

# SUSTAINABLE ACTION

Across our operations in ASEAN, we directly impact the livelihoods of approximately 33,000 employees and 2,000 suppliers. We are committed to continuously improving our business relationships, creating positive impacts in our social relationships, and minimising our environmental footprint. We strive to be an employer of choice, and build supplier relationships that are ethical, responsible and fair.

 <p><b>Reducing environmental impacts</b> Understanding our direct operational environmental footprint and reducing our emissions from our key impact areas.</p>	 <p><b>Promoting responsible supply chain practices</b> Ensuring that we recognise and minimise the potential adverse environmental and societal impacts, while helping our partners to develop responsibly.</p>	 <p><b>Investing in our employees</b> Providing an inclusive, enriching and rewarding working environment for a diverse group of employees.</p>
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## MATERIAL TOPICS

## 2021 ACHIEVEMENTS

 <p><b>Climate Change: Operational Emissions</b></p>	<p>Committed to <b>NET ZERO GHG SCOPE 1 &amp; 2 EMISSIONS</b> by 2030</p>	<p><b>24%</b> reduction of GHG Scope 1 &amp; 2 emissions from 2019</p>	<p>Developed <b>INTERNAL CARBON PRICING</b> framework</p>
 <p><b>Sustainable Supply Chain</b></p>	<p><b>88%</b> locally owned suppliers</p>	<p><b>RM1.9 BILLION</b> invested in our supply chain</p>	<p>Over <b>197</b> suppliers engaged on sustainability</p>
 <p><b>Diversity and Inclusion</b></p>	<p><b>43%</b> females in leadership (up to Group CEO-2)</p>	<p><b>47%</b> females in management roles of revenue generating functions</p>	<p>Developed and rolled out our <b>GROUP EMPLOYEE DIVERSITY &amp; INCLUSION POLICY</b></p>
 <p><b>Health, Safety &amp; Well-being</b></p>	<p>Launched <b>PERMANENT HYBRID WORKING</b> arrangements</p>	<p>Rolled out <b>MENTAL HEALTH SERVICES</b> to support employees</p>	<p>Organisational Health Index score of <b>75/100</b></p>
 <p><b>Talent Attraction, Growth, &amp; Retention</b></p>	<p>Invested <b>RM81.8 MILLION</b> in training and development</p>	<p><b>73</b> training hours per employee, on average</p>	<p><b>34%</b> of all vacancies in the Group filled by internal candidates</p>

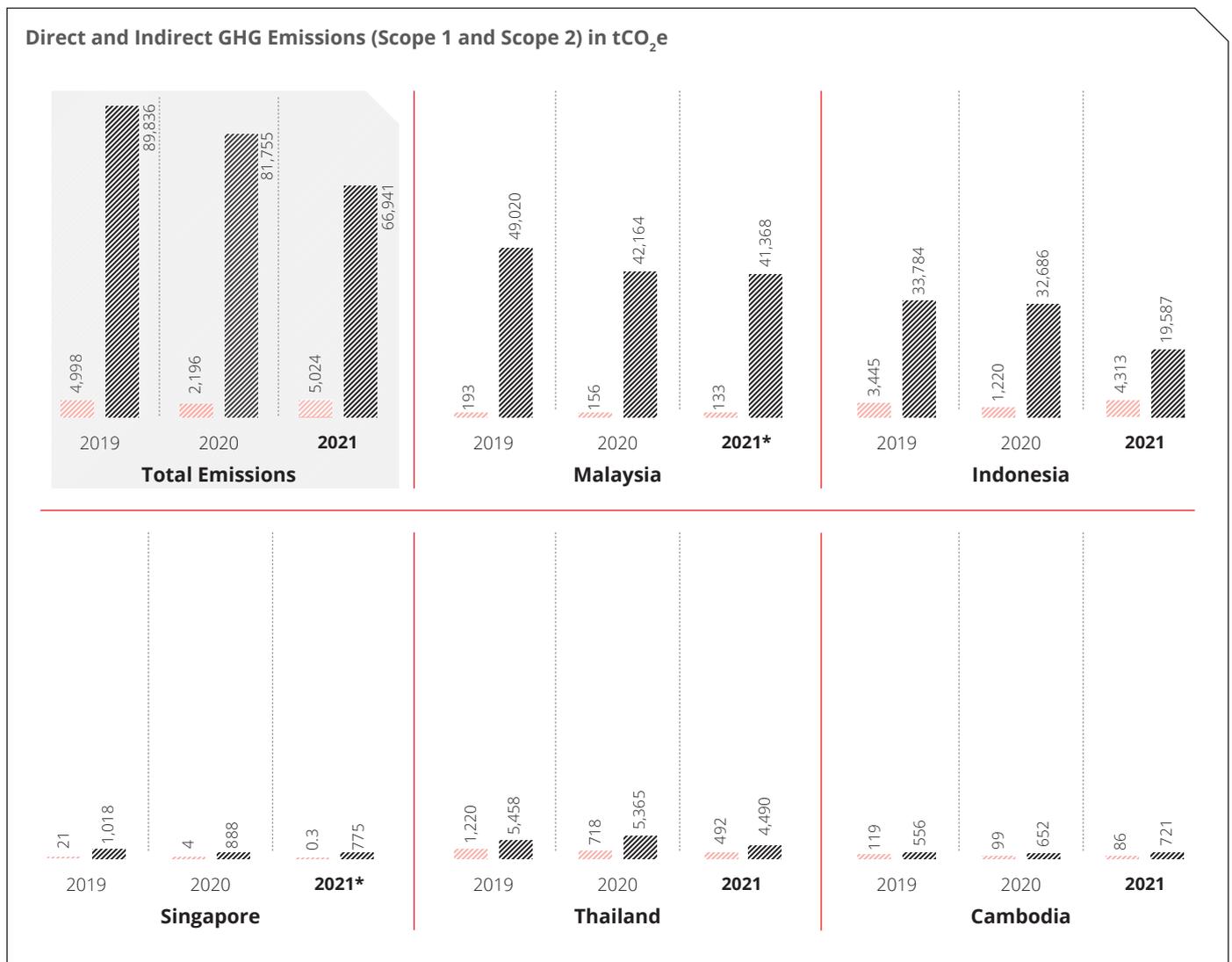


## CLIMATE CHANGE: OPERATIONAL EMISSIONS

Electricity consumption of over 700 premises owned and leased by CIMB in this region was identified as a significant source of GHG emissions within our operations. We are focused on improving our energy efficiency as an important step to reduce our operational carbon footprint. CIMB recorded GHG emissions (Scope 1 and Scope 2) of 71,965 tCO<sub>2</sub>e in 2021, a 24% reduction from our 2019 baseline.

### OUR CARBON FOOTPRINT (GHG EMISSIONS SCOPE 1 AND SCOPE 2)

The Administration and Property Management (APM) teams across the region monitor and report on energy usage monthly. In 2021, we achieved a 14.3% year-on-year reduction in total GHG emissions (Scope 1 and Scope 2).



Scope 1 (red hatched)    Scope 2 (black hatched)

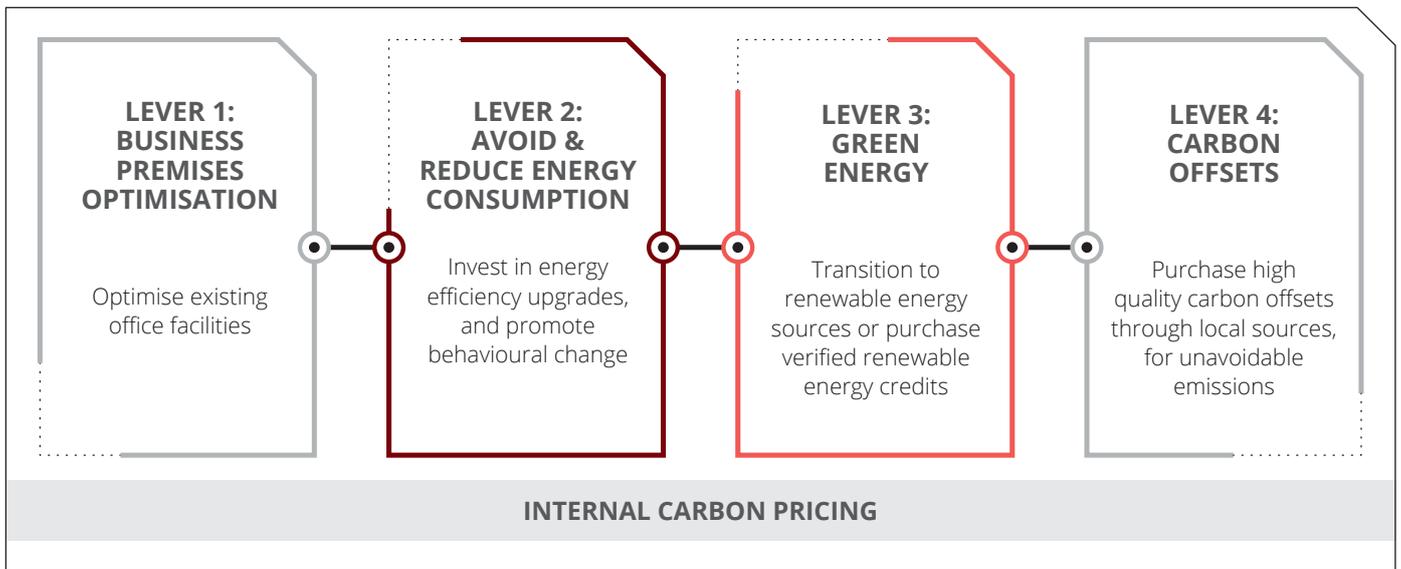
\* This data was assured by KPMG. Please refer to the Statement of Assurance on pages 142 to 146.

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## OUR COMMITMENT TO ACHIEVE NET ZERO GHG SCOPE 1 AND 2 EMISSIONS BY 2030

In 2020, we put in place a target to reduce our Scope 1 and 2 GHG emissions intensity by 10% by 2024 compared to our 2019 baseline. This was developed based on a benchmarking study of GHG emissions performance of our ASEAN peers.

In 2021, we stepped up this commitment, targeting to achieve net zero GHG Scope 1 and 2 emissions in our operations by 2030. We have developed a four-pronged strategy which will guide us in reducing our operational GHG emissions in the most effective, responsible and cost-optimised manner. This is illustrated in the graphic below, arranged according to decreasing priority.



### LEVER 1: BUSINESS PREMISES OPTIMISATION

With the optimisation and consolidation of our premises, made possible by our digital banking services and technology, we have seen an overall decrease in floor space. As we transition towards a hybrid working model, we anticipate further reduction in physical office space. In 2021, we recorded a reduction of at least 600 tCO<sub>2</sub>e from these changes.

We are undergoing a strategic review to reduce duplication of services for our customer base across multiple locations within the same vicinities. Through the use of digital analytics, optimisation of branch resources will reduce our carbon footprint as well as redirect resources to more strategic and busier locations.

## LEVER 2: AVOIDING AND REDUCING ENERGY CONSUMPTION

We conducted a pilot project in Malaysia at several branches and at CIMB headquarters to understand employee behaviours in relation to energy consumption. Within each pilot location, Energy Champions were appointed to identify and implement energy reduction initiatives, and energy use was monitored for several weeks. An average reduction of 10% in electricity usage was achieved.

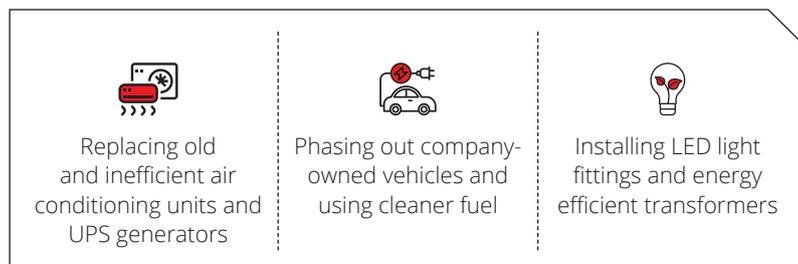


In 2022, we will conduct more initiatives and campaigns to encourage and inspire behavioural change among employees.

### Improving Energy and Resource Efficiency

We seek to optimise the use of energy through progressive upgrading of mechanical and electrical systems, and adopting best practices in energy efficiency.

More than RM4 million has been invested to improve our energy and resource efficiency, and at least 4,000 tCO<sub>2</sub>e of annual savings have been achieved through these initiatives.



## LEVER 3: GREEN ELECTRICITY

In 2021, the Malaysia Ministry of Energy and Natural Resources launched the Green Electricity Tariff Programme, which allows customers to purchase low carbon electricity from Tenaga Nasional Berhad, starting from 2022. CIMB has committed to purchase a portion of our electricity under the programme.

## LEVER 4: CARBON OFFSETS

Our priority is to maximise our GHG reduction through Levers 1 to 3. However, not all emissions can be reduced through those levers. Therefore, we are closely monitoring developments in the voluntary carbon markets, and will consider purchasing carbon offsets to achieve our net zero GHG Scope 1 and 2 emissions in our operations by 2030. We aim to prioritise verified carbon offsets from local projects in countries that we operate in.

### Internal Carbon Pricing

An Internal Carbon Price (ICP) places monetary value on GHG emissions, which our business units and enabling functions can factor into their decisions and business operations.

In 2021, we embarked on a project to develop our own carbon pricing mechanism. The objective of our ICP is to change internal behaviours, thereby reducing Scope 1 and 2 emissions arising from our operations. A secondary objective is to fund investments and expenditures for energy efficiency and renewable energy, as well as to purchase renewable energy certificates or carbon offsets to offset hard-to-abate Scope 1 and 2 emissions.

Through research, engagements with other banks who have developed ICP, and discussions with business units and enablers, we developed an ICP framework based on a hybrid 'cap and tax' model. As a Group, we have set annual GHG Scope 1 and 2 reduction targets, along a trajectory to 100% reduction, or net zero by 2030. Based on the annual caps that are driven by the Group-level target, all countries, and subsequently, divisions will be allocated a GHG cap. Any country or division that fails to meet their annual cap will be charged an internal fee per tonne of GHG emitted in excess of their cap. The funds collected will be used to fund renewable energy or energy efficiency upgrades, or to purchase renewable energy credits or carbon offsets. The carbon price is set based on a number of external benchmarks including prices of carbon taxes, renewable energy credits and carbon offsets.

This year, we implemented the ICP mechanism at the country level in Malaysia and Indonesia. However, since both countries met their GHG cap in 2021, no fee was charged. Our plan is to roll out the ICP to other countries, and to the division level in Malaysia and Indonesia over the next few years. Further assessments have to be undertaken to determine targets at division level. Additionally, some investments may be needed to enable more granular measurement of electricity use, for example, on floors which are occupied by more than one division. In the longer term, we intend to study how to extend the ICP to our financed emissions, in order to drive decision making in support of the low carbon agenda in our financing.

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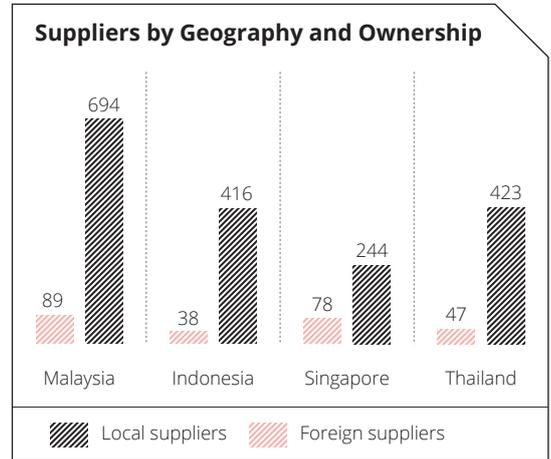


## SUSTAINABLE SUPPLY CHAIN

CIMB partners with approximately 2,000 suppliers across our operations in Malaysia, Indonesia, Singapore, and Thailand, of which 88% are registered as local businesses. As a responsible bank, we aim to source from suppliers who meet our ethical, environmental and social standards, and seek to positively influence our suppliers towards more sustainable practices.

We are committed to sourcing locally, supporting and providing opportunities to home-grown domestic businesses in the markets we operate in. Our suppliers vary in scale, structure, and ownership, ranging from multinational corporations to local small and medium-sized enterprises (SMEs).

In 2021, we procured over RM1.9 billion worth of products and services through our suppliers. Our largest spend is within our Technology, Operations and Administration & Property departments.



### SUPPLY CHAIN GOVERNANCE

Sustainable procurement practices are managed by Group Strategic Procurement, based on principles set forth in the Group Sustainability Policy. All new suppliers are required to register through the CIMB eProcurement Portal, and comply with all applicable laws, regulations and standards within the geographies in which they operate.

Our Vendor Code of Conduct (VCO) sets out expectations for all current and prospective suppliers, related to ethical and responsible business conduct, human rights and environmental stewardship. ESG issues and risks are integrated into our procurement and risk management processes.

Basic Sustainability Due Diligence is conducted as part of the vendor onboarding process. If the vendor fails the due diligence, the case will be escalated to Group Sustainability for investigation and recommendation on whether to proceed with the onboarding. Two vendors were escalated to Group Sustainability for in-depth due diligence as part of the onboarding process in 2021. Upon investigation, both vendors were judged to have manageable levels of risks, with controls in place, and they were therefore recommended to proceed with onboarding.

The Group's Whistleblowing Policy is an avenue for suppliers to report suspected unethical, illegal, or improper behaviours or activities, confidentially and transparently. The Policy is accessible to all stakeholders through the CIMB Group website and the CIMB eProcurement Portal.



### SUPPLIER ENGAGEMENT

We work with a large number of suppliers of varying domiciles, sectors and sizes, and at various stages of sustainability maturity. We strive to assist our suppliers to increase their sustainability maturity through targeted engagements to raise awareness of social and environmental practices.

We encourage our suppliers to participate in CIMB-led sustainability events such as The Cooler Earth Sustainability Summit. In 2021, we engaged 197 suppliers across different countries through the various sustainability events that we organised or co-organised.



## DIVERSITY AND INCLUSION

Diversity and inclusion positively contributes towards shaping a sustainable and high-performing organisation. We are committed to a workplace that celebrates a diverse and inclusive workforce, built on a foundation of equality and fairness. In other words, we strive to create an environment where our people feel welcomed and are given equal, fair and inclusive opportunities, regardless of gender, age, background, beliefs, ethnicity, skills and abilities. Our policy of non-discrimination ensures that employees are selected, developed, progressed and rewarded based on merit, and are able to equally access available opportunities within the Group.

### GROUP EMPLOYEE DIVERSITY & INCLUSION POLICY

Embracing diversity and being respectful of differences are key behaviours under our EPICC values framework, which steers us towards our aim of delivering impact together the right way. To drive this, diversity and inclusion is embedded as a key component of our Human Capital Transformation plan under Forward23+, which is overseen by the Group Transformation Committee.

In 2021, we rolled out the Group Employee Diversity and Inclusion Policy, which provides clear principles and guidelines on how we should conduct ourselves towards achieving our diversity and inclusion goals.

Our stance on diversity and inclusion is anchored on two main principles:



#### Equal opportunities and fair treatment

We aim to provide equal opportunities for employment, development, and career progression based on objective criteria, merit and with due regard for diversity.



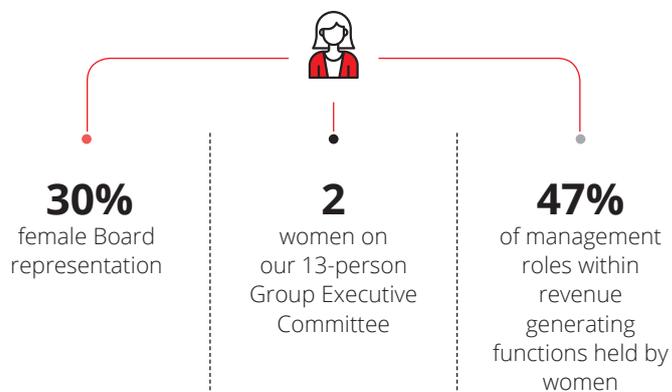
#### Inclusiveness, dignity and respect

We strive to maintain a work environment that promotes positive well-being and one where all employees are treated with respect and dignity.

### GENDER REPRESENTATION GOALS

Women represent 57% of our workforce, and 43% of our leadership\* are women. In addition, 40% of our identified pool of digital and data talent, and 38% of The Complete Banker programme, are comprised of women.

We are committed to continue to work towards further increasing female representation in leadership, mission-critical and revenue-generating roles, while building a healthy pipeline of high-performing female talent for succession management.



\* Group CEO's direct reports and their reports, i.e. Group CEO-2. In 2021, we expanded the definition of "leadership" to include roles up to Group CEO-2 in our business units and business enablers. This allows us to capture a broader view of women in instrumental roles that support the Group Executive Committee (GEXCO) in driving impact for CIMB.

# SUSTAINABLE ACTION

## EMPOWERING WOMEN IN THE WORKFORCE

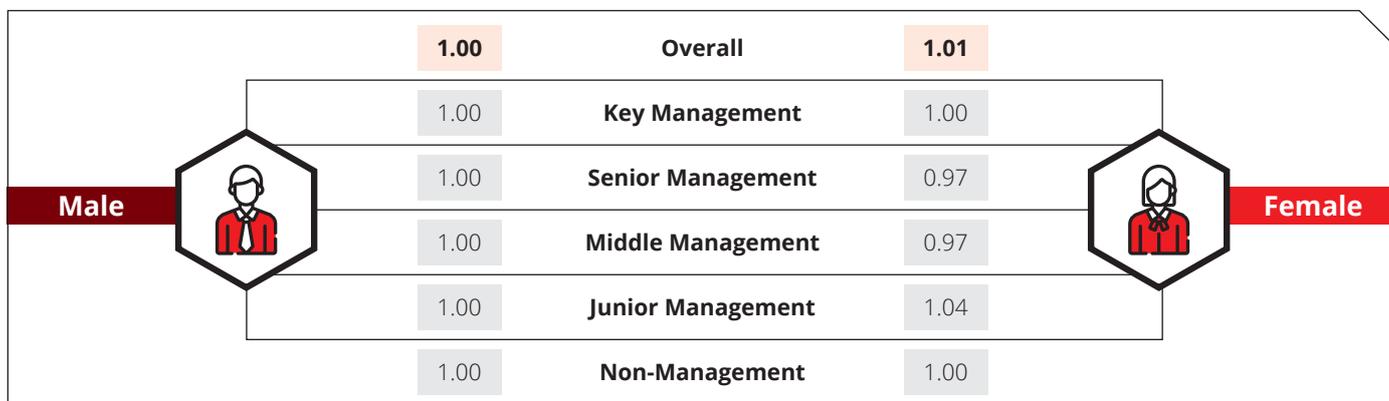
A key focus of our diversity and inclusion initiative is to empower women in the workforce and increase women participation in leadership.

We kept conversations going throughout the year through ‘Learn Over Lunch’ sessions for our employees across the region. To provide a wider perspective on diversity and inclusivity, we invited speakers representing minority advocacy groups, and professionals in leadership development to share their experience.

As part of our Women in Leadership initiative, we conducted six focus group discussions in 2021 among women of various backgrounds, seniority and locations. The sessions covered topics of work environment (e.g. flexible working arrangement and childcare), leadership at CIMB, career pathing and networking. The feedback derived from the sessions provided insights into barriers faced by our female colleagues across the organisation, relating to performance management, career progression and employee well-being. Findings from the focus group discussions serve as important input for the development of our gender diversity programmes moving forward.

## A FOCUS ON GENDER PAY EQUALITY

At CIMB, we believe in equality in economic participation and opportunities. As part of our commitment to diversity, inclusivity and discrimination-free decision making, we review and scrutinise any differences in remuneration between genders. In 2021, a thorough analysis of base pay for staff in our four largest jurisdictions was conducted, analysed by function (profit-generating vs. enablers) and level of seniority. Based on this comparison, there is a pay gap of no more than 5% between genders at various seniority at the overall Group level. We will continue to monitor and review the gender pay ratio between our male and female employees to further narrow and ultimately, eliminate disparities.



1. Pay ratios are shown as men's pay : women's pay, with men's pay indexed to 1, and weighted by population size across business units and enablers
2. Excludes iCIMB/Touch n Go entities (Malaysia) and subsidiaries of CIMB Niaga
3. Excludes secondees, expatriates, country CEOs, the Group CEO, and contract staff

Although gender representation has been a main focus, we also aim to promote other forms of diversity. For example in terms of backgrounds and skills, 77% of our The Complete Banker talent are from non-banking and non-business related backgrounds. We strive to also create employment opportunities for those who are differently-abled. In 2021, we had 13 Persons With Disabilities within our workforce.

Moving into 2022, we will continue to integrate diversity and inclusion principles into our people processes, and roll out initiatives to drive focused change. We are designing initiatives spanning the employee lifecycle, including talent acquisition, performance management, career pathing and succession planning. We plan to also conduct training and awareness building around diversity and inclusion to drive the agenda further.



**HEALTH, SAFETY & WELL-BEING**

We believe that a safe and healthy workplace is essential for a high-performing organisation that can deliver long-term resilience and success. We offer comprehensive employee benefits and wellness programmes that address physical, mental, emotional, and spiritual health. We have on-going engagement to gauge and improve the employee experience, as well as established channels to allow employees to provide feedback or raise any grievances.

**HEALTH AND SAFETY**

We comply with all relevant health and safety-related national and local requirements where we operate. We have in place measures to prevent injuries, diseases, as well as property loss. Our occupational health and safety policies extend beyond our employees to include on-site contract workers, vendors, and customers.

The Occupational Safety and Health (OSH) team carries out periodic risk assessments to identify, assess, and control on-site risks and hazards, with regional OSH units responsible for driving compliance within their localities. The OSH team is supported by OSH Committees comprising of management, as well as employee representatives.

OSH Committee members are trained to conduct quarterly inspections to ascertain if there are any detrimental circumstances that could impact the safety and health of our staff. Annual audits are conducted, including on branch operations. Results are shared with the audited units, who subsequently work to improve any gaps as recommended by the OSH auditor.

 <b>3</b> Occupational Safety and Health related training programmes conducted	 <b>146</b> Employees trained	 <b>11</b> Premises audited
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## SUSTAINABLE ACTION

### SAFE WORKING DURING COVID-19

Throughout the COVID-19 pandemic, we proactively and rapidly deployed extensive measures to ensure our premises remained as safe as possible, to support the well-being of employees, while ensuring business continuity. The Group Crisis Management Committee directed strategic and operational business responses in line with our Business Continuity Management plans, and ensured clear and timely communications to relevant stakeholders.

#### Working safely in the office



- Reconfigured workspaces to meet COVID-19 Standard Operating Procedures, and enable social distancing
- Ongoing distribution of RTK Antigen self-test kits for all employees working in the office

#### Working effectively from home



- Enabled over 50% of employees group-wide to work remotely
- Provided access to expertise on remote work, and cash allowance for broadband access

#### COVID-19 testing and vaccination



- Over 98% employees group-wide vaccinated
- CIMB Private Vaccination Programme for staff
- Provided unrecorded vaccination leave for travel on vaccination day, plus mileage claim if vaccination location is more than 15km away, as well as medical leave post-vaccination recovery
- Full reimbursement for swab tests

#### Assisting employees throughout the pandemic



- Prioritised mental health support through the Naluri app
- Additional 3-month employee loan/financing moratorium in Malaysia, and 50% financing interest subsidy in Indonesia
- Free home disinfection for employees falling to COVID-19 in Singapore
- Quarantine hotels for COVID-positive staff in Malaysia whose home environments were not conducive for self-isolation. The CIMB Niaga Learning Centre in Gunung Guelis was converted into a self-quarantine facility for employees and family members, with reserved beds for hospital admission and always-on telemedicine consultation in Indonesia
- Coverage for hospitalisation costs

### WORKPLACE WELLNESS AND WELL-BEING

We offer a variety of benefits to safeguard and promote employees' total well-being, to help them bring their best to work every day. Our benefit offerings include long-term savings for retirement, as well as comprehensive health coverage including medical, dental, life insurance and long-term disability insurance. Additionally, our wellness programmes are designed to support the physical, financial, mental, social and spiritual well-being of our employees. Examples include staff rejuvenation plans, extended paid maternity, paternity and adoption leave, beyond regulatory requirement, as well as employee assistance programmes.



#### Flexible Work Arrangements

- Hybrid Working Arrangements
- Staff Rejuvenation Programme
- Reduced Workweek
- One-month Paternity Leave
- Flex4Sustainability (30 days paid leave to conduct sustainability projects)
- Flex4ALL (flexible start and end time of work)
- Flex4SmartWear



#### Women Empowerment

- Flex4Moms (for parents of young and special needs children)
- Designated Car Parks for pregnant women
- Onsite Childcare Centre
- Six-month Maternity Leave for First Time Mothers
- Enhanced Maternity Leave for Subsequent Children
- Paternity Leave
- Adoption Leave

Across many organisations around the world, the abrupt shift to working from home to manage the spread of the pandemic has disrupted the nature of work. The ushering in of a new era of remote working has made traditional modes of engagement less relevant, and organisations have had to rapidly recalibrate their ways of working to ensure they continue to perform.

Moving into the endemic phase of COVID-19, we formalised hybrid working arrangements under the Group Flexible Working Arrangement Policy. Under this permanent arrangement, around 50% of staff across the region, whose roles have been identified as “flexi”, will have the opportunity to work away from the office subject to certain guidelines.



**Health**

- Mental Health Services
- Health Talks and Fairs
- Face-to-face and Online Exercise Programmes
- On-site Dentist and Clinic (in Menara CIMB)
- Honour-based Medical Leave



**Financial Well-being**

- Staff Scholarships and Sponsorships
- Employee financing/ Facilities
- Interest/Profit-free Home Financing
- Financial Support for Single Parents
- Financial Support for Parents of Children with Special Needs

**PRIORITISING MENTAL HEALTH**

We recognise the adverse impacts of the pandemic on our employees' mental health and well-being. These could stem from various sources such as health anxieties, changing work behaviours, financial burdens, and social isolation. In response to these concerns, we accelerated mental wellness initiatives across the Group to help our employees better manage the uncertainties and disruptions of the pandemic.



**Malaysia**

- CIMB Wellness – Mental Health, a holistic programme that offers mental health assessment and education, remote one-on-one therapy, and an always-on counselling hotline
- Webinars by mental health professionals, which were attended by more than 2,000 employees in Malaysia and across the region. Topics included Managing Pandemic Fatigue and Battling Burnout
- More than 900 employees are making use of the online mental health assessment, coaching and professional advice by our partner, Naluri
- Mental Health Well-being training for over 1,000 people managers



**Indonesia**

- “Ruang Cerita”, a monthly session for employees to consult with psychiatrists
- Mental health assessment included as part of health assessments for employees over 35 years of age



**Singapore**

- Wellness@Work, a series of virtual workshops on mental health, nutrition and fitness



**Vietnam**

- Access to professional work-life coaching services, alongside an “employee well-being day”

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## LISTENING TO OUR EMPLOYEES

We have established various engagement channels to gather views and feedback from our employees. These include quarterly townhalls, focus groups and targeted conversations with employees at all levels to hear their concerns, as well as to understand their aspirations and to gather suggestions for improvement.

## LABOUR RIGHTS

We recognise our employees’ rights to freedom of association with respect to national laws. As at end 2021, 44.5% of employees in Malaysia, Singapore and Indonesia are covered by a trade union or collective bargaining agreement. A formal grievance mechanism sets out clear and transparent complaints processes. Settlement of grievances is in accordance with the respective collective agreements, where applicable.

## MEASURING ORGANISATIONAL HEALTH

In late 2020 and early 2021, we conducted our inaugural Group Organisational Health Index (OHI) survey to seek employees’ views on leadership, internal capabilities, and collaboration within the Group, and to gauge the level of motivation within #teamCIMB. Additionally, we sought insights from employees on how they view the bank and the execution of CIMB’s strategy. More than 88% of our employees responded, with over 100,000 written comments provided.

We received an OHI score of 75/100 in our initial survey, which placed us in the third quartile among ASEAN financial institutions of similar size and scale. Based on the survey findings, we conducted extensive engagements with Board, senior management and employees to understand areas where we could improve. The following areas were identified to be revamped and enhanced:

<p><b>Talent development</b></p> <ul style="list-style-type: none"> <li>• Career path and accelerated career tracks for high performers</li> <li>• 360-degree assessment of leaders</li> </ul>	
<p><b>Improved internal efficiency with reduced bureaucracy</b></p> <ul style="list-style-type: none"> <li>• Simplified internal job mobility process</li> <li>• Streamlined employee on-boarding process</li> <li>• Reviewed the regional operating model</li> </ul>	
<p><b>Empathic, decisive leadership</b></p> <ul style="list-style-type: none"> <li>• Leadership development and coaching for senior leaders targeted at supporting needs of staff during the post-pandemic era</li> </ul>	
<p><b>Building trust and transparency</b></p> <ul style="list-style-type: none"> <li>• Launched permanent hybrid work arrangements</li> <li>• Revamped performance framework to encourage regular, in-time feedback</li> </ul>	

We repeated the OHI survey in late 2021, which showed improvements in feedback on the back of initiatives undertaken, particularly in Singapore, Wholesale Banking, Commercial Banking and Islamic Banking, and in the area of Organisational Capabilities. However, we saw a slight decline in Consumer Banking scores in Malaysia and Indonesia, as well as certain areas such as financial incentives and professional standards, which could be attributed to the challenges of working through the prolonged pandemic. These changes resulted in a stable score of 75/100 in 2021, despite a difficult year. We will continue to work on the feedback received, as we strive to uplift the employee experience, for example, through re-engineering the work from home experience.



## TALENT ATTRACTION, GROWTH AND RETENTION

Investments in our people are a priority in our effort to build a purpose-driven, high-performing and resilient organisation. Our priorities include strengthening our talent pipeline and ensuring all employees have equitable access to advancement opportunities. We have in place holistic, effective and efficient programmes to manage talent attraction, growth, and retention that enables business continuity, productivity, performance, and competitiveness in the long term.

### A PLACE FOR FUTURE TALENT

We invest in initiatives to attract, develop and retain top talent to drive our business aspirations. We seek to offer a differentiated value proposition to attract and retain the industry's top talent, while addressing skill gaps within our current workforce. We also ensure an inclusive approach to ensure young individuals from all economic backgrounds have an opportunity to begin their career with us across the region.

#### CIMB ASEAN Scholarship



CIMB's flagship talent programme under which over 92 scholarships have been disbursed to top talents in ASEAN, providing opportunities to attend the world's best universities, for example in UK, US and Australia. Currently 27 former scholars are working in CIMB across the region.

#### CIMB Niaga Scholarship Programme



Supported over 1,125 Indonesian scholars in their undergraduate education through bursaries and soft skills training since 2006. In 2021, scholarships were offered to 50 students from 16 different universities in Indonesia.

#### The Complete Banker™ (TCB) Programme



Since its inception in 2003, our award-winning flagship graduate talent programme has developed and groomed over 868 graduates regionally for business and leadership roles within CIMB.

#### TCB Digital



A programme to attract top IT graduates, with 12 months of job rotation for knowledge and experience in developing digital solutions for banking. Currently 25 talents have been selected to join the programme.

#### TCB Fusion



A 24 to 48 month programme that provides graduates with the opportunity to experience working with employers in different industries. Our partners include PwC, Accenture, Zico Law, Teach for Malaysia, and DXC Technology.

#### Digital Apprenticeship Programme



An inclusive pathway to a career in the digital economy for students from low and lower-middle income families through a structured six-month internship programme which combines classroom learning with job rotations.

#### PROTÉGÉ



An eight-month work experience placement to increase employability of graduates. In the last three years, 694 trainees were offered employment with CIMB following their completion of the programme.

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## INVESTING IN GROWTH AND DEVELOPMENT

We have a comprehensive and inclusive approach to training and development for employees across functions and levels. We conduct regular training needs analysis to better understand evolving needs to build a future-ready workforce. In 2021, we invested over RM81.8 million in training and development to develop our people and to equip them with necessary skills and experiences.

### TRAINING AND UPSKILLING

In 2021, CIMB employees across the Group undertook over 2.4 million hours of training. In all our markets, critical learning programmes are mandated for employees according to local regulations and the Bank's policies. Topics such as ethics, conduct, data security and risk, are delivered through digital platforms that allow for self-paced learning. On average, each employee invested 73\* hours in training.



**RM81.8  
MILLION**

Total investment in training and development



**73**

Average training hours per employee



**98.8%**

Average compulsory e-learning completion rate

**AVERAGE TRAINING HOURS PER EMPLOYEE BY GENDER AND JOB CATEGORY**

	Male	Female
Non-management	34	45
Junior management	85	81
Middle management	65	71
Senior management	67	76
Key management	87	99

\* This data was assured by KPMG. Please refer to the Statement of Assurance on pages 142 to 146.

## STRENGTHENING OUR DIGITAL AND DATA CAPABILITIES

We intensified our up-skilling and re-skilling efforts through the roll-out of intermediate and advanced level digital and data skills programmes, with programmes such as Big Data and Analytics, Coding and Programming, and Design Thinking. We have made it compulsory for our employees to complete at least three digital and data modules that are easily available in our gamified mobile learning platform.

In 2021, we launched the Digital & Data Conquest Competition to accelerate the application of design thinking, data science and Agile. Employees worked in small cross-functional groups to redesign and enhance our processes, and improve functionality and features of existing applications to enrich the employee and customer experience.

## INTERNAL MOBILITY

We are committed to offering internal employment opportunities for employees to grow their careers and explore new prospects. Vacancies are always advertised internally first for a fixed period before being opened to external talent. This year, we streamlined the approval process, by allowing employees to move internally within a reasonable timeframe, without the need for approval from their immediate supervisors. In 2021, 34% of all vacancies in the Group were filled by internal candidates.

## SUCCESSION PLANNING AND LEADERSHIP DEVELOPMENT

Career pathing and succession management is crucial to enable employees to proactively navigate and steer their career progression within the Group, and is one of the key endeavours under Forward23+.

In 2021, the succession planning exercise was extended to critical positions across GEXCO-1 and beyond, and a number of initiatives were carried out to support the development of the successors. To assess the leadership strengths and styles of our leaders, the general leadership assessment which includes 360 Degree Feedback and strengths assessment was rolled out to key divisional and country senior management as well as top talent. We also accelerated the coaching programme and identified external coaches for selected senior talent. Simultaneously, as part of our effort in upskilling and developing internal coaches, we sent a group of employees to be certified as Gallup Coaches. Additionally, selected talents from the Group were mobilised to helm critical roles across the region as part of their experiential development.

We also began defining and cataloguing career paths for all divisions in CIMB to enable our employees to better navigate development opportunities. The career pathing toolkit will provide employees full visibility of opportunities, skillsets, competencies, and career paths they can take across the Group to achieve their full potential. We will complete the career path design and structured development journey framework for all divisions in 2022.

## FUTURE OF WORK CENTRE

The Future of Work (FoW) centre helps employees acquire new skills that are in demand in the workplace. It offers different options to meet different career aspirations and varying personal circumstances. 5,760 employees have undergone upskilling and reskilling to meet current skill demands.

Additionally, more than 1,000 staff have been successfully redeployed to new roles from 2017 to 2021.