreneurial ventures

Organisational Development

With the pandemic amplifying and adding more disruptions, a fundamental impact on the workforce is to be expected. Thus, our considerable Organisational Development efforts to strengthen employee capability and core functional skills by focusing on competencies building. As an inclusive organisation that cares, Maybank is committed to support and enable our employees to not only survive the ongoing disruption but to thrive moving forward in the next normal to stay relevant and ensure business continuity. We look to equip our employees with the “know-how” capabilities based on future demand roles and the organisation strategic objective to perform at optimum levels and work as one effective team. One of the efforts that began in the last quarter of the year was the plan to reskill Maybank Messengers in Malaysia to convert all into new roles – Workplace Enablers, which will be supported by an eight-month reskilling programme to kick off in 2021.

 For Refer to the Maybank Annual Report 2020 on pages 68 and 69 for more information on our rewards and remuneration practices.

GRI 103-1, 103-2, 103-3, 404-2

Mobile Work Arrangements

While the COVID-19 pandemic, in one broad swipe, rewrote the rules regarding our workforce and jobs, with an almost instantaneous transition to WFH for many, it also accelerated the strengthening of our existing FWA policy into the more robust and future-ready MWA policy.

This policy enables employees greater flexibility to deliver value from home or other Bank-approved secured locations, and was a critical move in line with our business continuity management to ensure safety of our employees and the community at large. Beyond the pandemic, MWA was ultimately designed for the future of work, workforce and workplace. It is about a change in how we think about work – where work is not anchored to one place and time, but very much focused on outcomes.

Through the MWA policy, we have been able to unlock potential we were previously unable to and eventually change our ways of working. The flexibility MWA offers is a means for employees to be fit mentally, physically, emotionally and performance-wise, having enabled better work-life balance with less commuting, apart from the numerous initiatives the Group provides for a holistic engagement approach.

While it provides flexibility, MWA is a disciplined and tracked arrangement; mobile employees are to discuss and agree on a management model that works for them, and are also required to undergo mandatory onboarding, apart from having a dedicated CX Manager to partner them to ensure sustained productivity levels. As at end of 2020, 1,951 employees were onboarded.

Crowdtivation

Crowdtivation is our innovative crowdsourcing platform to allow employees to flex their skillsets or learn new ones. This platform echoes the wider gig economy, except employees apply for “gigs” within Maybank. The inclusive platform allows employees to do what they enjoy as well as enables them to showcase their skill sets, pick up new skills or work on projects not part of their standard responsibilities. Crowdtivation is also designed to encourage employees to work in a team-based environment, which is crucial as we move towards being agile in a digital world. As at end of 2020, the platform had over 3,800 active users.

Maybank's Urban Farm Goes Digital

To nurture a sustainable mindset and inculcate entrepreneurial skills among our employees, we established an Urban Farming Programme located at the Maybank Academy. During the MCO, we developed the ‘Maybank Urban Farming @ Your Fingertips’ programme to train employees on how to sustainably grow their own food via urban farming. Under this programme, seven step-by-step videos were produced showing germination to harvesting, innovative ways of using recycled waste materials for planting, as well as guidelines for healthy eating. Classes were then continued through two-hour weekly sessions on Zoom, with online interactive support and coaching sessions also provided upon course completion. More than 1,200 employees have been trained under this programme to-date.

Executive Committee-Led Culture Reinforcing Initiatives

At Maybank, our leaders are mindful that spending as much time as possible with employees is important to keep an upbeat work environment that can enable, energise and engage teams. The success of an organisation like ours is driven by these high-performing individuals who lead and drive the organisation and care for employees at all levels through impactful engagements.

Our leaders have several means of communicating and engaging with employees. In 2020, we organised Leaders Teaching Leaders (LTL), which are virtual activities for the Group EXCO to continue engaging with employees to elevate well-being and morale.

Our engagements with employees Group-wide were held through several channels in 2020, including the quarterly Maybank Group Townhalls giving employees insight into our performance, plans and strategy; Leaders-on-the-Go to reassure employees who had recovered from COVID-19 of our constant support; and Conversations with C-Suite (CWC) that encourages individuals to have impactful dialogues with Group EXCO. There were positive reviews of the Townhalls that were held virtually in May, August, and November, which also recorded the highest and most diverse participation, with subsequent requests to keep the format for the future.

2020 HIGHLIGHTS

Over

20,000

instances of participation in the quarterly Townhalls – our highest ever level of participation

379

virtual Leaders On-The-Go sessions carried out

633

instances of participation by Group EXCO in various LTL sessions

Empowering Our Workforce

GRI 404-3

Performance Management

“Time Out” is our answer to a dynamic approach to performance management that involves real-time corrective feedback as issues are addressed promptly for improved performance and to enhance employee morale. We encourage this approach to maintain a productive and positive workplace for the timely feedback, targeted support and responsible management of our organisation. Through Time Out, which is in addition to the annual employee appraisals, Line Managers and employees can have conversations on performance and opportunities to enhance employee morale.

Maybank recognises that there is a need to manage, monitor and evaluate our employees’ performance effectively as they get used to new ways of working. To be more effective, we encourage frequent conversations between employees and Line Managers for immediate feedback and improvements. To enhance clarity on the agreed set of expectations and outcomes, and to enhance ownership of performance management between employees and Line Managers, the myHR2u Conversation Log tracks and reflects the minimum weekly scheduled physical or virtual check-ins and performance updates.

2020 HIGHLIGHTS

Over
62,000
Conversation Logs recorded
in 2020

100%
of eligible employees
received performance
reviews in 2020

GRI 404-2

Leadership Development

A robust leadership and talent pipeline is a priority for our organisation and our external stakeholders, a key fact that is consistently revealed in our stakeholder engagement activities. We have development programmes focused on bringing out the best in our employees through coaching, mentoring and leadership development that addresses long-term leadership demands and strengthens our leadership culture.

At Maybank, we have also always strongly believed in the development of talents. Before and beyond the pandemic, we continue to provide individual EXCO mentoring for identified talents. To participate, mentors and mentees select their preferred experience sharing and are matched accordingly into Groups. This drives connectedness and community for mentors and mentees.

In addition, through our Guru Series of expert talks and hands-on workshops, our employees gained deep insights from global thought leaders on current and strategic topics.

2020 HIGHLIGHTS

161
employees participated in the
EXCO Mentoring Programme

The targeted Guru Series had
772
instances of participation

GRI 103-1, 404-2

Career and Succession Planning

We consistently track and review employee progression and succession planning through several levels of reviews and individual development plans as part of our Talent Management strategy. This leadership development process, which has shown encouraging results, allows us to identify strengths, weaknesses and critical gaps in the building of a strong leadership pipeline.

2020 HIGHLIGHTS

Succession Realisation for Mission Critical Positions

81%

Internal Vacancies Realisation Rate for Senior Management Positions

87%

Ready Now Successors

25%

Key Retention Rate

87%

Grievance Mechanisms

Effective employee-employer communication is vital for a productive and positive workplace as well as ensuring long-term career satisfaction for employees. Maybank provides appropriate channels for these communications where issues such as dissatisfaction about employment conditions, relationships with colleagues or supervisors, or discrimination can be raised through our official grievance mechanism. When grievances are filed, they go through a due process investigation and will be escalated to higher levels when needed. Parties involved in this process include trade union representatives, national trade union standing committees and the Ministry of Human Resources. In 2020, 21 grievances were filed and closed.

GRI 103-1, 103-2, 103-3, 401-2

RETAINING TALENT

It is important for our employees and our business that there is long-term workforce stability. To that end, we carefully curate our holistic approach to help the workforce be at their best form, which means having mental, emotional, physical and performance fitness.

We believe that retention is an outcome of the various efforts to engage, energise and enable the workforce. To engage our workforce and cater to their diverse needs, we regularly initiate communication via print and electronic means, and virtual channels, for example newsletters, emails and portal. We additionally host dialogue sessions with Group EXCO and also have feedback platforms to facilitate insights and improvements. Our employee learning and development, in addition to wellness and well-being initiatives, are curated to help equip employees with the right skills, capabilities and mindset to remain relevant.

GRI 103-1, 103-2, 103-3







Despite the disruptions from COVID-19, we were able to maintain retention of employees consistent with that of previous years, which reflects our commitment to continue supporting them. Our FWA and MWA policies were instrumental in this, allowing more flexibility and keeping our workforce safe. We believe a safe, caring and engaging work environment is crucial for workforce stability.





Maybank has an integrated remuneration plan aligned to our Group strategy, Maybank Group Human Capital strategy, the Group culture, and our core values, TIGER. This plan seeks to reward employees fairly for their contributions to the organisation as well as to retain them.

GRI 401-2

Caring for Maybanker Families

We take the approach that our employees have both professional and personal lives, and both should be cared for. Our support for women and men in the workplace encompasses a number of benefits, which includes maternity leave that is beyond national regulations, paternity leave, childcare leave, adoption leave and child care subsidies. We also offer flexible work arrangements and leave policies, including study or religious pilgrimage leave, that ensures our employees can pursue their interests or have time for what is important to them. We also have a number of financial assistance programmes such as education loans, an employee welfare fund for emergency needs and the Maybank Staff Housing Loan.

 <p>Extended Maternity Leave</p> <ul style="list-style-type: none"> 90 days statutory maternity leave – full pay and with full benefits. 91st day to 182nd day – half pay and with full benefits. 183rd day to 365th day – no pay but with full benefits. 	 <p>Child Care Leave</p> <p>Up to 10 days for employees with a child of 2 years and below, including 10 days Paternity Leave for male employees with newborn.</p>	 <p>Parental Leave</p> <p>90 days leave for male employees from the child's birthdate with half-pay and full benefits.</p>	 <p>Parental Leave Policy for Child Adoption</p> <p>Up to 90 days leave with variable pay and full benefits for employees adopting a child.</p>	 <p>Child Care Subsidy</p> <p>Monthly subsidised financial assistance for eligible employees with children 7 years old and below.</p>	 <p>Child-friendly Facilities</p> <p>Maybank Tiger Cubs Childcare Centre along with Lactation Rooms at Menara Maybank.</p>
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 <p>Enhanced Pilgrimage Leave</p> <p>Up to 7 working days paid leave for those who have completed a minimum of 5 years of continuous service.</p>	 <p>Study Leave</p> <p>Up to 2 days of unrecorded study leave per examination and up to 3 examination or 6 unrecorded study leave days per year (non-cumulative).</p>	 <p>'Back to School' Sundry Loan Scheme</p> <p>For employees whose children are entering preschool education, i.e., kindergarten, playschool and nursery, primary and secondary school as well as tertiary education.</p>	 <p>Financial Assistance for Staff's Children</p> <p>'Back to School' Financial Assistance and Financial Assistance for Staff's Children Entering Institutions of Higher Learning, Form Six and Boarding Schools for employees in the lower income bracket.</p>
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2020 HIGHLIGHTS

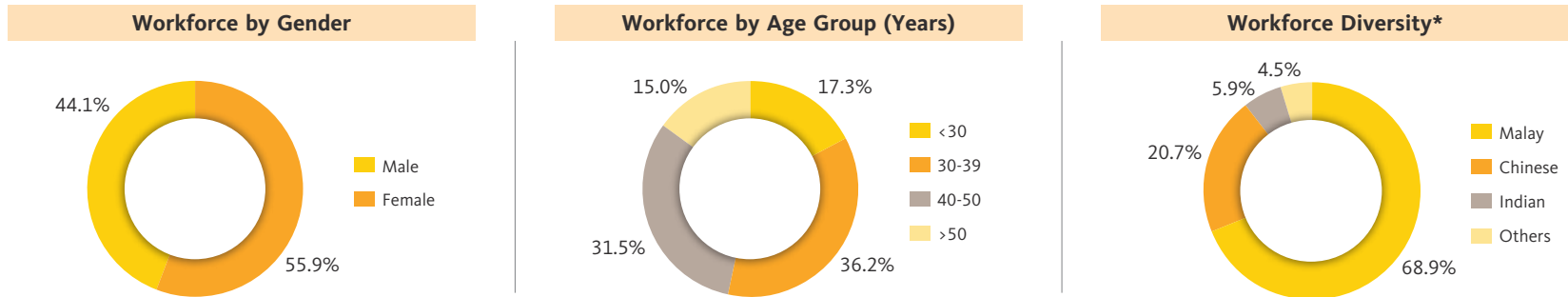
<p>Employee Welfare Fund</p> <p>Disbursed RM364,650 to 198 eligible employees through the Maybank employee welfare fund, Tabung Kebajikan Kakitangan Kumpulan Maybank.</p>	<p>Introduction of Staff Mobile Loan</p> <p>An interest-free loan of up to RM10,000 to employees participating in the Mobile Work Arrangement to equip themselves with the relevant tools in creating a conducive and productive home-office work environment.</p>	<p>Academic Excellence Award</p> <p>Awarded RM161,800 to 318 children through Maybank Group Staff's Children Academic Excellence Award.</p>
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Empowering Our Workforce

GRI 103-1, 103-2, 103-3, 401-2, 405-1

DIVERSITY AND INCLUSION

Maybank's strength lies in the diversity of its over 42,000-strong workforce operating in 18 countries. This diversity, which includes the different experiences, knowledge and perspectives from our employees, are fundamental in helping us adapt to dynamic market conditions and changing business environments. Maybank is committed to inclusivity, and values diversity and differences by treating employees fairly and with respect.

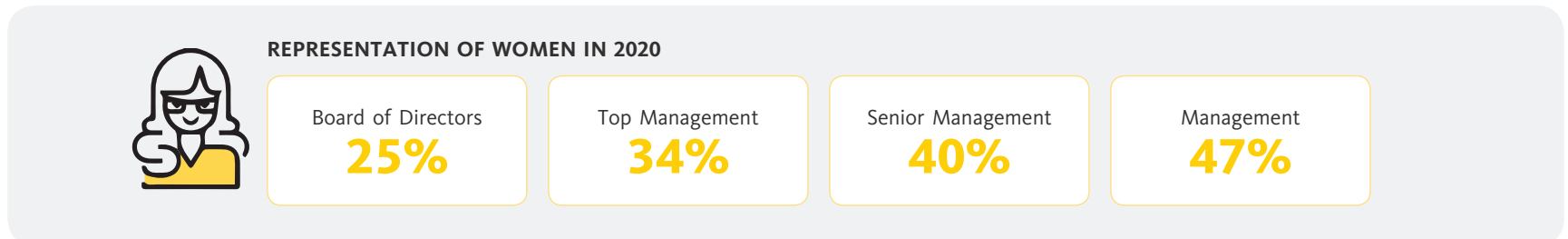


* Data for Malaysian operations only

EMPOWERING WOMEN IN THE WORKFORCE

We have seen tangible developments in diversity and inclusion since we embarked on our transformation journey in 2009. Women now make up 56% of the Group's workforce and are a key focus of efforts in creating a thriving, inclusive and equitable work environment for all our employees. We have, since 2009, rigorously tracked on a monthly basis, diversity and gender representation through our Human Capital Dashboard. This tracking ensures that when we address imbalances, we have the data to support our actions.

To enable Maybank to realise our business goals, we strive to ensure a strong alignment between our talent management practice together with our talent management and business strategies. We have witnessed our efforts accelerating and outcomes monitored through measures reflected on the Group EXCO scorecard when we introduced the Group Inclusiveness and Diversity Agenda Framework in 2014.



In response to the unique challenges facing women working from home in 2020, we set up a GHC and Ladies chat group that allows women employees, including those from senior management, to exchange best practices on work- and family-related issues. This chat group saw 506 members across all levels joining this voluntary group. Maybank supports the professional development of women across the Group through a central platform known as the Women Mentor Women Council, which seeks to increase women represented in management positions, through productive dialogue, strategic training and targeted mentorship.

EMPLOYEE VOLUNTEERISM




Our Humanising Financial Services mission can best be exemplified through volunteerism, which for Maybank, is one of the best ways to demonstrate our commitment to corporate citizenship and our commitment as well as ties to the community. Our flagship employee volunteerism programme is Cahaya Kasih, a platform where employees can make meaningful contributions to society through our many long-term strategic community programmes. Cahaya Kasih could not be organised in 2020 due to COVID-19, but nevertheless, we saw Maybankers take it upon themselves to support communities in need through their individual efforts.

For more information on the efforts undertaken by our employees to support their communities in response to COVID-19, please refer to page 104 of the Maybank Annual Report 2020.

YEAR-ON-YEAR PROGRESS AND PRIORITIES

20/20 SP Commitment

Year-on-Year Tracking

 <p>Employee Engagement Platforms</p>	<p>Engaging employees on issues that matter most to them is key to fostering a values-based organisation with an agile and competitive talent pool.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>2016</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Employees Appraised (based on employees who are eligible to participate in the year-end appraisal), (%)</td> <td>100</td> <td>100</td> <td>100</td> <td>100</td> <td>100</td> </tr> <tr> <td>Employee Engagement Survey Results (%)</td> <td>Not administered</td> <td>SEI: 88% EEI: 84%</td> <td>Not administered</td> <td>Not administered</td> <td>Not administered</td> </tr> </tbody> </table>	Year	2016	2017	2018	2019	2020	Employees Appraised (based on employees who are eligible to participate in the year-end appraisal), (%)	100	100	100	100	100	Employee Engagement Survey Results (%)	Not administered	SEI: 88% EEI: 84%	Not administered	Not administered	Not administered																																																
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 <p>Learning and Development</p>	<p>Investing in the long-term development of our people and improving capabilities across the organisation.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>2016</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> </tr> </thead> <tbody> <tr> <td>Learning and Development Spend (RM million)</td> <td>129</td> <td>124</td> <td>131</td> <td>143</td> <td>95</td> </tr> <tr> <td>Average Training Hours Per Employee</td> <td>32.0</td> <td>49.8</td> <td>55.6</td> <td>45.1</td> <td>29.8</td> </tr> <tr> <td>Percentage of Training Sessions Conducted/ Facilitated by Employees (%)</td> <td>63</td> <td>89</td> <td>96</td> <td>80</td> <td>87</td> </tr> </tbody> </table>	Year	2016	2017	2018	2019	2020	Learning and Development Spend (RM million)	129	124	131	143	95	Average Training Hours Per Employee	32.0	49.8	55.6	45.1	29.8	Percentage of Training Sessions Conducted/ Facilitated by Employees (%)	63	89	96	80	87																																										
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YEAR-ON-YEAR PROGRESS AND PRIORITIES (CONT'D)

20/20 SP Commitment

Year-on-Year Tracking



Diverse and Inclusive Workplace

Embracing and nurturing employees' needs and requirements within a single group culture, which guides how we do business, how we work together, and how we collectively deliver value across the Group.

Year	2016	2017	2018	2019	2020
Women in Top Management Band D and above (%)	30	31	32	34	34
Women in Management Band G and above (%)	45	45	46	47	47
Employees by Age (%)					
- <30	23	22	21	20	17
- 30-39	37	37	36	36	36
- 40-49	30	30	31	31	32
- >50	10	11	12	13	15
Volunteer Participation	22,014	25,179	36,011	36,159	-
- Global CR Day	15,267	20,780	23,193	22,875	-
- Other volunteerism efforts	6,747	4,399	12,818	13,284	-
Total Volunteer Hours	108,863	130,209	134,718	146,308	-
- Global CR Day	77,361	105,140	107,975	112,011	-
- Other volunteerism efforts	31,502	25,069	26,743	34,298	-
No. of Cahaya Kasih initiatives Group-wide	89	87	89	98	-
No. of Employees on Flexible Work Arrangement	319	372	476	661	626
- Male	90	108	154	211	207
- Female	229	264	322	450	419



Safety, Health and Well-being

Improving safety and work-life balance

Year	2016	2017	2018	2019	2020
Total Recordable Injury Frequency Rate (%)	0.0030	0.0015	0.0031	0.0030	0.0011

* Data covers Maybank Malaysia including Maybank Kim Eng and Maybank Islamic Berhad, excluding Group Insurance & Takaful, which is covered in separate submissions. Data from our report is submitted to the Department of Operational Safety and Health Malaysia on 31 January every year.

Safeguarding the Environment

ACCESS TO PRODUCTS AND SERVICES

20/20 SUSTAINABILITY PLAN SCORECARD

Commitments:

- Commitment to the Environment
- Product Stewardship

Progress:

Maybank has continued to monitor its operational environmental footprint under the 20/20 Sustainability Plan, with a view to strengthening data integrity for the establishment of goals and targets. In recent years, the Bank has expanded its environmental focus to support the greening of the financial system, issuing our first green fund in 2020 as well as playing a supporting role in the issuance of several green securities around the region. Maybank has also continued to offer financing for renewable energy and other green infrastructure projects in line with our commitment to facilitate sustainable economic activity.

SDGs



2020 HIGHLIGHTS



Growing as Thought Leaders

Recognising the potential impacts of our financing and lending activities, we established the Maybank Responsible Lending Guideline in 2015, which was expanded into our ESG Policy in 2018, with our assessment capacities being enhanced each year. In 2020, we solidified our position as thought leaders in the Sustainable Investment field, partnering with the Securities Industry Development Corporation to **organise the Sustainable and Responsible Investment Conference 2020**.



Financing a Green Future

Accelerating the global transition towards a low-carbon economy will require significant investments, with the United Nations estimating that an annual investment of USD1.3 to 1.4 trillion is required to meet the overall financing requirement to achieve clean energy for all. As such, this area presents a key opportunity for both business growth and meaningful contribution towards national interests through financing sustainable developments focused on renewable and low-carbon energy generation. To that end, we have provided **RM3.45 billion in financing for various renewable energy projects in 2020, with RM9.78 billion invested since 2017**.



Operating Sustainably

With over 1,000 branches across ASEAN, our ability to manage our operational impacts is inextricably linked to our ability to raise awareness of key issues and create the right environment to affect behavioural change. We have **participated in the CDP Climate Change survey for the past nine years** as a commitment to transparent disclosure of our operational impacts.

At Maybank, we support the environment by supporting a sustainable financial system that generates positive change while minimising negative environmental impacts. Investors and policymakers increasingly expect organisations to prioritise long-term value creation over short-term gains, reflecting the global push for the natural environment to be considered a stakeholder in organisational strategies and business models. There is a need for financial institutions, therefore, to take responsibility in designing and delivering products and services, investment capital and industry knowledge that can drive solutions to solve the global climate crisis. To achieve this objective, we work to address the critical gaps in the financial system and services by developing comprehensive and responsible solutions that can bring value to our business, the environment and communities as well as collaboratively create a better future for all.

MANAGING THE IMPACTS OF FINANCING

A key driver influencing environmental outcomes is Maybank's ability to direct capital strategically to support sustainable development. The Group believes that for our business to thrive over the long-term, we have a responsibility to manage the environmental and social risks associated with our lending and financing activities.

Sustainable financing gives us a framework to construct our lending and investment portfolio with environmental and social considerations whilst also positioning the Group to operate with durability and deliver the positive impacts that we want.

For more information on how we manage the environmental risks associated with our financing activities, refer to page 22 of this report.

SUPPORTING GREEN SOLUTIONS

We understand the need for economic growth and social inclusion within a low-carbon economy and believe that positive environmental impacts can be realised through our financing and investment activities.

To assist our customers to align their investment practices with their values, the Group focuses on creating opportunities through offering sustainable financial products throughout the ASEAN market. Besides conventional banking offerings, we also offer Islamic banking customers sustainable options, with a strong track record in the Malaysian green Sukuk market and a vision to expand these offerings across ASEAN.

Safeguarding the Environment

SUSTAINABLE INVESTING AND ESG THEMED SECURITIES

We continued to demonstrate our leadership in the ESG space in 2020 while expanding the ESG investment portfolio through providing our clients with innovative investment options in conventional and Islamic banking.

Maybank's Global Sustainable Equity-I Fund

Responding to increasing domestic demand for ESG investing products, in 2020 we launched our first sustainable equity fund, the Global Sustainable Equity-I Fund. This fund integrates environmental, social and governance factors into the investment decision making process, through investing in a portfolio of Shariah compliant equities and securities.

As Fund Manager, we take on the responsibilities of creating awareness and further educating investors on ESG practices and sustainable investing, while generating sustainable investing opportunities across global markets. We believe this fund will enhance long term returns from a risk return perspective.

This fund was developed in collaboration with Schroders Investment Management (Singapore) Ltd ("Schroders"), veterans in ESG investment and integration, as the Investment Adviser. The development of the Fund was also accelerated by Maybank Islamic's collaboration with Schroders to publish a joint thought leadership white paper that examined the relationship between sustainable investing and Shariah principles.

Our Role(s):
Fund Manager

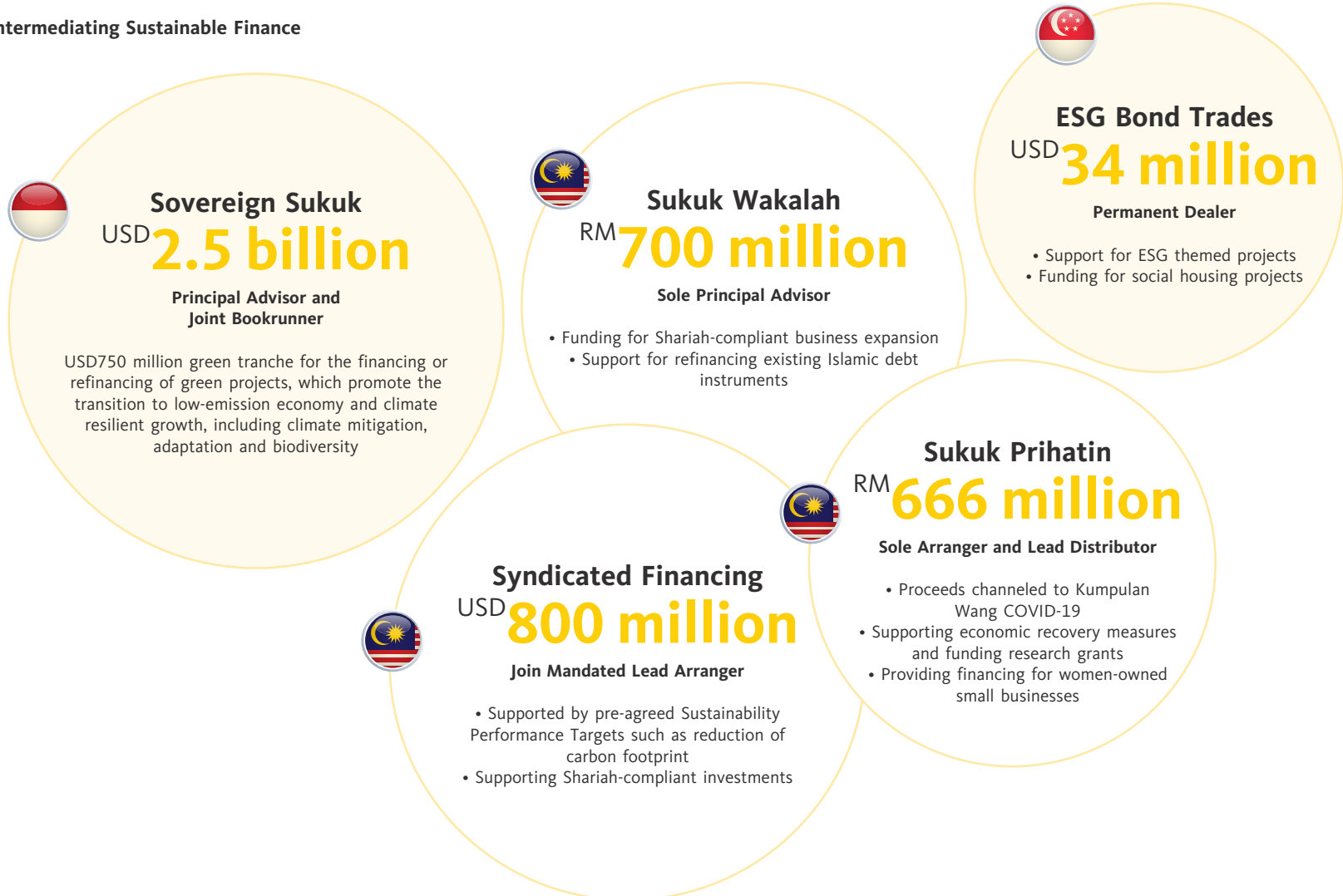
Type:
Equity Fund

Value:
RM439.10 million

"Meaningful ESG integration is a journey with our clients. Different jurisdictions and economies may have different levels of ESG standards or acceptance due to different stages of development and economic maturities globally. Achieving success in sustainability therefore requires both understanding these contexts and pushing boundaries".

Badrul Hisyam Abu Bakar
Chief Executive Officer, Maybank Asset Management Group

Intermediating Sustainable Finance



Principles of Shariah-compliant Investing

The content and blueprint of Shariah investing follows the Islamic ideals and general rules for economic development, guided by the following principles:

- Investments should support activities that promote **benefits to society**
- The use of interest-bearing instruments and practices that cultivate unjust gains is prohibited
- **Equitable sharing of risk and rewards** is encouraged
- All transactions should comply with rules that ordain **trust, faithfulness to contracts, transparency** and should not promote interference or manipulation of market forces or coalitions
- Goods and services that are harmful to human health and society as defined by Shariah are to be excluded

Incentivising Sustainable Practices through Measurable Targets

To incentivise good practices and to ensure our clients are compliant to our high standards, we have provided measurable Sustainability Performance Targets (SPTs) for some of our syndicated financing clients. These targets include reduction of their carbon footprints and inclusion in global sustainability indices. Our client's performance for each SPT will be measured annually against their baseline performance, according to the sustainability pricing grid.

The performance of our clients per the SPTs will be verified by independent parties and FTSE4Good Bursa Malaysia Index.

GREEN PROJECT FINANCING

Malaysia announced in 2018 a target for 20% of the country's electricity to be generated from renewable sources by 2030. This will require a significant shift from the current energy mix, in which renewable energy only accounts for 2% of total generation, with coal, natural gas and hydropower being the main sources of energy. In line with national interests and policy agendas, we offer sustainable financing activities focused on lower-carbon solutions for energy and green technology as our commitment to marshalling today's capital for tomorrow's infrastructure.

As part of our sustainable financing drive, we were involved in four large scale solar photovoltaic power plant projects in 2020 involving a total financing of approximately RM1.3 billion. Located in West Malaysia, these projects will have a cumulative capacity of 390 MW and are targeted to be commercially operational by the end of 2021 or early 2022, providing an opportunity to replace conventional coal or gas-powered plants in the local energy grid and achieve carbon emission reductions.

Maybank is also supporting the SunLease programme through a RM70 million loan to construct and install 30 MW rooftop photovoltaic systems for the generation of cheaper electricity.

Amount of total approved Corporate Banking loans and financing for renewable energy projects (RM million)

Year	2017	2018	2019	2020
Hydro	1,910.30	962.24	1,480.97	522.06
Solar	400.80	338.07	1,222.24	2,554.84
Waste to Energy	3.50	4.25	3.50	378.09

Supporting Innovation through Financing Waste-to-Energy Projects

In 2020 we provided over RM374 million in financing to refinance the development of a waste-to-energy facility in Negeri Sembilan. Waste-to-Energy projects present a further shift to renewable energy generation in Malaysia, which also supports waste management efforts by incinerating municipal solid waste to produce steam for electricity generation. This project is slated to convert 600 tonnes of waste per day, generating up to 25MW of power, with possible expansion in future. Aside from the waste-to-energy capacity, this plant will also integrate other aspects of waste management such as waste segregation and material recovery, leachate treatment and a sanitary landfill.

Award Winning Clients

In 2020, we were proud to note that Amcorp Power Sdn Bhd's Hydro Power Plant – a Maybank-financed project – was awarded two prestigious energy awards for its contributions to renewable energy generation. Winning both the Malaysian National Energy Award 2020 Silver award for Renewable Energy and the ASEAN Energy Award 2020 - Renewable Energy (On Grid), the hydro power plant garnered recognition for the role it plays in curbing dependency on fossil fuels and carbon-intensive energy. As a key financier for the facility, Maybank provided invaluable support for the project and we are encouraged to see our focus on supporting renewable energy projects reflected in industry recognition for these efforts.

Safeguarding the Environment

MANAGING OUR OPERATIONAL ENVIRONMENTAL IMPACT

Maybank is committed to managing our environmental impacts responsibly through incorporating environmental efficiency considerations across our business value chain to ensure a sustainable future for stakeholders and our business.

GRI 103-1, 103-2, 103-3

ENVIRONMENTAL INITIATIVES

Sustainable Infrastructure

Maybank's physical spaces, ranging from office buildings and retail branches to data centres, are designed to mitigate negative environmental impacts. We have begun plans to incorporate sustainable principles into the management of our facilities and continuously retrofit and update our physical infrastructure with intent to create positive environmental impacts.

In 2020, we invested RM458,000 to retrofit Maybank Academy with energy efficient evacuated tube solar collector water heaters. This system replaced 60 conventional, thermosyphon flat panel solar water heaters to enable continuous supply of hot water for 108 bedrooms, resulting in average savings of RM13,000 per month.

We are planning for further savings as we embark on our ambitious energy reduction plan at the end of 2020, and are making progress towards enhanced energy efficiency with the help of GBI-certified facilities such as in our secondary data centre.

The Group believes that responsible energy consumption is an important criterion in selecting our facilities and operational spaces. In line with this approach, we aim to maximise our selections of GBI-certified facilities, to offer increased efficiency in the consumption of energy, water and materials. Aside from the data centre, we have a GBI-certified corporate office building in Bangsar, Menara Etiqa.

GRI 103-1, 103-2, 103-3

RAISING AWARENESS

The entire Group participates in managing the environment and we encourage a "green" mindset among our employees by participation in sustainable office practices such as campaigns, e-bulletins, posters and other regular communications. We aim for a shared environmental consciousness through promoting employee-driven solutions such as competitions to develop ideas for more efficient energy use.

In 2020, we ran a 'Don't be a Plastic Addict: Bring Your Own Container' campaign and banned the use of straws at our cafeterias in Menara Maybank and Dataran Maybank. As part of the responsible practices we encourage throughout the year, we also promote the turning off of computers, water coolers and other electrical appliances when not in use.

To bring home the message on environmental awareness for employees assigned to work remotely, we shared educational materials and emails on topics such as Global Tiger Day and composting.

OUR IMPACTS

GRI 103-1, 103-2, 103-3, 305-1, 305-2, 305-3

Carbon Emissions

To streamline control processes and simplify data tracking of carbon emissions, we worked with service providers in 2020 to directly gather relevant data for carbon footprint calculations, representing an enhancement to our methodology. We collect data on electrical consumption for all our Malaysian and select Singaporean operations. Our operational approach to data collection is based on the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) and includes data from existing operations only.

2020 Carbon Footprint (tCO ₂ e)		
Scope 1	Direct emissions (petrol and diesel consumption from company-owned vehicles and diesel consumption from diesel generators).	53.20
Scope 2*	Indirect emissions from imported energy (electricity consumption)	65,949.98
Scope 3	Emissions from transportation (business air and road travel)	6,737.99
Total		72,741.17

* The total electricity consumption utilised for computation of indirect emissions from imported energy for 2020 was 116,117,826 kWh. This explains the marked increase in our carbon footprint for 2020, from 2019 (50,554 tCO₂e), due to increased data completeness for tabulation of Scope 2 emissions. Please refer to notes on page 61 for more information.

Maybank's commitment to transparent reporting of our climate impacts is in line with global standards and 2020 marked the fourth year of reporting based on the recommendations of the Task Force on Climate-related Financial Disclosures. In addition, we received a score of 'D' in 2020 for the Carbon Disclosure Project (CDP) questionnaire on Climate Change, placing us in the CDP's 'Disclosure' level of environmental stewardship. We have been participating in the CDP for nine years.

For more information on our TCFD disclosures, refer to page 19 of this report.

GRI 103-1, 103-2, 103-3, 302-1

Electricity Consumption

Because electricity consumption contributes the most to our carbon emissions, ensuring Maybank's efficient energy usage is essential to managing our environmental footprint. Across our seven strategic buildings in West Malaysia, we reduced electricity consumption by 8.5% to 50,102,311 kWh compared to 2019. The reduction in electricity consumption may be attributed to our WFH Arrangements, beginning March 2020.

Water Consumption

Our annual water consumption is tracked across seven strategic buildings in Malaysia. In 2020, water consumption based on the consumption in the seven buildings totalled 411,983 m³, a reduction of 54,786 m³, or 11.7% compared to 466,769 in 2019. This reduction is likely attributed to our WFH Arrangements, beginning March 2020.

GRI 103-1, 103-2, 103-3, 301-1

Paper Consumption and Disposal

As paper is the single largest material resource consumed in our daily operations, we have taken steps to move towards a paperless policy through the digitalisation of our internal processes across all the markets that we operate in.

The privacy and security of our customer data is paramount and all documents containing private financial information are handled safely in the document waste management process, including during transportation to appointed paper recycling centres while all sensitive data is shredded before disposal.



Consumed
1,323,439 kg
of paper across our Malaysian and Singaporean operations

Securely recycled
136,570 kg
of sensitive documents across our Malaysian and Singaporean operations

Waste Management

All our waste is disposed of responsibly, with effective systems for collection, recycling and disposal through appointed licensed contractors to ensure compliance with government requirements. We also appoint contractors to dispose of old electronic devices appropriately.

YEAR-ON-YEAR PROGRESS AND PRIORITIES

20/20 SP Commitment		Year-on-Year Tracking				
 <p>Commitment to the Environment</p>	Year	2016	2017	2018	2019	2020
	CDP Score*	C	C	D	D	D
	Total Paper Consumption (kg)**	1,457,227.32	1,534,071.61	1,509,125.61	1,561,994.45	1,323,439.30
	Paper Recycled (kg)***	191,891	301,863	339,289	133,933	136,570
	Electricity Consumption (kWh)****	51,387,335	49,821,459	50,174,884	54,733,420	50,102,311
	Water Consumption (m ³)****	542,646	526,002	514,102	466,769	411,983
<p>* 2016 data covers Malaysian operations while 2017 data onwards covers Malaysia and Singapore operations.</p> <p>** Data covering Malaysian and Singaporean operations. In 2020, we began tracking paper consumption in kilograms for better comparability. Historical data has been converted to kilograms from sheets per the following formula:</p> $\frac{\text{Sheets of Paper}}{500 \text{ Sheets per ream}} \times 2.5 \text{ kg per ream}$ <p>*** Data covers selected operations in Malaysia and Singapore from 2016 to 2018 and six strategic buildings, excluding Etiqa Akademi in 2019. For 2020, data covers selected operations in Malaysia and Singapore</p> <p>**** Data covers six strategic buildings in Malaysia from 2016 to 2018 and seven strategic buildings in Malaysia from 2019 onwards.</p>						
 <p>Product Stewardship</p>	Leading bank in responsible lending practices					
	Year	2016	2017	2018	2019	2020
Enhancements made	Reviewed approach towards assessing ESG risks	Established Maybank Group's ESG Risk Management Framework	Established and incorporated the ESG Policy across Maybank Group	Enhanced ESG Investment portfolio and strengthens ESG oversight across the Group	Increased financing for Renewable Energy projects, strengthened ESG oversight across the Group	

Note:

The details of our 2020 carbon footprint calculations are as follows:

- Scope 1**
- Data was collected from all relevant departments and selected vendors. Emissions from diesel generators were calculated using a conservative approach of multiplying the amount of substances refilled by their respective global warming potential.
 - Diesel generators cover seven strategic buildings and selected operations in Malaysia and Singapore.
 - Diesel and petrol consumption of company-owned cars is limited to Menara Maybank for 2020 due to reduced road travel.
- Scope 2**
- The data covers operations in Malaysia and Singapore.
 - Electricity consumption for Peninsular Malaysia was sourced directly from Tenaga Nasional Berhad, resulting in 100% data completeness.
- Scope 3**
- Regarding air travel data, due to insufficient information from myHR2u airfare-related claims, our Scope 3 calculation is limited to bookings made via our travel agency, amounting to 57.8% of all air travel for Maybank Malaysia in 2020. The coverage of our Scope 3 calculations decreased from 72.0% in 2019, due to reduced bookings made through our travel agency.
 - We used the International Civil Aviation Organisation's Carbon Emissions Calculator to quantify our carbon emissions as a result of business air travel (<http://www.icao.int/environmental-protection/CarbonOffset/Pages/default.aspx>).
 - There was no Scope 3 air travel for our Singapore operations due to COVID-19 travel restrictions.
 - Road travel data covers 100% of travel in Malaysia as captured via myHR2u.

Uplifting Our Community

UPLIFTING OUR COMMUNITY

20/20 SUSTAINABILITY PLAN SCORECARD

Commitments:

- Investing for Impact

Progress:

Under the 20/20 Sustainability Plan, Maybank has expanded its community impact to become a regional leader in well-designed and meaningful community impact programmes. Through its Flagship Programmes as well as the involvement of Maybank employees in community volunteering initiatives, the Group has had far-reaching positive influence in communities across ASEAN.

SDGs



2020 HIGHLIGHTS



Building Foundations of Financial Literacy

It's widely recognised that sound financial management skills are critical to achieving long-term financial security and well-being. In recognition of this, since 2013, Maybank has been helping young children across ASEAN gain a better start in life through the Cashville Kidz programme. Aimed at developing financial literacy skills at a young age, Cashville Kidz helps equip children with positive financial habits and the knowledge needed for a brighter future. **As of 2020 Cashville Kidz was active in six ASEAN countries and had helped set up over 200,000 students for success.**



Celebrating the Art of Weaving

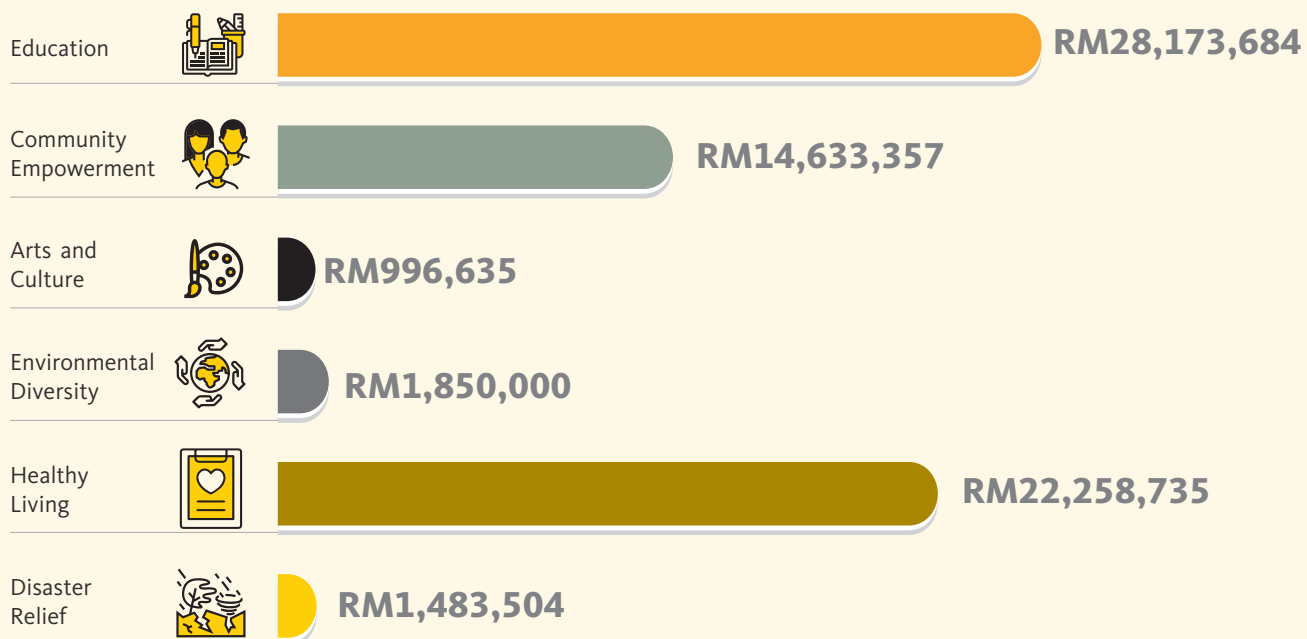
Textile weaving is both an important form of cultural heritage and an opportunity for economic development. Recognising the value in this important art form, the Maybank Women Eco-Weavers programme works with female weavers from poor and marginalised communities to preserve, revive and sustain traditional weaving practices in an environmentally sustainable manner. **Since the programme's launch in 2016, over 800 weavers have received training and support to revive the art of textile weaving as a source of income.**

We are one of the largest financial institutions in ASEAN, and as such strive to significantly effect sustainable and positive impact for the communities in which the Group operates. This mandate is carried out by Maybank Foundation, which delivers programmes that are scalable and target-driven and are monitored closely to ensure long-term benefit to the recipient communities.

In 2020, communities around the world suffered loss of life, income and health as a result of the COVID-19 pandemic. In response to this crisis, the Group took a proactive stance, expanding upon our year-on-year community programmes to provide targeted assistance to those impacted by the pandemic. Across the Maybank Group, our business units and employees rallied to launch new programmes and initiatives to address urgent needs throughout ASEAN. In 2020, we invested over RM69 million into community initiatives, including targeted COVID-19 contributions, representing approximately 1% of our net profit, as is consistent with investment allocations since 2012.

GRI 103-1, 103-2, 103-3, 203-1, 203-2

OUR IMPACT AT A GLANCE











Total*
Over RM69 million

* Note that the total reported here includes targeted COVID-19 contributions.

COVID-19 COMMUNITY INITIATIVES

As a responsible corporate citizen, Maybank stepped up to play our part during these times of great need. For the communities in which we operate, we are resolute in our commitment to generate support to assist individuals, families and organisations to overcome the health and economic impacts of the pandemic. As a leading representative of our nation, offering support to our regional friends and neighbours is a meaningful and tangible reflection of our intent as we work to help each other through this period of uncertainty.

Country	Description
 MALAYSIA	Maybank Group and its subsidiaries made several contributions to the Ministry of Health and MERCY Malaysia for the purchase of protective equipment for frontliners, hospital equipment and test kits. We also enabled the public to lend a helping hand through our digital MaybankHeart crowdfunding campaigns for various COVID-19 related causes.
 SINGAPORE	Maybank Singapore initiated the Maybank Food Aid Programme, to provide cooked meals and food packs for families-in-need, low-wage Malaysian workers and migrant workers in Singapore affected by the COVID-19 crisis. We also launched the SGD2 million Maybank Momentum Grant to help small charities needing help to tide through this difficult time.
 INDONESIA	Maybank Indonesia donated PPE and staple food items to frontliners and COVID-19 affected communities across the country.
 CAMBODIA	Maybank Women Eco-Weavers programme collaborated with ColorSilk, a Cambodian social enterprise for weavers, to produce over 110,000 facemasks as a way of easing the pressure on the demand for medical-grade masks in Cambodia while simultaneously creating financial independence and inclusion for women.
  PHILIPPINES MYANMAR   UNITED KINGDOM CHINA	Maybank Group and its subsidiaries made financial contributions to various support funds to help those affected by the pandemic.

Supporting ASEAN Solidarity

Maybank Foundation and Maybank Indonesia commissioned 150 masks from Cambodian women weavers as gifts to the 10 Permanent Representatives to ASEAN, the Ambassador Representatives of ASEAN Dialogue Partners, the ASEAN Secretariat and the two Malaysian Missions in Jakarta. The masks, crafted by participants of the Maybank Women Eco-Weavers programme, were presented as a symbol of cooperation at a ceremony at the ASEAN Secretariat Building, and was witnessed by Dato Paduka Lim Jock Hoi – Secretary-General of ASEAN, State Envoys of Malaysia, Cambodia and Vietnam to ASEAN and the Supervisory Board of the Maybank Foundation.

In addition, a specially framed plaque consisting of 10 masks symbolising the hopes and prayers of the women weavers for all 10 ASEAN member countries were also presented to Dato’ Lim to commemorate the special occasion.



Maybank Singapore Wins ‘Champions of Good’ Award for the Third Time

In 2020, Maybank Singapore won the National Volunteerism & Philanthropy Centre’s “Champions of Good” Award for the third time. The Group received recognition for its partnership with like-minded businesses to help those in need, particularly in light of the impacts of COVID-19.

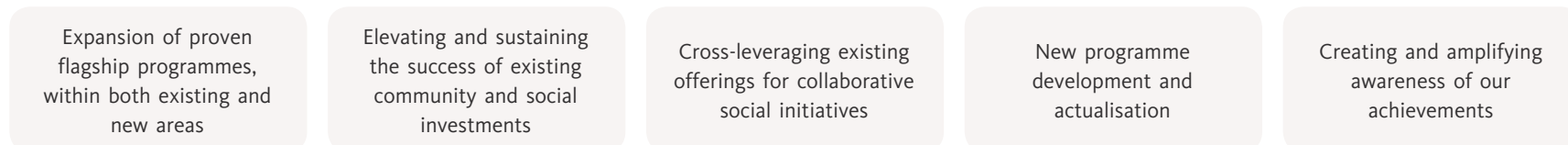
Uplifting Our Community

GRI 103-1, 103-2, 103-3, 304-3

MAYBANK FOUNDATION

Maybank Foundation seeks to create the best possible impact on a long-term basis in markets where the Group operates. These initiatives are carried out through programmes that have specific targets and can be scaled while monitoring is in place to ensure there is long-term benefit.

The Foundation's programmes, initiatives and investments are guided by the three-year Strategic Plan. These efforts are targeted in five key areas:



Whilst we are encouraged by the progress we have made thus far, we are also cognisant of the need to continue to review our effectiveness and analyse the continued impact of what we do to ensure our efforts reflect the changing requirements of our communities. Three key considerations have arisen, namely our newly-launched M25 Plan, the development of a new Group sustainability strategy and the ongoing COVID-19 pandemic. The coming year is therefore the right time to revisit our objectives and activities and confirm or reshape our vision for our community efforts as we move forward.

Of these three considerations, the pandemic continues to impact the way we engage with our communities and there is a need to clarify which groups we should be extending our help to, given that the most vulnerable segments of our societies have been the most affected by this pandemic. In the short-term, our pivot towards online intervention has largely helped to smoothen our ability to continue to support the beneficiaries of our existing community programmes. We do, however, recognise that we also need to take a wider view of beneficiaries beyond what our current programmes are catering to. As we set our aim on regional ambition, we will also balance this out with the needs of our local communities, particularly those who may be falling through the cracks or being left behind by the wave of development. We intend to place greater emphasis on our employee volunteerism programme, Cahaya Kasih, which has been complementing our flagship programmes in helping to support our local communities. In re-pivoting this programme, we will examine how we choose community projects and the impacts that we can expect to generate.

MAYBANK FOUNDATION GOVERNANCE AND PARTNERSHIPS

A Board of Trustees, comprising members who collectively bring a wealth of insight, knowledge and experience, governs Maybank Foundation, which is headed by CEO Shahril Azuar Jimin. The Trustees are tasked with delivering the Foundation's mandate and monitoring programme implementation.

Roles and Responsibilities	
Board of Trustees	Approves and reviews performance
Chief Executive Officer	Oversees the overall strategy and progress
Maybank Foundation Team	Implements and monitors Maybank's flagship community programmes based on focus areas under the Community and Citizenship pillar in our 20/20 Sustainability Plan. Supports community programme partnerships and initiatives throughout the Group.












ⓘ The profiles of our Trustees and CEO are available on the Maybank Foundation website at <https://www.maybankfoundation.com/index.php/who-we-are>

GRI 103-1, 103-2, 103-3, 304-3

We develop our community programmes with care, ensuring we work hand in hand with knowledgeable local partners and that the programmes themselves are delivered to meet community needs.

GRI 102-12, 102-13

Maybank Foundation Key Partnerships

 <p>ASEAN</p> <ul style="list-style-type: none"> eMpowering Youths Across ASEAN (a partnership programme with the ASEAN Foundation) Maybank Women Eco-Weavers 	 <p>WWF-Malaysia</p> <ul style="list-style-type: none"> Tiger conservation programme at Belum-Temenggor Forest Complex 	 <p>MERCY Malaysia</p> <ul style="list-style-type: none"> Humanitarian relief 	 <p>Color Silk Foundation</p> <ul style="list-style-type: none"> Maybank Silk Weaving Training Centres in Takeo and Siem Reap, Cambodia
 <p>TORAJAMELO</p> <ul style="list-style-type: none"> New partnership for Maybank Women Eco-Weavers in Indonesia 	 <p>Lao Sericulture (Mulberries)</p> <ul style="list-style-type: none"> Partnership for Maybank Women Eco-Weavers in Laos 	 <p>Sekar Kawung</p> <ul style="list-style-type: none"> New partnership for Maybank Women Eco-Weavers in Indonesia 	 <p>MoneyTree Asia Pacific</p> <ul style="list-style-type: none"> Partnership for Cashville Kidz
 <p>People Systems Consultancy</p> <ul style="list-style-type: none"> Partnership for Reach Independence & Sustainable Entrepreneurship Programme 	 <p>Singapore National Heritage Board</p> <ul style="list-style-type: none"> Partnership for Balai Seni Art Series 	 <p>Tanoti House</p> <ul style="list-style-type: none"> Partnership for Maybank Women Eco-Weavers in Malaysia 	

OUR PROGRAMMES AND REACH

We have six Flagship Programmes operating alongside other smaller initiatives that come under our community investment activities, which are focused on six pillars: education, community empowerment, arts and culture, environmental diversity, healthy living, and disaster relief. We tailor our programmes to global and regional frameworks such as the UN SDGs and ASEAN Socio-Cultural Community Blueprint 2025. Two of the Flagship Programmes, Maybank Women Eco-Weavers and eMpowering Youths Across ASEAN are formally endorsed by ASEAN.

Flagship Programmes	<ul style="list-style-type: none"> Cashville Kidz Reach Independence & Sustainable Entrepreneurship (R.I.S.E.) eMpowering Youths Across ASEAN 	<ul style="list-style-type: none"> Maybank Women Eco-Weavers Maybank Training & Learning Centres (TLC) KataKatha
Other Community Programmes	<ul style="list-style-type: none"> Maybank Group Scholarships ASEAN Sustainability Programme MaybankHeart Tiger Conservation at Royal Belum-Temenggor Forest Reserve Save a Child's Heart 	<ul style="list-style-type: none"> Maybank Marathon Bali Maybank Championship WASH Disaster Relief Fund Cahaya Kasih Global CR Day

Uplifting Our Community

GRI 413-1
PILLAR 1:
EDUCATION

We invest in education programmes that can give everyone a chance to reach their full potential. We do this by looking for programmes that work to level the playing field and give a decent and well-rounded education that can help develop talent and raise the ambitions of youth in Malaysia and across ASEAN. Our education programmes encompass scholarships, financial literacy skills and working with schools.



CASHVILLE KIDZ

Cashville Kidz (CVK) is a financial literacy programme designed to uplift and improve diverse communities by equipping young future leaders aged 9-12 with important money management skills to enable them, and their families, to build more financially secure futures.

Developed in partnership with MoneyTree Asia Pacific, CVK was piloted in Malaysia in 2013, expanded to Cambodia in 2016, and subsequently Indonesia, Myanmar, Philippines and Singapore from 2019. The programme positions Maybank as the financial literacy champion in ASEAN, and truly represents our ethos of Humanising Financial Services.

Our comprehensive programme ensures school children are:

- Taught knowledge and skills to improve ability to control personal finances
- Given the right tools to make positive financial decisions
- Introduced to existing financial services and asset-building support

The CVK animated series has been translated into four different languages to reflect the diverse communities we serve and adopts a ‘tiering’ approach with different versions to suit the countries or markets that the programme is being implemented in, which includes activity-based worksheets, interactive workshops and an animated series on financial education. Students are exposed to real-life financial decisions such as credit card usage and different financial products.

We are committed to championing financial literacy across the ASEAN region through our strategic partnerships and endorsements by key stakeholders such as the National Bank of Cambodia, the Ministry of Education, Youth & Sport of Cambodia, Bangko Sentral ng Pilipinas (Central Bank of Philippines), the Department of Education Philippines, and Ministry of Education and Culture, Indonesia. The programme is also accorded co-curriculum status by the Ministry of Education Malaysia.

Year	Target	Status
2019	To cover more than 80 schools and reach more than 16,000 students across all six countries which includes continuation of CVK in Malaysia and Cambodia.	✓ Achieved
2020	To cover more than 70 schools and reach more than 14,000 students across all 6 countries.	✓ Partially achieved due to the impacts of COVID-19
2021	Continuing the CVK programme in the six existing countries, and to expand into Vietnam as a pilot programme, reaching out to more than 21,400 school children in 92 schools.	<i>In progress</i>

In 2020, CVK celebrated its third year in Cambodia with the third annual CVK Grand Finale in Phnom Penh featuring awards for the Best School, Best Educator and Best Student. The Ministry of Education, Youth & Sport of Cambodia (MoEYS) featured the CVK programme on its official digital learning platform, available in both the Khmer and English language, adding another significant milestone to the programme’s achievements to-date.

Over the past year, our ongoing collaboration with MoneyTree Asia Pacific has enhanced our ability to further customise content for different education levels, as well as leverage current digital trends to keep our learning content fun and appealing for our young audiences.

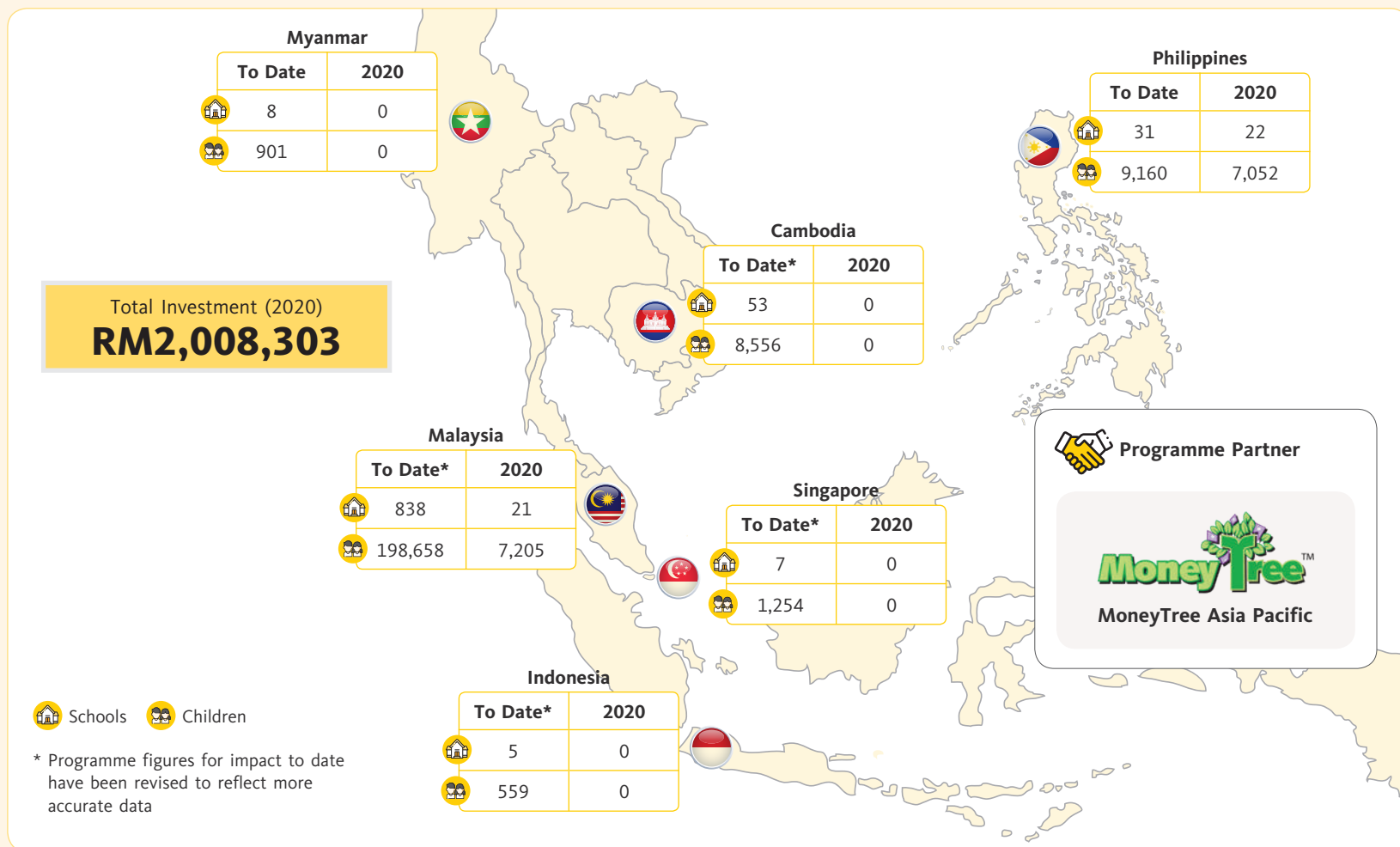
MAYBANK GROUP SCHOLARSHIP PROGRAMME

Granting scholarships to deserving Malaysian students has been a key feature of Maybank’s CSR efforts since 1972. It is a major component of the ‘Education’ theme under Maybank Group’s CR pillar with the primary objective of providing financial assistance to deserving students with high potential, with an emphasis on supporting those in the lower income bracket. The scholarship programme, which includes financial assistance, developmental programmes, internships and placements for promising students, was expanded to Cambodia, Indonesia and the Philippines in 2019.

RM9,230,799
Total investment in 2020

105
Active scholars in 2020

64
students from low-income families impacted



FINANCIAL INDUSTRY COLLECTIVE OUTREACH

Maybank plays an active role in the Financial Industry Collective Outreach (FINCO). Comprising over 100 Malaysian financial institutions, FINCO was established in 2017 to provide underprivileged children and youth with guidance and educational tools to achieve their life goals through two flagship programmes – FINCO Reads and FINCO Mentor. FINCO Reads focuses on developing English proficiency for primary school students while FINCO Mentor provides career guidance and mentorship for secondary school students. In 2020, the FINCO Reads and FINCO Mentor programmes were implemented in 140 and 161 schools across the country, respectively.

Maybank Group President and CEO, Datuk Abdul Farid Alias and Maybank Investment Bank CEO Mr. Fad'l Mohamed sit on FINCO's Board. In 2020, Datuk Abdul Farid Alias volunteered in a FINCO Mentor career workshop engaging students from SMK Sg. Ara, Penang. In the workshop, he shared his life story, values and lessons learned, motivated students and addressed their questions. Mr. Fad'l Mohamed volunteered in a FINCO Reads show and tell session with primary school students from SK Sg Danga, Johor where he shared his favourite book with students and encouraged them to interact in English with confidence.

In 2020, FINCO programmes were adapted in response to the COVID-19 pandemic. Teacher training sessions were successfully held online, with breakout room discussions and post-training tasks thoughtfully designed to promote active learning. Teachers were coached remotely through video conferencing platforms, calls and messages throughout the year. Some 188 English teachers and 138 school counsellors were trained and supported in 2020.

A total of 257 FINCO Mentor Life Aspiration workshops were also conducted, benefitting 7,481 secondary school students. In 2020, FINCO also supported schools to set up an Interactive Reading Corners to encourage reading.

Year	2018	2019	2020
No. of Engagements	34	55	2
Total Investment (RM)	RM50,000	RM187,500	RM187,500

Maybank Financial Education Excellence (FINEX) Awards

The inaugural 'Maybank Financial Education Excellence Awards' was launched in Malaysia in 2019, to highlight and celebrate top performing students, teachers and schools in the CVK programme, whilst also recognising individuals, organisations and NGOs championing financial literacy.

In line with our ambitions to develop the awards into a regional programme, Maybank hosted the inaugural Maybank Financial Education Excellence Awards 2020 in the Philippines in November 2020 with the ceremony held virtually.

Uplifting Our Community

GRI 413-1
PILLAR 2:
**COMMUNITY
EMPOWERMENT**

We seek to reduce unemployment for the disadvantaged by providing them with quality training, institutional support and investments into crucial learning infrastructure. Through helping disadvantaged individuals to develop and apply valuable skills, we hope to raise living standards across ASEAN.



REACH INDEPENDENCE & SUSTAINABLE ENTREPRENEURSHIP

Our Reach Independence & Sustainable Entrepreneurship (R.I.S.E.) flagship programme is designed to empower disadvantaged and disabled entrepreneurs and small business owners to improve their lives and that of their families. Beyond individuals and families, the programme supports wider communities through increased employment, growth and innovation.

This programme, first launched in Malaysia in 2014, provides training, coaching and mentoring to participants, which enables them to adopt innovative business strategies, enhance their business management skills and improve skills to acquire and retain clients.

The programme's first successful phase, known as R.I.S.E. 1.0, ran from 2014 to 2019, expanding from Malaysia to Indonesia, the Philippines and Laos. The programme impacted 4,777 small business owners and entrepreneurs in Phase 1 with individuals that completed the programme being better able to support themselves and their families while saving money and having access to education. Data showed that the top 40% of participants reported a rise in their monthly income of more than 390% while over 70% of participants said they felt an increase in confidence and self-worth.

Phase 2.0 was launched in September 2019, with the programme expanding to Myanmar and Singapore. The target of this phase is to improve the lives of more than 17,000 individuals with disabilities by offering them the tools to sustain themselves and their business so that they can adapt to the digital age.

This phase builds upon the experiences of Phase 1.0 and has a three-tier structure that is tailored according to participants' level of development. The programme has a three-day workshop concentrating on entrepreneurial and financial training followed by a three-to-six-month mentoring period. Given the ubiquity of technology today, R.I.S.E. Phase 2.0 has a customised programme app to ensure continuous learning and development while enhancing follow-up with participants to evaluate the programme's impact and create better links between them, potential business partners and Maybank.

Year	Target	Status
2020 – 2023	Improve the lives of 17,000 individuals	<i>In progress</i>

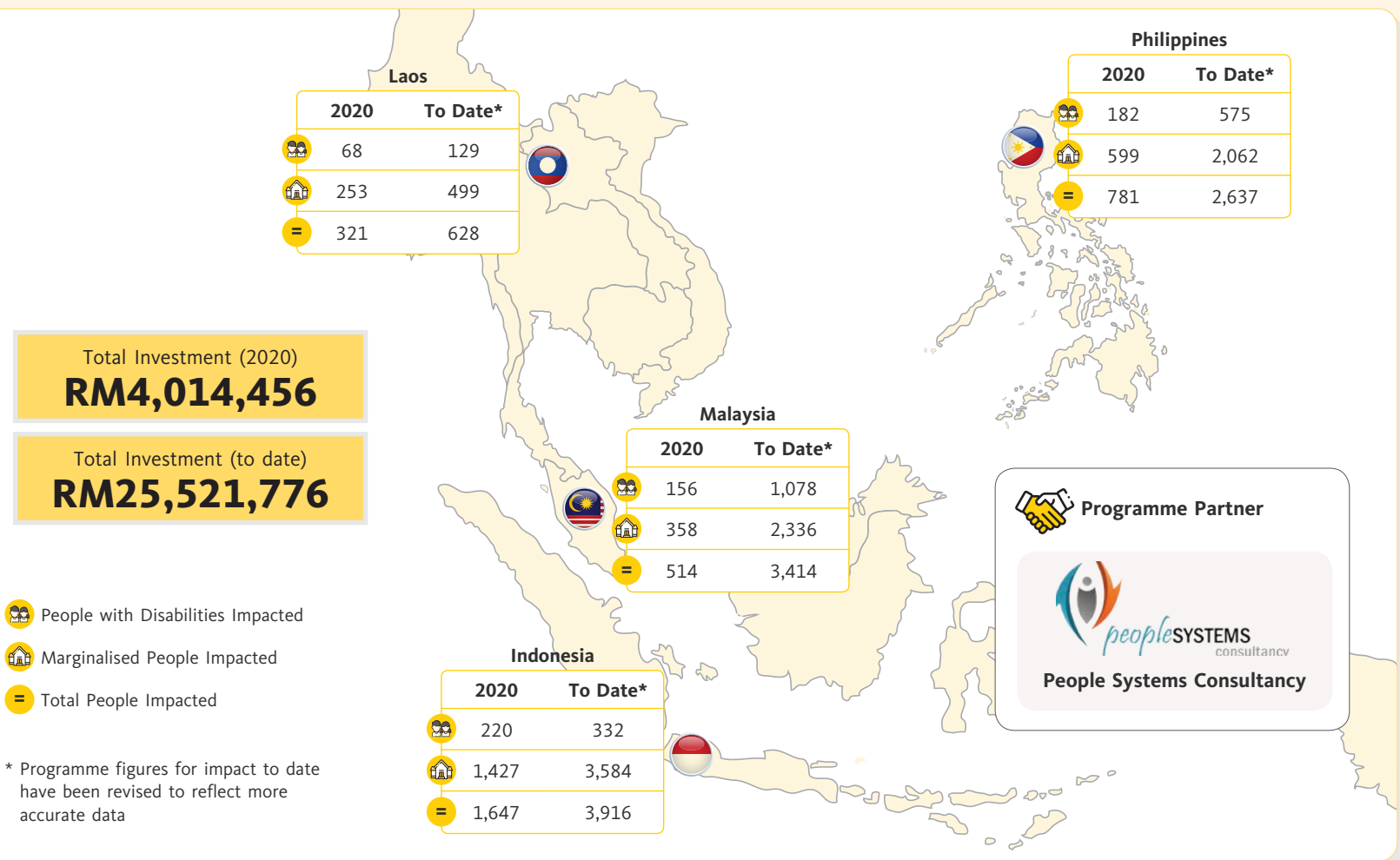
The COVID-19 pandemic presented operational challenges for R.I.S.E. with the programme pivoting to delivery through digital channels where necessary. For the whole of 2020, Phase 2.0 was held online in Malaysia, Indonesia and the Philippines, with successful engagements conducted with the support of local Maybank business units, Maybank Foundation and People Systems Consultancy. In Laos, the programme continued in a physical format, in compliance with the local authorities regulations. Despite the limitations, participant communities received mentoring and support to sustain livelihoods in these difficult times.



Sivan Sibounheuang

Suffering an accident which left him without his arms at 16, Sivan, who was born into a poor family in Vientiane, Laos, enrolled into the R.I.S.E. programme where he was encouraged to pursue his love of drawing and painting and turn his artwork into a source of income.

Despite the COVID-19 pandemic impacting his business, causing his earnings to fall, he used social media platforms such as Facebook to secure a wider audience. Today, Sivan is able to care for his parents comfortably as the sole breadwinner in the family.



- People with Disabilities Impacted
- Marginalised People Impacted
- Total People Impacted

* Programme figures for impact to date have been revised to reflect more accurate data

Uplifting Our Community

GRI 413-1



MAYBANK WOMEN ECO-WEAVERS

Maybank Women Eco-Weavers is a flagship programme established to support women’s financial independence and inclusion while helping to preserve the traditional art of weaving as an important expression of culture in ASEAN. Besides the cultural heritage aspects, traditional textile weaving is a vehicle for job creation, tourism and socio-economic development.

The programme works with female weavers and their families, often from poor and marginalised communities, to preserve, revive and sustain traditional weaving practices in an environmentally sustainable manner through technical training, business capacity-building and access to microfinancing. In this way, we help weavers and their families to achieve economic independence.

Maybank Women Eco-Weavers was first launched in Cambodia and Indonesia in 2016 and has since expanded with the help of local foundations, NGOs and social enterprises, to Laos in 2018, and Malaysia in 2019. We train women who participate in the programme at locally managed weaving learning centres. There are now two such centres in Cambodia, one each in Laos and Malaysia and four in Indonesia. The programme is tailored to local conditions to meet country-specific targets and objectives.

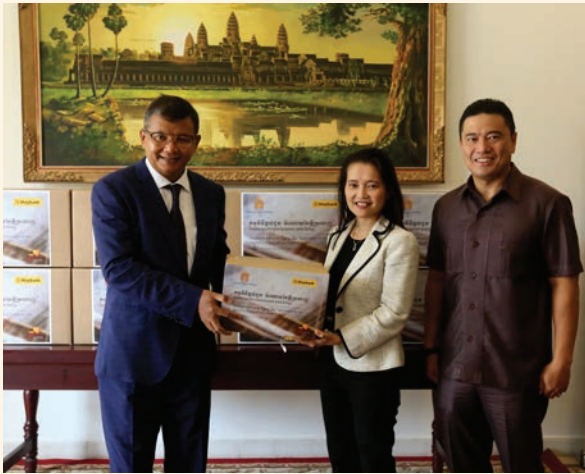
In Laos and Cambodia, our programme has had wider positive impacts with Maybank Foundation and programme partners providing technical training as well as saplings to mulberry farmers which has supported the mulberry farms (which provide the mulberry leaves to feed the silk worms) to thrive.

Year	Targets	Status
CAMBODIA		
2019	Train 70 new weavers and 150 new farmers	☑ Partially Achieved
2020	Train 100 new weavers and 100 new farmers	☑ Partially Achieved
LAOS		
2019	Train 30 new weavers and 150 new farmers	☑ Achieved
2020	Train 30 new weavers and 50 new farmers	☑ Partially Achieved
MALAYSIA		
2019	Train 10 new weavers	☑ Partially Achieved
2020	Train 10 new weavers	☑ Partially Achieved
INDONESIA		
2019	From 2016 to 2019, establish 4 locally managed weaving centres, promote the use of natural dyes and environmentally-friendly processes, create new markets for weavers and train 400 weavers between 2018 and 2020	☑ Achieved
2020	Train 40 new weavers and 50 farmers	☑ Achieved

In Indonesia, Maybank Women Eco-Weavers Batch 2 commenced in October 2020 with the support of Maybank Indonesia and Maybank Foundation. The Indonesian programme, which is being undertaken in Lembata, East Nusa Tenggara and Tuban, East Java, focuses on developing weaving skills and economic improvement. To enact this programme, in 2020 Maybank formed a new partnership with Sekar Kawung, an Indonesia-based social enterprise that works with local artisans to create sustainable products. We also partnered with Torajamelo, an impact enterprise that focuses on collaborating with female artisans in Indonesia.

In Malaysia, responding to the shortage of Personal Protective Equipment (PPE), Malaysian weavers assisted authorities by sewing protective outfits for pandemic frontliners. These efforts were overseen by our Sarawakian programme partner Tanoti, with whom Maybank Foundation has partnered since 2019.

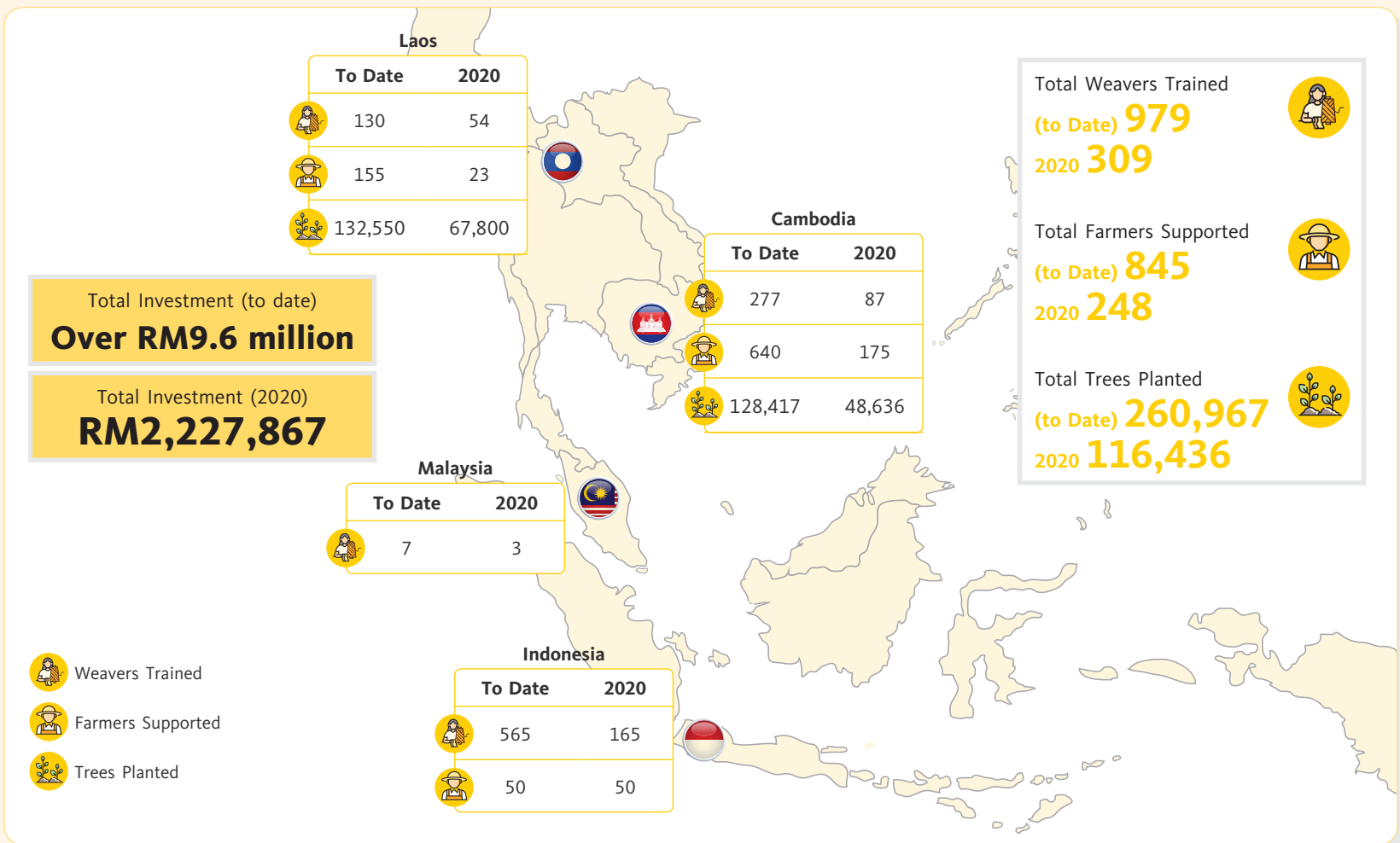
In Xiengkhouang province, Laos, the weaving workshop and production building were repaired and improved to provide a better workplace for the weavers in 2020. A visitor centre and workshop are currently under construction in Vientiane, which will serve as a gallery for tourists to visit and learn about the tradition of Lao weaving.



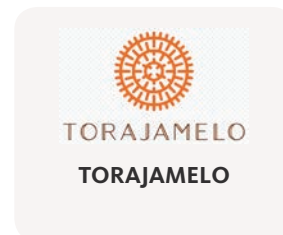
In 2020 Cambodian women weavers under the Maybank Women Eco-Weavers programme were able, with the help of Maybank Cambodia and Maybank Foundation, to contribute to curb the spread of COVID-19, when 6,000 hand-woven reusable facemasks made of cotton and silk were presented to the Ministry of Education, Youth and Sports in conjunction with the Public School Re-opening and the Group's 60th Anniversary in 2020. These facemasks were beautifully designed with striped patterns unique to Cambodian weaving heritage known as "kroma".

This initiative, which brought together 250 women weavers, was a collaboration with our programme partner, Color Silk, to help provide economic opportunities aligned to Cambodia's mission of promoting economic growth, while helping communities recover from the pandemic's disruptions.

The Cambodian weavers' efforts crossed national borders with Maybank presenting 150 of their facemasks to the ASEAN Secretariat in Jakarta, Indonesia as a symbol of solidarity and collective commitment to fight the pandemic. The gift was accompanied with a special framed plaque containing 10 facemasks representing the 10 members of ASEAN and symbolising the hopes of the women for the member countries of the grouping.



Programme Partners



Uplifting Our Community

GRI 413-1



eMPOWERING YOUTHS ACROSS ASEAN

eMpowering Youths Across ASEAN launched in 2016, and joined forces with the ASEAN Foundation in 2018. The flagship programme delivers a capacity-building workshop to 100 youth selected from across the region for a capacity-building workshop that trains them to develop and implement community projects.

While all activities in 2020 were deferred to 2021 due to the pandemic, Maybank continues to believe that empowering youths today who are the creators of tomorrow's solutions is still the best bet for change that is sustainable and impactful while having real meaning to recipient local communities. This is what Maybank is creating, a generation of change-makers to drive social innovation for a sustainable future.

Maybank works with civil society organisations as local project partners, with the youth divided into groups to develop and implement programmes in communities that bring change. These project groups are diverse in their make-up, to be representative of the youth across ASEAN and to act as bridges between ASEAN countries while creating bonds with the communities.

Year	Target	Status
2019	To empower youths to be change-makers and drive social innovations to alleviate poverty through community investment projects in Malaysia, Indonesia and Cambodia.	✓ Achieved
2020 to 2023	To expand to a minimum of six countries by 2022	As the programme has been deferred to 2021, an extension to the MoU has been agreed by both Foundations and the target year will be pushed to 2023 instead of the earlier estimate of 2022. However, for 2021, the programme aspires to continue with the implementation into four countries, namely Malaysia, Cambodia, Indonesia and the Philippines.



In 2020 eMpowering Youths Across ASEAN was awarded the Gold Award at the Global CSR Summit & Awards.

Programme Partners



ASEAN Foundation

MAYBANK TRAINING & LEARNING CENTRES

Our Training & Learning Centres (TLCs) are where Maybank assists young people by giving them the tools to help them make a better life for themselves. Youths with limited access to education are offered vocational skills in the TLCs in order for them to improve their chances of employment as well as giving them the opportunity to attain financial security.

These TLCs seek to not only improve capacity-building and create new job opportunities for local communities through providing the right skills, knowledge and certification but also serve as catalysts for youth empowerment, sustainable livelihoods, health and entrepreneurial training.

Due to the pandemic, the programme has been deferred to 2021. Maybank currently operates one TLC in Myanmar while the management of another in the Philippines has been handed over to the local community in 2019. These centres provide training that is relevant to the local context and is accreditable under local and international skills authorities.

Year	Target	Status
2019	To continue support for programme participants.	✓ Achieved
2020 to 2023	To continue support for programme participants.	<i>In progress</i>

Programme Partners

- Centre for Vocational Training (Myanmar)

ASEAN SUSTAINABILITY PROGRAMME

Maybank's strengths and capabilities as a leading financial services provider in ASEAN makes it uniquely suited to play the role of being an enabler for thriving and sustainable communities in the region. The ASEAN Sustainability Programme, which comprises two main initiatives, Trade[&Give] and Drum for Hope, works to strengthen ties among the peoples of ASEAN and also supports small businesses by providing microfinancing, mentoring and capacity-building.

TRADE[&GIVE]

Trade[&Give] was launched in 2014 as an entrepreneurial development programme to provide access to microfinance and mentorship on areas such as marketing, financial planning and technology. This programme is financed through a portion of eligible clients' brokerage fees and was developed to enrich the lives of the communities in which Maybank operates. External partners, social enterprises and internal teams within Maybank help in mentoring participants on production, social and digital marketing as well as how to utilise Maybank payment facilities such as QR Pay.

Operating under three pillars of 'Enabling', 'Rejuvenating' and 'Sustaining', each pillar represents a specific programme.

ENABLING

In partnership with Amanah Ikhtiar Malaysia, 40 micro-entrepreneurs are offered funding and support.

REJUVENATING

Active in Kuala Krai, Kelantan, this pillar directs funding to micro-entrepreneurs in order to support villages to recover following disasters.

SUSTAINING

Collaborating with Kiva, a global non-profit lending platform assisting over 10,000 micro-entrepreneurs across ASEAN.

Over RM1 million has been invested in Trade[&Give] since its inception. This funding has assisted over 184 small entrepreneurs across ASEAN. In 2020 there were no initiatives carried out under Trade[&Give] owing to the impacts of the COVID-19 pandemic.

Azzizah binti Mohamed

Azzizah runs a thriving community tuition centre in her predominantly low-income neighbourhood. Recognising that local children would benefit from supplementary education, she launched AQWA Two RC Enterprise in 2012, offering subjects including Mathematics, Science, Bahasa Malaysia and English to students aged 6-12 and has grown over the years from an initial intake of 10, to over 30 children today.

Thanks to Trade[&Give]'s mentoring and funding, Azzizah has renovated the centre, purchased study materials and is now developing a business and marketing proposal for AQWA's expansion. She also intends to offer her services to other 'Sahabats' (friends) on the basics of book-keeping and Islamic financial planning.

DRUM FOR HOPE

The Drum for Hope project is a collaboration between the Fugee School and HANDS Percussion that offers percussion classes on a weekly basis to students of the Fugee School aged 14 and older. Drum for Hope gives refugee students an opportunity to showcase their talent to a wider audience while providing them a chance to learn about important life skills such as teamwork, accountability, courage, confidence and planning.

This project was expanded by Maybank Kim Eng in 2017 to form part of the ASEAN Sustainability Programme, from its roots under Maybank Foundation's arts and culture pillar. As it stands now under the ASEAN Sustainability Programme, refugee students can earn an income through paid performances that allows them to save for their future and support their families. For Malaysians, Drum for Hope is an opportunity for them to interact with and learn more about the refugee community and build more positive experiences with them. The Drum for Hope programme was deferred in 2020 as a result of the COVID-19 pandemic.

MAYBANKHEART

We make it easier for donations to go where they are needed most through MaybankHeart, our digital social crowdfunding platform. Regardless of whether financing goals are met, the project funding is transparent. Since launching in 2016, MaybankHeart has successfully run 136 fundraising campaigns, including campaigns which raised a total of RM3.2 million in 2020.

	2020
Total Amount Collected (RM)	3,282,296
No. of Donations through Maybank Heart Website (transactions)	2,312
No. of Campaigns	15

Uplifting Our Community

GRI 413-1
PILLAR 3:
ARTS & CULTURE


The ASEAN region proudly celebrates its rich and expressive cultural heritage. Maybank Foundation believes that cultural expression and identity is a valuable thread that weaves communities together and we therefore work hard to support initiatives that strengthen the social fabric.

BALAI SENI ART SERIES

The Balai Seni Art Series celebrates established and emerging visual artists in Malaysia. Our exhibition space, Balai Seni Maybank, has supported and highlighted exhibitions exploring themes of disability awareness, Maybank's T.I.G.E.R. Core Values, and celebrations of Malaysian cuisine, women and culture.

Maybank Foundation invested RM990,000 in 2020 and created a virtual exhibition space as a gift to the rakyat, enabling visitors to enjoy the peaceful environment of our gallery from the comfort of their homes during the pandemic. Over the course of 2020, our virtual gallery has hosted several exhibitions designed to celebrate Malaysian artistic talent and creativity.

🌐 Please visit <https://maybankfoundation.com/index.php/media-center/virtual-exhibition> to view the current exhibition

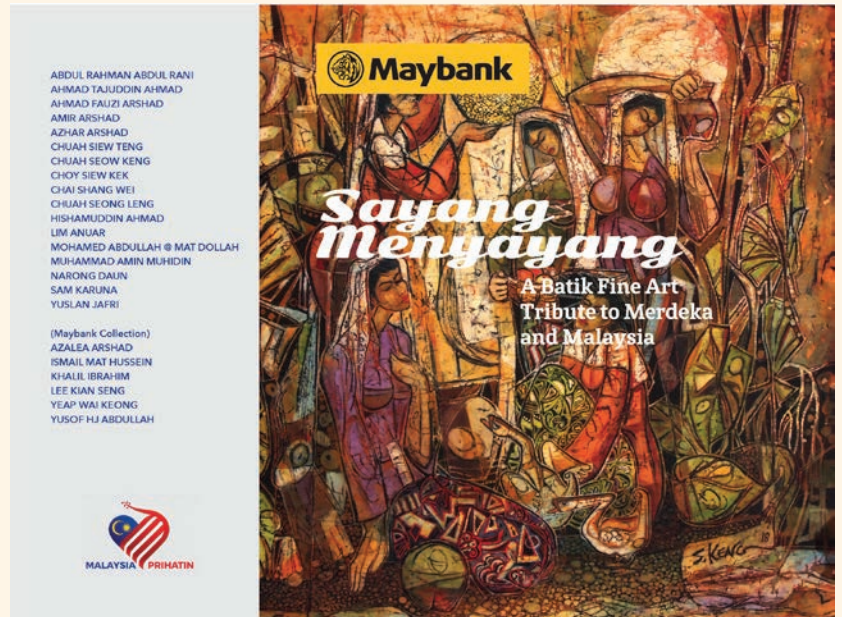
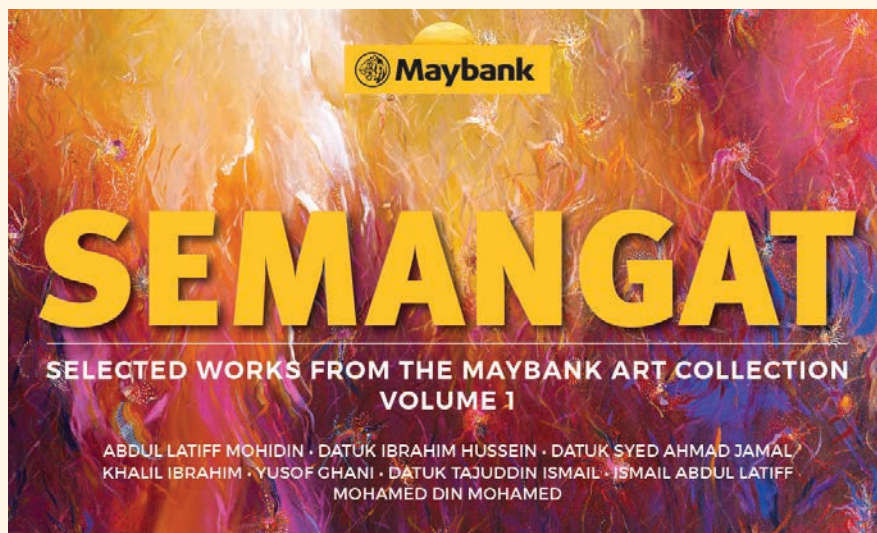
 Programme Partners



Singapore National Heritage Board

KATAKATHA

Our Flagship KataKatha programme works through two programmes, “Balai” and “Pentas” to bring together artists and communities from across ASEAN to create cultural common ground and understanding within Balai Seni Maybank.



GRI 103-1, 103-2, 103-3, 304-3, 413-1

PILLAR 4:

ENVIRONMENTAL DIVERSITY

Our conservation efforts revolve around the Malayan tiger, which is also the Group’s mascot. We believe that the conservation of this magnificent animal is linked to the overall health of Malaysia’s forest ecosystem which supports flora & fauna and humans alike. At Maybank we believe there is intrinsic value that this protection offers.

TIGER CONSERVATION AT ROYAL BELUM-TEMENGGOR FOREST RESERVE

We partner WWF-Malaysia and other relevant government agencies in the conservation of the Malayan tiger, in which there are less than 200 left in the wild according to the findings of the first National Tiger Survey spearheaded by the Department of Wildlife and National Parks. Maybank has a special affection for the Malayan tiger, as it symbolises our courage, power and leadership in the banking and financial services industry in the country and ASEAN for the past 60 years.

Our Malayan tiger conservation programme, which was launched in 2016, centres on the Belum-Temenggor Forest Complex, one of Malaysia’s most important tiger habitats. The programme seeks to increase the tiger population in the forest complex through protection and monitoring, supporting the improvement of management practices and engaging with local indigenous communities.

The programme supports patrols throughout the forest complex to stop poaching and other threats to wildlife while there are campaigns run to raise awareness on the existential threat faced by the Malayan tiger. We also seek to engage local Orang Asli communities as they play an important role in the stewardship of natural resources. Our engagements with them on tiger conservation efforts cover workshops, surveys and the development of community-based groups. In 2020 we finalised the results of our 2019 Orang Asli questionnaire, the findings from which will support the development of a long-term strategy for the Orang Asli community in Belum Temenggor Forest Reserve.

The conservation efforts and the support provided by Maybank Foundation and WWF-Malaysia has resulted in the Royal Belum State Park registering for Conservation Assured | Tiger Standards (CA|TS), making this park the first location in Southeast Asia to register under this scheme.

In 2020, WWF-Malaysia’s 14 patrol teams covered a total of 11,183 km via foot patrols, amounting to an average of 172 patrol days per month. Through these patrols, seven active wire snares were found and disarmed, and nine wildlife crime cases reported to enforcement agencies. A CA|TS Action Plan (2020-2023) has also been developed and discussed during a workshop held in September 2020 and endorsed by the CA|TS Jurisdictional Committee. WWF-Malaysia has also successfully advocated for the amendment of Perak State Parks Cooperation Enactment 2001 to impose stiffer penalties for offenders charged which carries a maximum penalty of RM500,000 fine or a maximum 10 years’ imprisonment or both for offences described under the Enactment. Furthermore, footage of a tigress and her three offspring were obtained via camera trapping which is indeed a positive sign of our efforts towards recovering tigers.



In partnership with WWF-Malaysia, we ran a month-long campaign that kicked off on 29 July 2020, celebrated as Global Tiger Day, and culminated in Roar for Life, a virtual concert, featuring local artists. The campaign included an appeal by WWF-Malaysia to the public urging them to pledge funds to help in the conservation of local wildlife. Pledges will be used to support WWF-Malaysia’s field work, including anti-poaching patrols as well as wildlife awareness initiatives.

Year	2016	2017	2018	2019	2020
Area Patrolled on Foot (km)	1,754	2,585	6,384	11,069	11,183
Total Investment	1.2 million	1.31 million	1.38 million	1.78 million	1.55 million

Uplifting Our Community

GRI 413-1
PILLAR 5:
HEALTHY LIVING

Quality healthcare and healthy lifestyles are important aspects of social well-being. For our employees as well as the communities in which we operate, our initiatives include health promotion activities, sporting programmes and working to deliver healthcare services to the underprivileged.

SAVE A CHILD'S HEART

In partnership with the National Heart Institute, our Save a Child's Heart programme provides much needed medical equipment and support through subsidised medical expenses. This initiative is supported by Maybank Islamic, which has dedicated itself to the health and wellness of children in Malaysia and across ASEAN. The Save a Child's Heart programme has contributed close to RM3 million since 2012.

Year	2016	2017	2018	2019	2020
Total Investment	500,543	76,954	500,000	500,000	500,000

CANCER SCREENING FOR WOMEN

Early screening and intervention are important for more effective cancer treatment. For this reason, Etiqa, the Group's insurance arm, has been working with the National Cancer Society of Malaysia and the ROSE Foundation to advocate for early screening and intervention among Malaysian women.

Etiqa has been working with the National Cancer Society of Malaysia since 2017 to promote women's health through offering free mammograms and cervical cancer screenings for underprivileged women aged over 40. Etiqa's partnership with the ROSE Foundation, which is the acronym for "Removing Obstacles to Cervical Screening", started in 2019 with a one-year screening programme in Peninsular Malaysia, Sabah and Sarawak by 2020 with a total investment of RM9.1 million.

In 2020, Etiqa invested RM3.5 million in cancer screening for women. These funds contributed to cervical screening provided to 7,500 women from July 2019 to December 2020, including for 1,500 COVID-19 frontliners from economically disadvantaged groups. The contribution also supported 6,000 free mammograms provided to women from October 2019 to October 2020.

ACCESS TO CLEAN WATER

We work with several key partners on initiatives to ensure rural communities have access to potable water.

Etiqa's Clean Water Project

Etiqa, in collaboration with Islamic Aid Malaysia (IAM), launched the Clean Water project in 2019, with the aim of providing over RM1 million worth of water infrastructure improvements to make life better for villagers across Malaysia. In 2020, the Clean Water Project oversaw three projects, impacting 2,100 villagers living in three villages in Selangor, Sabah and Sarawak.

Year	2018* – 2019	2020
Villagers Impacted	>3,300 villagers	2,100 villagers
Total Investment	>RM1 million	RM638,186

* Efforts in 2018 were carried out under the Clean Water Supply Project, also delivered in partnership with IAM

Maybank Islamic's WASH Project

Since 2017, Maybank Islamic's WASH (Water, Sanitation and Hygiene) programme has promoted integrated water resources management and supported technical excellence, programmatic innovation and long-term sustainability in water management. WASH also aims to reduce water and sanitation-related diseases through sustainable and safe water, sanitation and hygiene practices that improves the health and socio-economic well-being of communities.

After completing the first WASH 1.0 initiative in Kuala Krai, Kelantan in 2019, WASH 2.0 was launched in 2019 in Kuala Lawas, Sarawak and Pulau Banggi, Sabah, which included community-based resilience development training sessions that collectively saw Maybank Islamic invest RM1.6 million to benefit over 1,400 community members.

Through its zakat fund, in 2020 Maybank Islamic also contributed RM500,000 to provide sustainable water, sanitation and hygiene infrastructure as well as capacity building that benefitted 6,604 people from underprivileged communities in Gua Musang, Kelantan and Senah Rayang, Sarawak under the WASH 3.0 initiative.

	WASH 1.0 (2017 – 2019)	WASH 2.0 (2019 – 2020)	WASH 3.0 (2020)
Location	Kuala Krai, Kelantan	Kuala Lawas, Sarawak Pulau Banggi, Sabah	Gua Musang, Kelantan Senah Rayang, Sarawak
Total Investment	RM1,100,000	RM500,000	RM500,000
Beneficiaries	979	515	6,604

SPORTING EVENTS

Bringing communities together through sporting events is an effective way to connect with our community, while also providing an opportunity to showcase our community projects. In 2020, Maybank Indonesia held Virtual Run Challenge "Maybank Marathon Anywhere" with 19,075 registered participants from 62 countries. Other events, such as the annual Maybank Marathon Bali and Maybank Championship Golf Tournament were not able to be held in 2020 due to the COVID-19 pandemic, however, the Group continues to be committed to supporting these events in the future.

GRI 413-1
**PILLAR 6:
DISASTER
RELIEF**

Through our Disaster Relief pillar, we partner with NGOs to deliver aid as part of our work supporting disaster recovery across ASEAN. Our support is based on the premise that the aid gives communities the leverage they need to rebuild their lives and livelihoods. For 2020, much of the disaster relief was targeted primarily at mitigating the negative effects of the COVID-19 pandemic. In 2020 we contributed a total of RM1,483,504 to disaster relief initiatives.

GRI 413-1

CAHAYA KASIH: MAYBANK'S EMPLOYEE VOLUNTEERISM PROGRAMME

The Cahaya Kasih Employee Volunteerism Programme, which spans all six of our community investment pillars, is a year-long programme that encourages Maybankers from around the world to give back to society through volunteering their time to make a positive and long-lasting impact in the communities that the Group operates in.

The programme, which launched in 2006, allows our employees to dedicate their energy and imagination to tackling socio-economic and environmental issues that can bring positive impact to communities. Maybankers volunteer to support the Group's various long-term community programmes which seek to strengthen local communities while enabling employees to grow and develop through meaningful experiences.

In 2020, Cahaya Kasih activities could not be organised due to the COVID-19 pandemic as the safety and health of our employees and the community remained top priority. We intend to reactivate the programme in 2021, with strict adherence to Maybank Group and government COVID-19 guidelines.

Employee-Driven Action

While our formal employee volunteerism initiatives were limited in 2020, many Maybankers took it upon themselves to step up to support those in need. Across the Group, Maybank volunteers helped organise food deliveries, COVID-19 tests and free consultations for those who lost their livelihoods and even undertook simple acts like giving out snacks during Ramadhan.





One such example was the actions of Maybank Kim Eng employees in Indonesia, who created #MakanBarengMKES, meaning 'eat together with MKES'. Through the initiative, Maybank Kim Eng employees contributed to fund the distribution of food to communities which were impacted by the pandemic. The initiative benefited 845 online drivers, taxi drivers and orphans in several cities in Indonesia.

Uplifting Our Community

YEAR-ON-YEAR PROGRESS AND PRIORITIES



20/20 SP Commitment

Year-on-Year Tracking

 <p>Education</p>	Supporting access to education across the region to foster academic and non-academic excellence.						
	Year		2016	2017	2018	2019	2020
	CashVille Kidz	(no. of students)	78,883	8,984	14,867	>26,000	14,257
		(no. of schools)	330	23	40	>80	43
	Maybank Group Scholarship	(amount disbursed) (RM)	23.00 million	26.80 million	24.19 million	16.12 million	9.20 million
	(no. of scholars)	50	255	213	153	105	
 <p>Community Development Empowerment</p>	Reaching out to communities across the region through empowerment programmes.						
	Year		2016	2017	2018	2019	2020
	R.I.S.E	(no. of participants)	1,411	939	2,901	1,608	3,263
	eMpowering Youths Across ASEAN	(amount disbursed, RM)	22,192	1.03 million	1.60 million	2.30 million	563,548
	Maybank Women Eco-Weavers	(amount disbursed, RM)	1.2 million	771,544	1.7 million	2.3 million	2.3 million
	Maybank Training & Learning Centres (TLC)	(amount disbursed, RM)	201,000	200,000	207,000	202,533	Deferred due to COVID-19
	Microfinance (KOMIDA)	(no. of women impacted)	1,131	100	331	576	Programme concluded in 2019
	Maybank Family Fund – Matched Savings Initiative	(no. of families impacted)	263	259	335	402	167
		(amount reached, RM)	187,846	251,734	260,033	109,151	206,743
Maybank-Etiqa ePROTECT family (previously Maybank Family Fund – Maybank-Etiqa Family Shield)	(no. of beneficiaries cumulative since 2011)	868	989	752	797	915	
	(policy coverage value cumulative since 2011, RM)	137.1 million	150.2 million	152.1 million	273.6 million	140.2 million	
 <p>Arts and Culture</p>	Reaching out to communities across the region through empowerment programmes.						
	Year		2016	2017	2018	2019	2020
Katakatha	(amount disbursed, RM)	* n/a due to spending the amount disbursed in 2015	250,000	524,000	n/a due to no implementation in 2019		n/a due to no implementation in 2020
 <p>Environmental Diversity</p>	Preserving environmental diversity particularly through tiger conservation.						
	Year		2016	2017	2018	2019	2020
Tiger conservation efforts	(amount disbursed, RM)	722,321	1.31 million	1.38 million	1.78 million	1.55 million	

20/20 SP Commitment

Year-on-Year Tracking

 Healthy Living	Enabling access to affordable healthcare, supporting premier sporting events in the region and nurturing local talent.						
	Year		2016	2017	2018	2019	2020
	Bali Marathon	(no. of participants)	6,478	>9,000	>10,000	11,659	Event deferred due to COVID-19
		(no. of countries of participants)	>43	44	46	50	
	(no. of wheelchair participants)	50	52	50	>60		
Save a Child's Heart at IJN Paediatric & Congenital Heart Centre, National Heart Institute of Malaysia	(amount disbursed, RM)	500,543	76,954	500,000	500,000	500,000	
	(no. of patients)	16	2	32	18	17	
 Disaster Relief	Supporting communities impacted by natural disasters in relief and rebuilding efforts.						
	Year		2016	2017	2018	2019	2020
	Disaster relief contribution	(amount disbursed, RM)	1 million	300,000	370,000	300,000	1,483,504

Performance Data

GRI 102-8, 401-1, 405-1

WORKPLACE INDICATORS

DESCRIPTION	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008
Employees (102-8, 405-1)													
Total No.	42,070	43,204	43,139	43,279	43,976	45,958	47,041	47,771	47,233	42,693	26,548	24,910	24,773
By Location													
Inside Malaysia	24,724	24,771	24,398	24,325	24,659	25,377	26,272	26,728	26,473	25,841	23,925	22,535	22,370
Outside Malaysia	17,346	18,433	18,741	18,954	19,317	20,581	20,769	21,043	20,760	16,852	2,623	2,375	2,403
By Employee Category													
Executive	32,399	32,584	31,315	30,432	30,287	30,988	31,096	31,702	26,746	28,578	16,675	14,564	14,021
Non-executive	9,671	10,620	11,824	12,847	13,689	14,970	15,945	16,069	16,456	14,115	9,873	10,346	10,752
Executive	77%	75%	73%										
Non-executive	23%	25%	27%										
By Hiring Type													
Full-time (102-8)	42,070	43,204	43,139	43,279	43,976	45,958	47,041	47,771	47,233	42,693	26,548	24,910	24,773
Female	23,522	23,876	23,776										
Male	18,548	19,328	19,363										
Part-time				-	-	-	-	-	-	-	-	-	-
Female	-	-	-										
Male	-	-	-										
By Contract Type													
Permanent (102-8)	40,144	40,760	40,416	40,124	40,595	42,421	42,986	43,904	40,660	39,487	25,344	24,126	24,244
Female	22,846	23,010	22,798										
Male	17,298	17,750	17,618										
Inside Malaysia	24,165	24,165	23,825										
Outside Malaysia	15,979	16,595	16,591										
Non-permanent Staff	1,926	2,444	2,723	3,155	3,381	3,537	4,055	3,867	2,542	3,206	1,204	784	529
Female	676	866	978										
Male	1,250	1,578	1,745										
Inside Malaysia	559	606	573										
Outside Malaysia	1,367	1,838	2,150										
By Gender													
Female	23,522	23,876	23,776	23,755	24,138	24,976	25,285	25,498	23,415	22,845	15,691	14,554	14,488
Male	18,548	19,328	19,363	19,524	19,838	20,982	21,756	22,273	19,787	19,848	10,857	10,356	10,285
By Union Status													
Union Members (For Maybank & ETIQA only)**	8,240	7,781	9,053	8,833	9,113	8,966	9,054	12,563	10,328	10,015	9,907	11,676	11,822
Non-Union Members (For Maybank & ETIQA only)**	14,391	14,927	13,958	13,578	13,644	12,442	13,237	14,165	16,145	13,052	11,457	13,234	12,951
By Age Group													
<30	7,276	8,566	8,828	9,686	10,096	12,371	13,355	14,262	13,108	13,481	7,116	6,400	7,083
30-39	15,237	15,479	15,687	15,847	16,482	17,168	17,686	18,121	16,962	17,177	11,178	11,208	10,924
40-50	13,256	13,501	13,388	13,079	12,968	12,414	12,054	11,913	10,311	9,491	6,221	5,655	5,336
>50	6,301	5,658	5,236	4,667	4,430	4,005	3,946	3,475	2,821	2,544	2,033	1,647	1,430
Diversity (Malaysia Ops. only)													
Malay	17,036	17,065	16,867	16,850	17,194	17,651	18,342	18,578	19,560	18,201	17,735	16,499	16,654
Chinese	5,109	5,154	5,024	4,992	4,967	5,173	5,351	5,536	5,394	5,189	6,021	5,466	5,257
Indian	1,476	1,460	1,407	1,389	1,381	1,415	1,416	1,400	1,381	1,355	1,298	1,221	1,203
Others	1,103	1,092	1,100	1,094	1,117	1,138	1,163	1,214	1,138	1,096	1,494	1,724	1,659

GRI 102-8, 401-1, 405-1

WORKPLACE INDICATORS (CONT'D)

DESCRIPTION	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008
Employee Turnover Rates (401-1)													
By Location (No.)													
Global	4,627	5,915	6,044	6,181	6,688	3,800	6,606	6,045	4,978	5,274	2,354	2,099	2,039
In Malaysia	1,185	1,781	1,740	1,923	1,977	2,504	2,101	1,921	1,950	1,742	1,866	1,800	1,559
Outside Malaysia	3,442	4,134	4,304	4,258	4,711	1,296	4,505	4,124	3,028	3,532	488	299	480
Global	11%	14%	14%	14%	15%	8%	14%	13%	11.52%	12.35%	8.87%	8.43%	8.23%
In Malaysia	5%	7%	7%	8%	8%	10%	8%	7%	7.37%	6.74%	7.80%	7.99%	6.97%
Outside Malaysia	18%	22%	23%	22%	24%	6%	22%	20%	18.10%	20.96%	18.60%	12.59%	19.98%
By Gender													
Female	1,901	2,701	2,669	2,805	2,846	1,920	3,103	2,786	2,291	2,267	1,275	1,122	1,148
Male	2,726	3,214	3,375	3,376	3,842	1,880	3,503	3,259	2,687	3,007	1,079	977	891
Female	41%	46%	44%										
Male	59%	54%	56%										
By Age Group													
< 30	1,861	2,508	2,592	2,624	2,818	1,849	3,035	3,272	2,803	3,095	1,340	1,191	1,178
30-40	1,551	2,020	2,246	2,051	2,522	1,000	2,243	1,735	1,428	1,529	540	487	523
40-50	639	757	737	867	847	451	973	608	382	368	194	153	150
> 50	576	630	469	639	501	500	355	430	365	282	280	268	188
< 30	40%	42%	43%										
30-40	34%	34%	37%										
40-50	14%	13%	12%										
> 50	12%	11%	8%										
New Hires (401-1)													
Inside Malaysia	1,131	2,135	1,781										
Outside Malaysia	2,361	3,521	4,062										
Inside Malaysia	32%	38%	30%										
Outside Malaysia	68%	62%	70%										
By Gender													
Female	1,551	2,677	2,626										
Male	1,941	2,979	3,217										
Female	44%	47%	45%										
Male	56%	53%	55%										
By Age Group													
< 30	2,086	3,684	3,837										
30-40	1,076	1,579	1,622										
40-50	269	326	322										
> 50	61	67	62										
< 30	60%	65%	66%										
30-40	31%	28%	28%										
40-50	7%	6%	6%										
> 50	2%	1%	1%										
Women in Management													
% Women in management (Band G & above)	47%	47%	46%	45%	45%	47%	46%	42%	43%	40.87%	43.26%	38.23%	37.11%
% Women in top management (Band D & above)	34%	34%	32%	31%	30%	35%	31%	31%	31%	22.70%	18.99%	15.68%	16.66%

Performance Data

GRI 404-1, 410-1, 412-2

WORKPLACE INDICATORS (CONT'D)

DESCRIPTION	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008
Training													
Employee participation in training	38,065	39,306	41,544	36,268	32,544	38,946	26,591	26,723	26,041	24,909	21,985	20,660	22,078
Average training hours per employee	29.8	45.1	55.6	49.84	32	35	33.68	45.31	41.44	47.97	38.34	34.5	50.9
Average Training Hours													
Male	29.4	40.4	56										
Female	30.2	49	55										
Average Training Hours													
Executives	33.0	54.6	68										
Non-executives	19.2	16	22										
Total training hours	1,254,395.50	1,950,460.31	2,399,228.40	1,908,781.07			974,059.28	1,210,858.33	1,104,166.48	1,379,602.18	1,016,270.52	797,635.75	1,152,784.14
Percentage met statutory requirement (by BNM)*	-	2.50%	2.50%	2.72%	2.52%	2.74%	2.76%	2.78%	3.17%	3.34%	2.79%	2.51%	3.25%
Total spent (RM)	95.3 mil	143 mil	131 mil	124 mil	129 mil	114 mil	120 mil						
Performance Review towards Career Enhancement													
Percentage Employee who are formally appraised (at least annually)	100%**	100%**	100%**	100%**	100%**	100%**	100%**	100%	100%	100%	100%	100%	100%
Percentage Employee who are formally appraised (during Mid-Year Review)		N/A		75%**	94%**	83.5%**	87.5%**		NA	NA	89%	86%	68%
One-on-one performance review for year-end evaluation	100%**	100%**	100%**	100%**	100%**	100%**	100%**		On-going	On-going	59%	61%	63%
Occupational Safety and Health (OSH)													
Total recordable injury frequency rate	0.0011	0.0030	0.0031	0.0015	0.003	0.002	0.005	0.006	0.041	0.032	0.07	NIL	NIL
Absenteeism rate	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Lost time injury severity rate	0.0076	0.022	0.0642	0.0192	0.009	0.006	0.012	0.038	0.888	0.704	3	0	0
Fatal accident rate	0	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL	NIL
Employee Engagement Survey Results	NA	NA	NA	84%	NA	NA	82%		85%	86%	87%	83%	77%
Human Rights													
Percentage of employee who receive Human Rights training	100%	100%	100%	100%	100%	100%	NA		NA	NA	NA	NA	NA
Security personnel trained on Human Rights issues	100%	100%	100%	100%	100%	100%	NA		NA	NA	NA	NA	NA
No. of disabled staff	17	17	16	12	13	12	9		4	4	4	8	NA

* Based on Online Declaration of the one-to-one Conversation and Performance Management made by staff and Line Managers in myHR2u system

^ Based on employees who are eligible to participate in the year end appraisal

+ There was no statutory requirement set by BNM in 2020

■ Group

■ Malaysia only

■ Non-group; exclude Maybank Kim Eng & Maybank Indonesia

■ excluding Maybank Indonesia & ALGA (Etiqa Philippines)

■ Maybank Malaysia including Maybank Kim Eng and Maybank Islamic Berhad, but excluding Group Insurance & Takaful as different entities submission covers it

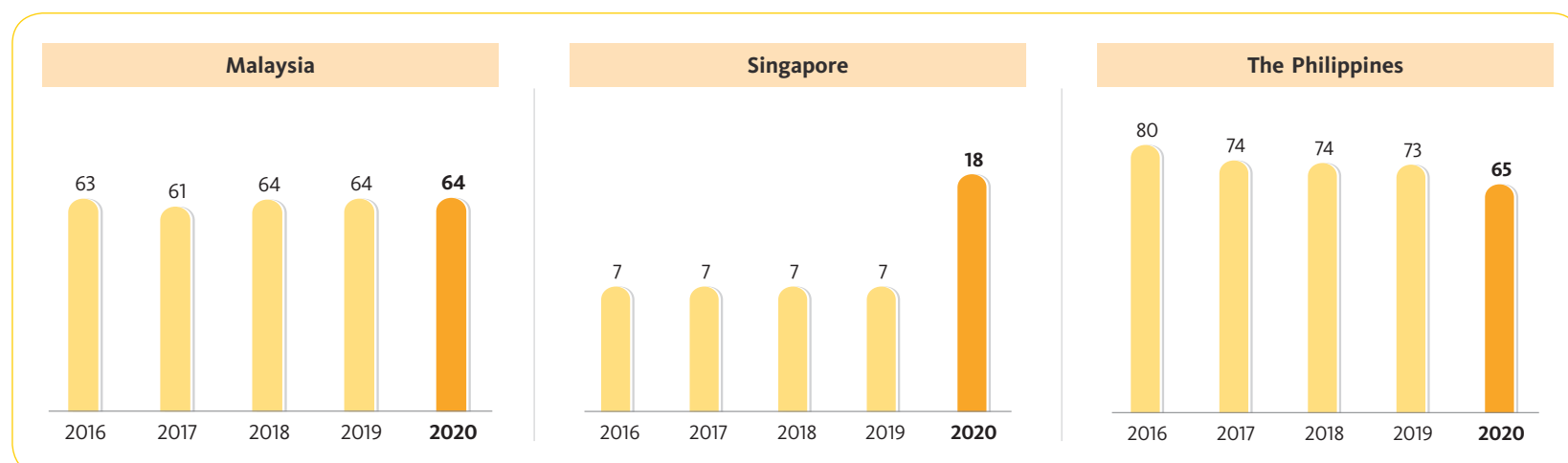
SERVICE NETWORK

Branch and Self-Service Network

Year	2016	2017	2018	2019	2020
No. of Branches					
Malaysia	363	356	355	354	354
Singapore	22	21	20	18	18
The Philippines	80	74	74	73	65
Cambodia	21	21	21	21	21
Indonesia	428	407	386	374	360
No. of Self-service Terminals (ATMs, Smart Recycler Machines and Cheque Deposit Machines)					
Malaysia	4,272	4,137	3,686	3,696	3,480
Singapore**	79	78	77	74	76
The Philippines**	96	91	93	92	84
Cambodia**	38	38	38	49	49
Indonesia**	1,633	1,510	1,609	1,571	1,480

** Data excludes Cheque Deposit Machines

Number of disabled-friendly branches



Etiqa Touch Points

Year	2017	2018	2019	2020
No. of Etiqa Branches	24	46	46	46
No. of Bancassurance Distribution Outlets	350	490	490	490
No. of Agents		8,100	Over 10,000	Over 10,000

GRI Standard	Disclosure	Description	Page Number (s)	References	Omissions
GRI 101: Foundation 2016					
GRI 102: General Disclosures					
Organizational Profile					
GRI 102: General Disclosures 2016	102-1	Name of the organization	4	Who We Are – Strategic Business Units	
	102-2	Activities, brands, products, and services	4	Who We Are – Strategic Business Units	
	102-3	Location of headquarters	b	About This Report	
	102-4	Location of operations	b; 3; 4	About This Report Who We Are – Who We Are & What We Do Who We Are – Strategic Business Units	
	102-5	Ownership and legal form	5	Who We Are – Group Corporate Structure	
	102-6	Markets served	2-3; 4	Who We Are – Who We Are & What We Do Who We Are – Strategic Business Units	
	102-7	Scale of the organization	2-3; 4	Who We Are – Who We Are & What We Do Who We Are – Strategic Business Units Annual Report 2020 – Overview – Highlights of 2020 (P7)	
	102-8	Information on employees and other workers	80-81	Performance Data – Workplace Indicators	
	102-9	Supply chain	25; 42	Acting with Integrity – Good Business Conduct – Conduct and Culture – Procurement Supporting Businesses – Vendors and Suppliers	
	102-10	Significant changes to the organization and its supply chain	5	Who We Are – Group Corporate Structure	
	102-11	Precautionary Principle or approach	22; 22	Acting with Integrity – Risk Management – Risk Culture Acting with Integrity – Risk Management – Managing ESG Risk	
	102-12	External initiatives	6; 18-19; 22; 65	Who We Are – Key Awards and Recognitions Addressing What Matters – Contributions to the UN SDGs Acting with Integrity – Risk Management – Managing ESG Risk Uplifting Our Community – Maybank Foundation – Maybank Foundation Key Partnerships	
	102-13	Membership of associations	65	Uplifting Our Community – Maybank Foundation - Maybank Foundation Key Partnerships	
Strategy					
GRI 102: General Disclosures 2016	102-14	Statement from senior decision-maker	7; 8-11; 12	Who We Are – Key Message From Our Chairman Who We Are – Key Message From Group President and CEO Who We Are – Thoughts on Sustainability from the Group Sustainability Council Chairman	
	102-15	Key impacts, risks, and opportunities	7; 8-11; 12; 22	Who We Are – Key Message From Our Chairman Who We Are – Key Message From Group President and CEO Who We Are – Thoughts on Sustainability from the Group Sustainability Council Chairman Acting with Integrity – Risk Management – Managing ESG Risk Annual Report 2020 – Our Strategy to Create Value – Risk Drivers (P33-35)	
Ethics and Integrity					
GRI 102: General Disclosures 2016	102-16	Values, principles, standards, and norms of behaviour	2-3	Who We Are – Who We Are & What We Do	
	102-17	Mechanisms for advice and concerns about ethics	23-25; 32	Acting with Integrity – Good Business Conduct Caring for Individuals and Households – Putting Customers First – Caring for Customers – Product Safety and Stewardship – Strengthening Customer Protection Practices Annual Report 2020 – Ensuring Responsible Governance – Statement on Risk Management and Internal Controls – Internal Control System – Core Values and Code of Ethics and Conduct (P93)	

For the GRI Content Index Service, GRI Services reviewed that the GRI content index is clearly presented and the references for all disclosed included align with the appropriate sections in the body of the report.

GRI Standard	Disclosure	Description	Page Number (s)	References	Omissions
GRI 101: Foundation 2016					
GRI 102: General Disclosures					
Governance					
GRI 102: General Disclosures 2016	102-18	Governance structure	20; 21	Acting with Integrity – Governance Acting with Integrity – Sustainability Governance	
	102-19	Delegating authority	20; 21	Acting with Integrity – Governance Acting with Integrity – Sustainability Governance	
	102-20	Executive-level responsibility for economic, environmental, and social topics	20; 21	Acting with Integrity – Governance Acting with Integrity – Sustainability Governance	
	102-21	Consulting stakeholders on economic, environmental, and social topics	14	Addressing What Matters – Stakeholder Engagement	
	102-22	Composition of the highest governance body and its committees	20; 21	Acting with Integrity – Governance Acting with Integrity – Sustainability Governance Annual Report 2020 – Ensuring Responsible Governance – Corporate Governance Overview Statement (P81-87)	
	102-23	Chair of the highest governance body		Annual Report 2020 – Ensuring Responsible Governance – Corporate Governance Overview Statement (P81-87)	
	102-24	Nominating and selecting the highest governance body		Annual Report 2020 – Ensuring Responsible Governance – Corporate Governance Overview Statement – Board Leadership and Effectiveness (P82-86)	
	102-25	Conflicts of interest		Annual Report 2020 – Human Capital – Board of Directors (P70-73) Annual Report 2020 – Ensuring Responsible Governance – Statement on Risk Management and Internal Controls – Audit Committee Report (P94-97)	
	102-26	Role of highest governance body in setting purpose, values, and strategy	20; 21	Acting with Integrity – Governance Acting with Integrity – Sustainability Governance Annual Report 2020 – Ensuring Responsible Governance – Corporate Governance Overview Statement (P81-87)	
	102-27	Collective knowledge of highest governance body		Annual Report 2020 – Ensuring Responsible Governance – Corporate Governance Overview Statement – Board Leadership and Effectiveness – Board Size, Composition and Diversity (P83)	
	102-28	Evaluating the highest governance body's performance		Annual Report 2020 – Ensuring Responsible Governance – Corporate Governance Overview Statement – Board Leadership and Effectiveness – Board Effectiveness Evaluation (P84-85)	
	102-29	Identifying and managing economic, environmental, and social impacts	15; 21	Addressing What Matters – Materiality Assessment Acting with Integrity – Sustainability Governance Annual Report 2020 – Ensuring Responsible Governance – Corporate Governance Overview Statement – Board Leadership and Effectiveness (P82)	
	102-30	Effectiveness of risk management processes	21	Acting with Integrity – Sustainability Governance Annual Report 2020 – Ensuring Responsible Governance – Corporate Governance Overview Statement – Board Leadership and Effectiveness (P82)	
102-31	Review of economic, environmental, and social topics	21	Acting with Integrity – Sustainability Governance Annual Report 2020 – Ensuring Responsible Governance – Corporate Governance Overview Statement – Board Leadership and Effectiveness (P82)		
102-32	Highest governance body's role in sustainability reporting	21	Acting with Integrity – Sustainability Governance Annual Report 2020 – About Our Reports – Board's Responsibility Statement (P2)		

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GRI Standard	Disclosure	Description	Page Number (s)	References	Omissions
GRI 101: Foundation 2016					
GRI 102: General Disclosures					
Governance					
GRI 102: General Disclosures 2016	102-33	Communicating critical concerns	25	Acting with Integrity – Good Business Conduct – Conduct and Culture – Integrity Annual Report 2020 – Ensuring Responsible Governance – Statement on Risk Management and Internal Controls – Risk Management and Internal Control System (P88-91)	
	102-35	Remuneration policies		Annual Report 2020 – Human Capital – Remuneration (P68-69)	
	102-36	Process for determining remuneration		Annual Report 2020 – Human Capital – Remuneration (P68-69) Annual Report 2020 – Ensuring Responsible Governance – Corporate Governance Overview Statement – Board Leadership and Effectiveness – Nomination and Remuneration Committee (NRC) (P83-84)	
	102-37	Stakeholders' involvement in remuneration		Annual Report 2020 – Human Capital – Remuneration (P68-69) Annual Report 2020 – Ensuring Responsible Governance – Corporate Governance Overview Statement – Board Leadership and Effectiveness – Nomination and Remuneration Committee (NRC) (P83-84)	
Stakeholder Engagement					
GRI 102: General Disclosures 2016	102-40	List of stakeholder groups	14	Addressing What Matters – Stakeholder Engagement	
	102-41	Collective bargaining agreements	25	Acting with Integrity – Good Business Conduct – Conduct and Culture – Human Rights	
	102-42	Identifying and selecting stakeholders	14	Addressing What Matters – Stakeholder Engagement	
	102-43	Approach to stakeholder engagement	14	Addressing What Matters – Stakeholder Engagement	
	102-44	Key topics and concerns raised	14	Addressing What Matters – Stakeholder Engagement Annual Report 2020 – Our Strategy To Create Value – Stakeholder Engagement (P23)	
Reporting Practice					
GRI 102: General Disclosures 2016	102-45	Entities included in the consolidated financial statements	b; 5	About This Report Who We Are – Group Corporate Structure	
	102-46	Defining report content and topic boundaries	b; 15	About This Report Addressing What Matters – Materiality Assessment	
	102-47	List of material topics	15	Addressing What Matters – Materiality Assessment	
	102-48	Restatements of information		Significant restatements of data compared to prior years are noted in the section where they appear	
	102-49	Changes in reporting	b	About This Report	
	102-50	Reporting period	b	About This Report	
	102-51	Date of most recent report	b	About This Report	
	102-52	Reporting cycle	b	About This Report	
	102-53	Contact point for questions regarding the report	b	About This Report	
	102-54	Claims of reporting in accordance with the GRI Standards	b	About This Report	
	102-55	GRI content index	84-92	GRI Content Index	
102-56	External assurance	b; 93-96	About This Report Independent Assurance Statement		

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GRI Standard	Disclosure	Description	Page Number (s)	References	Omission
GRI 200: ECONOMIC					
Economic Performance					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	2-3; 10-11	Who We Are – Who We Are & What We Do Who We Are – Our Sustainability Strategy	
	103-2	The management approach and its components	2-3; 10-11	Who We Are – Who We Are & What We Do Who We Are – Our Sustainability Strategy	
	103-3	Evaluation of the management approach	2-3; 10-11	Who We Are – Who We Are & What We Do Who We Are – Our Sustainability Strategy	
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	4	Who We Are – Strategic Business Units Annual Report 2020 – Our Strategy to Create Value – How We Distribute Value Created (P22) Annual Report 2020 (Financial Statements) – Our Performance – How We Distribute Value Created (P1) Annual Report 2020 (Financial Statements) – Our Performance – Financial Performance – Five-Year Group Financial Summary (P2-3)	
	201-2	Financial implications and other risks and opportunities due to climate change	19; 22	Addressing What Matters – Climate-Related Financial Disclosure Acting with Integrity – Risk Management – Managing ESG Risk Annual Report 2020 – Our Strategy to Create Value – Risk Drivers (P33-35)	
Indirect Economic Impacts					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	13; 38-40; 62; 64-65	Who We Are – Response to COVID-19 Supporting Businesses – Financial Solutions For Businesses Uplifting Our Community – Our Impact at a Glance Uplifting Our Community – Maybank Foundation	
	103-2	The management approach and its components	13; 38-40; 62; 64-65	Who We Are – Response to COVID-19 Supporting Businesses – Financial Solutions For Businesses Uplifting Our Community – Our Impact at a Glance Uplifting Our Community – Maybank Foundation	
	103-3	Evaluation of the management approach	13; 38-40; 62; 64-65	Who We Are – Response to COVID-19 Supporting Businesses – Financial Solutions For Businesses Uplifting Our Community – Our Impact at a Glance Uplifting Our Community – Maybank Foundation	
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	62	Uplifting Our Community – Our Impact at a Glance	
	203-2	Significant indirect economic impacts	13; 38-40; 62	Who We Are – Response to COVID-19 Supporting Businesses – Financial Solutions for Businesses Uplifting Our Community – Our Impact at a Glance	
Procurement Practices					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	25; 42	Acting with Integrity – Good Business Conduct – Conduct and Culture – Procurement Supporting Businesses – Vendors and Suppliers	
	103-2	The management approach and its components	25; 42	Acting with Integrity – Good Business Conduct – Conduct and Culture – Procurement Supporting Businesses – Vendors and Suppliers	
	103-3	Evaluation of the management approach	25; 42	Acting with Integrity – Good Business Conduct – Conduct and Culture – Procurement Supporting Businesses – Vendors and Suppliers	
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	42	Supporting Businesses – Vendors and Suppliers	

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SPECIFIC STANDARD DISCLOSURES					
GRI Standard	Disclosure	Description	Page Number (s)	References	Omission
GRI 200: ECONOMIC					
Tax					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	25	Acting with Integrity – Good Business Conduct – Conduct and Culture – Tax Transparency Maybank Group Tax Strategy https://www.maybank.com/en/about-us/corporate-profile/corporate-governance/corporate-governance-framework/Tax-Strategy-MBB-UK.page?	
	103-2	The management approach and its components	25	Acting with Integrity – Good Business Conduct – Conduct and Culture – Tax Transparency Maybank Group Tax Strategy https://www.maybank.com/en/about-us/corporate-profile/corporate-governance/corporate-governance-framework/Tax-Strategy-MBB-UK.page?	
	103-3	Evaluation of the management approach	25	Acting with Integrity – Good Business Conduct – Conduct and Culture – Tax Transparency Maybank Group Tax Strategy https://www.maybank.com/en/about-us/corporate-profile/corporate-governance/corporate-governance-framework/Tax-Strategy-MBB-UK.page?	
GRI 207: Tax 2019	207-1	Approach to tax	25	Acting with Integrity – Good Business Conduct – Conduct and Culture – Tax Transparency	
	207-2	Tax governance, control, and risk management		Maybank Group Tax Strategy – Tax Governance https://www.maybank.com/en/about-us/corporate-profile/corporate-governance/corporate-governance-framework/Tax-Strategy-MBB-UK.page?	
	207-3	Stakeholder engagement and management of concerns related to tax		Maybank Group Tax Strategy – Management of Tax Risks https://www.maybank.com/en/about-us/corporate-profile/corporate-governance/corporate-governance-framework/Tax-Strategy-MBB-UK.page?	
	207-4	Country-by-country reporting	25	Acting with Integrity – Good Business Conduct – Conduct and Culture – Tax Transparency	Country-by-Country Reporting (CbCR) (207-4b and c) of our tax contributions has been omitted due to confidentiality constraints. Maybank is committed to timely compliance with all applicable tax laws and regulations of the countries in which we operate. CbCR of the tax contributions for the entire Maybank Group is submitted to the Malaysian tax authorities which shares the information with the countries where we operate, and which have agreements allowing for such exchanges. The Group is also fully committed to tax governance and transparency and supports all regulatory efforts in this area. In 2020, a total of RM1.94 billion in tax and zakat was paid to governments in locations where we operate, contributing to the development of these countries which include all ASEAN economies. Detailed information is available in Maybank's Tax Strategy which is disclosed here: https://www.maybank.com/en/about-us/corporate-profile/corporate-governance/corporate-governance-framework/Tax-Strategy-MBB-UK.page

SPECIFIC STANDARD DISCLOSURES					
GRI Standard	Disclosure	Description	Page Number (s)	References	Omission
GRI 300: ENVIRONMENTAL					
Materials					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	60	Safeguarding the Environment – Managing Our Operational Environmental Impact – Environmental Initiatives Safeguarding the Environment – Managing Our Operational Environmental Impact – Raising Awareness Safeguarding the Environment – Managing Our Operational Environmental Impact – Our Impacts – Paper Consumption and Disposal	
	103-2	The management approach and its components	60	Safeguarding the Environment – Managing Our Operational Environmental Impact – Environmental Initiatives Safeguarding the Environment – Managing Our Operational Environmental Impact – Our Impacts – Paper Consumption and Disposal	
	103-3	Evaluation of the management approach	60	Safeguarding the Environment – Managing Our Operational Environmental Impact – Environmental Initiatives Safeguarding the Environment – Managing Our Operational Environmental Impact – Our Impacts – Paper Consumption and Disposal	
GRI 301: Materials 2016	301-1	Materials used by weight or volume	60	Safeguarding the Environment – Managing Our Operational Environmental Impact – Our Impacts – Paper Consumption and Disposal	
Energy					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	60	Safeguarding the Environment – Managing Our Operational Environmental Impact – Environmental Initiatives Safeguarding the Environment – Managing Our Operational Environmental Impact – Raising Awareness Safeguarding the Environment – Managing Our Operational Environmental Impact – Environmental Initiatives – Our Impacts – Electricity Consumption	
	103-2	The management approach and its components	60	Safeguarding the Environment – Managing Our Operational Environmental Impact – Environmental Initiatives Safeguarding the Environment – Managing Our Operational Environmental Impact – Raising Awareness Safeguarding the Environment – Managing Our Operational Environmental Impact – Environmental Initiatives – Our Impacts – Electricity Consumption	
	103-3	Evaluation of the management approach	60	Safeguarding the Environment – Managing Our Operational Environmental Impact – Environmental Initiatives Safeguarding the Environment – Managing Our Operational Environmental Impact – Raising Awareness Safeguarding the Environment – Managing Our Operational Environmental Impact – Environmental Initiatives – Our Impacts – Electricity Consumption	
GRI 302: Energy 2016	302-1	Energy consumption within the organization	60	Safeguarding the Environment – Managing Our Operational Environmental Impact – Environmental Initiatives – Our Impacts – Electricity Consumption	Energy consumption within the organisation is purchased from sources external to the organisation with the supply sources determined by the government of the respective country. The organisation does not generate energy for sale. Hence, 302-1b, d, e, f and g are not applicable for the boundary.

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SPECIFIC STANDARD DISCLOSURES					
GRI Standard	Disclosure	Description	Page Number (s)	References	Omission
GRI 300: ENVIRONMENTAL					
Biodiversity					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	64-65; 75	Uplifting Our Community – Maybank Foundation Uplifting Our Community – Pillar 4: Environmental Diversity	
	103-2	The management approach and its components	64-65; 75	Uplifting Our Community – Maybank Foundation Uplifting Our Community – Pillar 4: Environmental Diversity	
	103-3	Evaluation of the management approach	64-65; 75	Uplifting Our Community – Maybank Foundation Uplifting Our Community – Pillar 4: Environmental Diversity	
GRI 304: Biodiversity 2016	304-3	Habitats protected or restored	64-65; 75	Uplifting Our Community – Maybank Foundation Uplifting Our Community – Pillar 4: Environmental Diversity	
Emissions					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	60	Safeguarding the Environment – Managing Our Operational Environmental Impact – Environmental Initiatives Safeguarding the Environment – Managing Our Operational Environmental Impact – Raising Awareness Safeguarding the Environment – Managing Our Operational Environmental Impact – Our Impacts – Carbon Emissions	
	103-2	The management approach and its components	60	Safeguarding the Environment – Managing Our Operational Environmental Impact – Environmental Initiatives Safeguarding the Environment – Managing Our Operational Environmental Impact – Raising Awareness Safeguarding the Environment – Managing Our Operational Environmental Impact – Our Impacts – Carbon Emissions	
	103-3	Evaluation of the management approach	60	Safeguarding the Environment – Managing Our Operational Environmental Impact – Environmental Initiatives Safeguarding the Environment – Managing Our Operational Environmental Impact – Raising Awareness Safeguarding the Environment – Managing Our Operational Environmental Impact – Our Impacts – Carbon Emissions	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	60	Safeguarding the Environment – Managing Our Operational Environmental Impact – Our Impacts – Carbon Emissions	
	305-2	Energy indirect (Scope 2) GHG emissions	60	Safeguarding the Environment – Managing Our Operational Environmental Impact – Our Impacts – Carbon Emissions	
	305-3	Other indirect (Scope 3) GHG emissions	60	Safeguarding the Environment – Managing Our Operational Environmental Impact – Our Impacts – Carbon Emissions	

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GRI Standard	Disclosure	Description	Page Number (s)	References	Omission
GRI 400: SOCIAL					
Employment					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	23; 44; 49-53; 54	Acting with Integrity – Good Business Conduct Empowering Our Workforce – Employee Well-Being Empowering Our Workforce – Nurturing Talent – Recruiting Talent; Developing and Supporting Talent; Retaining Talent Empowering Our Workforce – Diversity and Inclusion	
	103-2	The management approach and its components	44; 49-53; 54	Empowering Our Workforce – Employee Well-Being Empowering Our Workforce – Nurturing Talent – Recruiting Talent; Developing and Supporting Talent; Retaining Talent Empowering Our Workforce – Diversity and Inclusion	
	103-3	Evaluation of the management approach	44; 49-53; 54	Empowering Our Workforce – Employee Well-Being Empowering Our Workforce – Nurturing Talent – Recruiting Talent; Developing and Supporting Talent; Retaining Talent Empowering Our Workforce – Diversity and Inclusion	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	80-81	Performance Data – Workplace Indicators	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	44; 52-53; 54	Empowering Our Workforce – Employee Well-Being Empowering Our Workforce – Nurturing Talent – Retaining Talent Empowering Our Workforce – Diversity and Inclusion	
Training and Education					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	15-17; 46-48; 52	Addressing What Matters – Materiality Assessment Empowering Our Workforce – Training and Development Empowering Our Workforce – Nurturing Talent – Developing and Supporting Talent – Career and Succession Planning	
	103-2	The management approach and its components	46-48	Empowering Our Workforce – Training and Development	
	103-3	Evaluation of the management approach	46-48	Empowering Our Workforce – Training and Development	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	46; 82	Empowering Our Workforce – Training and Development Performance Data – Workplace Indicators	
	404-2	Programs for upgrading employee skills and transition assistance programs	46-48; 50-52	Empowering Our Workforce – Training and Development Empowering Our Workforce – Nurturing Talent – Developing and Supporting Talent – Work-Life Integration through GO Ahead. Take Charge!; Leadership Development; Career and Succession Planning	
	404-3	Percentage of employees receiving regular performance and career development reviews	52	Empowering Our Workforce – Nurturing Talent – Developing and Supporting Talent – Performance Management	

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SPECIFIC STANDARD DISCLOSURES					
GRI Standard	Disclosure	Description	Page Number (s)	References	Omission
GRI 400: SOCIAL					
Diversity and Equal Opportunity					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	25; 49; 54	Acting with Integrity – Good Business Conduct – Conduct and Culture – Board Diversity and Inclusiveness Empowering Our Workforce – Nurturing Talent Empowering Our Workforce – Diversity and Inclusion	
	103-2	The management approach and its components	25; 49; 54	Acting with Integrity – Good Business Conduct – Conduct and Culture – Board Diversity and Inclusiveness Empowering Our Workforce – Nurturing Talent Empowering Our Workforce – Diversity and Inclusion	
	103-3	Evaluation of the management approach	25; 49; 54	Acting with Integrity – Good Business Conduct – Conduct and Culture – Board Diversity and Inclusiveness Empowering Our Workforce – Nurturing Talent Empowering Our Workforce – Diversity and Inclusion	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	54; 80-81	Empowering Our Workforce – Diversity and Inclusion Performance Data – Workplace Indicators Annual Report 2020 – Ensuring Responsible Governance – Corporate Governance Overview Statement – Board Leadership and Effectiveness – Board Size, Composition and Diversity (P83)	
Security Practices					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	25	Acting with Integrity – Good Business Conduct – Conduct and Culture – Human Rights	
	103-2	The management approach and its components	25	Acting with Integrity – Good Business Conduct – Conduct and Culture – Human Rights	
	103-3	Evaluation of the management approach	25	Acting with Integrity – Good Business Conduct – Conduct and Culture – Human Rights	
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	82	Performance Data – Workplace Indicators	
Human Rights Assessment					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	25	Acting with Integrity – Good Business Conduct – Conduct and Culture – Human Rights	
	103-2	The management approach and its components	25	Acting with Integrity – Good Business Conduct – Conduct and Culture – Human Rights	
	103-3	Evaluation of the management approach	25	Acting with Integrity – Good Business Conduct – Conduct and Culture – Human Rights	
GRI 412: Human Rights Assessment 2016	412-2	Employee training on human rights policies or procedures	82	Performance Data – Workplace Indicators	
Local Communities					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	64-65	Uplifting Our Community – Maybank Foundation	
	103-2	The management approach and its components	64-65	Uplifting Our Community – Maybank Foundation	
	103-3	Evaluation of the management approach	64-65	Uplifting Our Community – Maybank Foundation	
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	66-67; 68-73; 74; 75; 76; 77; 77	Uplifting Our Community – Pillar 1: Education Uplifting Our Community – Pillar 2: Community Empowerment Uplifting Our Community – Pillar 3: Arts & Culture Uplifting Our Community – Pillar 4: Environmental Diversity Uplifting Our Community – Pillar 5: Healthy Living Uplifting Our Community – Pillar 6: Disaster Relief Uplifting Our Community – Cahaya Kasih: Maybank’s Employee Volunteerism Programme	



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INDEPENDENT ASSURANCE STATEMENT

Scope and Objective

SIRIM QAS International Sdn. Bhd., a Conformity Assessment Body in Malaysia, with extensive expertise and experience in the provision of sustainability-related assurance services, was engaged by Malayan Banking Berhad (hereafter referred to as Maybank) to perform an independent verification and provide assurance of Maybank Sustainability Report 2020. The main objective of the verification process is to provide assurance to Maybank and its stakeholders of the accuracy and reliability of the information presented in this report. This was established through checking and verifying claims made in the report. The verification audit by SIRIM QAS International covered all sustainability-related activities which had been included in the Maybank Sustainability Report 2020.

The management of Maybank was responsible for the preparation of the Sustainability Report. The objectivity and impartiality of this verification statement is assured as no member of the verification team and no other employee of SIRIM QAS International was involved in the preparation of any part of the Maybank Sustainability Report 2020.

Verification team

The verification team from SIRIM QAS International consisted of:

- 1) Ms. Aernida Abdul Kadir : Team Leader
- 2) Ms. Kamini Sooriamoorthy : Team Member



ISO/IEC 17021-1:2015 QS 02121999 CB 01
 ISO/IEC 17021-1:2015 EMS 17122002 CB 02
 ISO/IEC 17065:2012 PC 05102004 CB 01
 ISO/IEC 17021-1:2015 OSH 06122005 CB 01
 ISO/IEC 17021-1:2015 HACCP 05052008 CB 03
 ISO/TS 22003:2013 FSMS 23122008 CB 01
 MS ISO/IEC 17021:2011 FMC 10122009 CB 02
 MS ISO/IEC 27006:2011 ISMS 17022011 CB 01
 ISO/IEC 17021-1:2015 EnMS 03012014 CB 01
 ISO/IEC 17021-1:2015 MDQMS 30092015 CB 04
 ISO/IEC 17021-1:2015 GMP 09102015 CB 04
 ISO/IEC 17021-1:2015 MSPQ 25072017 CB 05
 ISO/IEC 17024:2012 PS 09032017 CB 03

MS ISO/IEC 17025
 CALIBRATION /TESTING
 SAMM NO.085 SAMM NO.096
 SAMM NO.087 SAMM NO.219
 SAMM NO.735 SAMM NO.240
 SAMM NO.734 SAMM NO.377

MS ISO/IEC 17020
 MIBAS NO. 003

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Methodology

The verification process was carried out by SIRIM QAS International in March 2021. It involved the following activities:

- Reviewing and verifying the accuracy of data collected from various sources and that are presented in the report;
- Reviewing of internal and external documentation and displays such as awards, press releases, media publications, internal newsletters, internal systems, etc.;
- Interviewing of key personnel responsible for collating information and writing various parts of the report in order to substantiate the veracity of the claims;
- Evaluating the adequacy of the Sustainability Report of Maybank and its overall presentation against the GRI Standards requirements.

During the verification process, issues were raised and clarifications were sought from the management of Maybank relating to the accuracy of some of the data and statements contained in the report. The report was subsequently reviewed and revised by Maybank in response to the findings of the verification team. It can be confirmed that the changes that have been incorporated into the final version of the report satisfactorily addressed the issues that had been raised.

Limitation

The verification process was subjected to the following limitations:

- The scope of work did not involve verification of information reported in Maybank Annual Report 2020;
- The restriction in reviewing confidential original data sources and depending on the endorsed data from the data provider;
- The verification was designed to provide limited assurance irrespective of the organization's ability to achieve its objectives, targets, or expectations on sustainability-related issues;
- The verification has been remotely carried out during the Conditional Movement Control Order (CMCO) period and did not include visit to the corporate office in Jalan Tun Perak or physical inspections of any of Maybank's operating assets;
- The verification team did not verify any contractor or third-party data.

Materiality Matters

The materiality assessment process allowed Maybank to gain information on topics pertinent to their stakeholders. Maybank continued to review the materiality assessment annually to ensure that it was timely, relevant and the efforts made were aligned with Maybank's strategic objectives. In 2020, Maybank has continued prioritizing and focusing their sustainability journey in areas relevant to the identified twenty-four material matters.

Greenhouse Gases (GHG) emissions and Carbon footprint

Maybank's GHG emissions reporting has included Direct (Scope 1) GHG Emissions, Energy Indirect (Scope 2) GHG Emissions and Other Indirect (Scope 3) GHG Emissions. The GHG emission identification and quantification has been carried out in accordance with the requirements of the Greenhouse Gas Protocol, A Corporate Accounting and Reporting Standard with reference to ISO 14064-1:2018 requirements with the following coverage:

- The Scope 1 emissions from fuel consumption by company-owned vehicles and diesel consumption from diesel generators;
- The Scope 2 emissions resulting from electricity consumption;
- The Scope 3 covers emissions from employee's travel resulted from air and road travelling.

The specific boundary for each scope has been clearly stated in Maybank Sustainability Report 2020. The total computation of carbon footprint for reporting year 2020 has been determined by third-party appointed by Maybank. The verification of data reported was carried out in reference to the requirements of ISO 14064-3:2019.

Conclusion

Based on the scope of the verification process, the following represents SIRIM QAS International's opinion:

- The level of accuracy of data included in the Maybank Sustainability Report 2020 is fair and acceptable;
- The Sustainability Statement was prepared in accordance with the GRI Standards: Core Option;
- The overall report content and quality were well established. The level of sustainability performance information in the report was found to be acceptable;
- The information has been presented in an appropriate manner;

- Most of the personnel responsible were able to demonstrate the origin(s) and interpretation of data contained in the report;
- Maybank has satisfactorily addressed, in the final version of the report, all issues that had been raised during the verification audit;
- The report provides a reasonable and balanced presentation of the sustainability performance of Maybank.

Prepared by:



AERNIDA ABDUL KADIR

Verification Team Leader
Management System Certification
Department
SIRIM QAS International Sdn. Bhd.

Date : 2 April 2021

Approved by:



MOHD HAMIM BIN IMAM MUSTAIN

Senior General Manager
Management System Certification
Department
SIRIM QAS International Sdn. Bhd.

Date : 2 April 2021

Note:

This Independent Assurance Statement has been issued based on the content verified prior to the approval date. SIRIM QAS International Sdn Bhd will not be responsible for any changes or additions made after the referred date.

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