Operating Environment >

Connecting with Stakeholders

In a rapidly changing environment, maintaining a constant dialogue with all our stakeholders is pivotal to shape our strategy to be fit for the time and for the future. The emerging trends, some of which are unprecedented in terms of magnitude and impact, affect our ability to sustainably deliver value to our stakeholders and in turn derive value from them.

When an individual or a group is significantly impacted by our actions, products, or services, we consider that party a stakeholder. At the same time, we are keenly aware that the stakeholders' perceptions and behaviour can powerfully impact our ability to carry on our activities and meet strategic goals.

Accordingly, we consider the following to be our stakeholders –

- Investors
- Customers
- Employees
- Society and environment
- · Business partners
- Government institutions and regulators

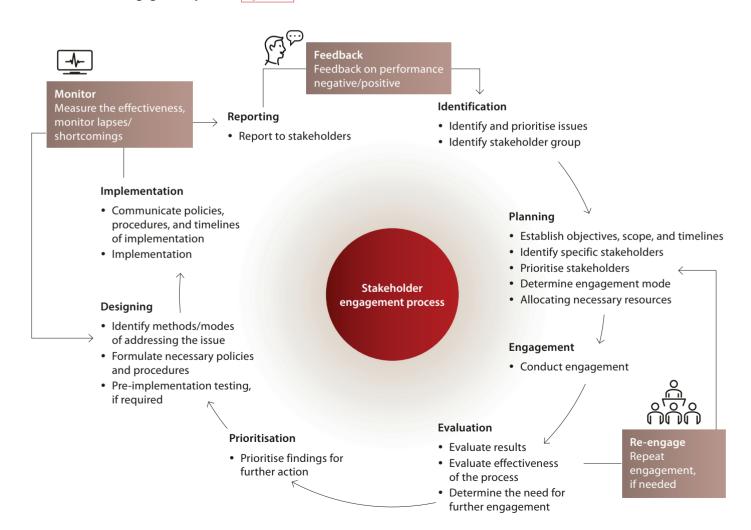
Though the range of stakeholders that may directly or indirectly impact our performance are vast, above grouping helps the Bank to effectively manage the interactions with the stakeholders that matter most in our operations.

While formal mechanisms are in place to connect with our stakeholder groups (Figure 04), responsibility for such engagement is shared across the Bank at every stakeholder point of contact.

We strongly believe that by engaging with our stakeholders we are able to better gear ourselves for the future, adapt our business model, drive innovation, and garner invaluable insights for our strategic planning process for long-term value creation.

The mechanisms through which we engage with our stakeholders and our understanding on their aspirations are given in Figure 05 on page 29.

Our stakeholder engagement process Figure – 04



How we connect with our stakeholders Figure – 05







Investors

• Financial performance

- Governance
- Transparency and disclosure
- Business expansion plans
- Risk management
- Sustainable growth

Customers

- Swift service
- Customer security and privacy
- Service quality
- Financial inclusion
- Affordability of services and convenience
- Grievance handling mechanism
- Financial education and literacy
- Financial support for revival of business

Employees

- Performance and reward management
- Training and development
- Career advancement opportunities
- Work-life balance
- Retirement benefit plans
- Value driven corporate culture
- Diversity and inclusion
- Perception of a prosperous future for the Bank

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Stakeholder aspirations

Engagement mechanism	Frequency
Annual Reports and AGMs	Annually
Extraordinary General Meetings	As required
Interim financial statements	Quarterly
Investor presentations	As required
Press conferences and releases	As required
Announcements to CSE	As required
One-to-one discussions	As required
Corporate website	Continuous
Feedback surveys	As required

Engagement mechanism	Frequency
Customer visits	As required
Complaints received	As required
Complaints resolution officer, relationship managers	As required
ComBank Biz Club	Continuous
Branch network and call centre	Continuous
Media advertisements	As required
Corporate website	Continuous
Customer workshops	As required

Engagement mechanism	Frequency
Manager's Conference	Annually
Town hall meeting	Annually
Regional review meetings	Quarterly
Branch marketing meeting	Monthly
Training programmes	As required
Intranet	Continuous
Special staff events	Annually
Trade union discussions	As required
Employee satisfaction survey	As required







Society and environment

Responsible financing

- Commitment to community
- Financial inclusion, recruitment
- Microfinance and SME
- Ethics and business conduct
- Environmental performance
- Employment opportunities

Business partners

- Contractual performance
- Future business opportunities
- Maintaining healthy relationships
- Timely settlement of dues
- Ease of working
- Growth potential
- Collaboration for new technological advances in the financial sector

Government institutions and regulators

- Compliance with directives and codes
- Local and overseas expansion
- Microfinance and SME development
- Supporting economic growth

Mode and frequency

Stakeholder aspirations

Engagement mechanism	Frequency
Delivery channels	Continuous
Press releases, conferences and media briefings	As required
Informal briefings and communications	As required
Public events	As required
Corporate website	Continuous

Engagement mechanism	Frequency
Supplier relationship management	As required
On-site visits and meetings	As required

Engagement mechanism	Frequency
On-site surveillance	Annually
Directives and circulars	As required
Meetings and consultations	As required
Press releases	As required
Periodic returns	As specified
Submissions to policymakers	As required
Responses to consultation papers on Directions and other regulations	As specified