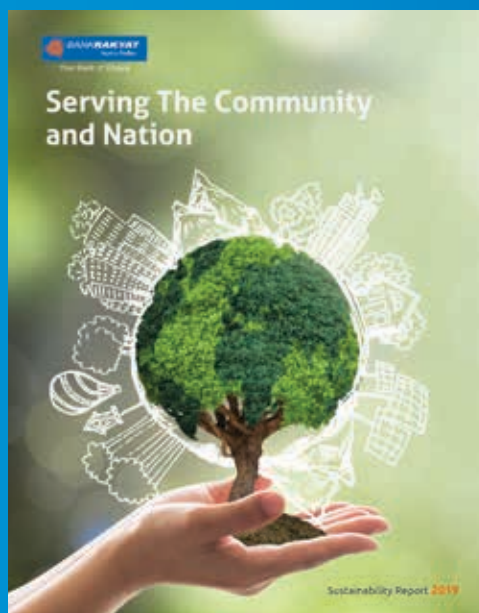


Serving The Community and Nation





Rationale

Since our establishment, Bank Rakyat has always maintained our position as a progressive, dynamic and Islamic cooperative bank that ensures the well-being and prosperity of our community and nation.

The theme for our Annual Report and Sustainability Report 2019, “Serving the Community and Nation”, communicates our dedication and commitment to enhance the living standards of those around us by meeting their financial needs and delivering exemplary services. By understanding their needs and supporting all sectors, we are able to make a real contribution to community and nation development. This, coupled with our commitment to develop responsibly, has seen us sustain our growth momentum over the years.

As a Development Financial Institution (DFI), Bank Rakyat has an intrinsic role and duty to serve this country. With the business landscape increasingly dominated by the youth market amid expanding environment of digitisation, Bank Rakyat strives to serve all segments of society regardless of race, individuals and entrepreneurs in markets here and in time, globally. We aim to serve not just for today, but both in good and trying times.

The visual of the tree on the cover of our Annual Report and Sustainability Report 2019 represents the interconnectedness of everything in the universe as well as strength and growth. Like trees, we see ourselves as being able to weather the toughest of storms and serve as a stronghold for the prosperity of our members, customers, and the community. The tree on our Annual Report cover also depicts growth up and outwards, representing how the Bank grows stronger and increases our knowledge and experience as we build on our 65-year journey.



To access our Sustainability Report, please scan the QR code with your smart device.

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Corporate Profile and Network

The Biggest Islamic Cooperative Bank

We are the biggest Islamic cooperative bank in the country and the second largest Islamic financial institution in terms of asset size. Our journey began as a pioneer cooperative bank in 1954 with the mandate to raise the social and economic status of rural communities, provide opportunities for self-improvement and to build a better future for their families as well as their communities for the stability and prosperity of our nation. We have proudly surpassed this mandate.

We became known as Bank Kerjasama Rakyat Malaysia (Bank Rakyat) in 1973 and extended our membership to individuals. Governed by our by-laws and the Bank Kerjasama Rakyat (Malaysia) Berhad Act 1978, we are allowed to provide financing to non-members as well. We now serve not just our members, but also individuals, businesses, corporations, SMEs, and a whole range of others.

Our Mantra

We are engraved distinctly in Malaysia's banking history and will endeavour to remain **"Your Bank of Choice"** by **"Serving the Community and Nation"**.

Our Principal Activities

Our principal activities are those of a cooperative that carries out banking activities based on Shariah principles through accepting deposits and providing financial services for retail and commercial needs.

Our Legacy

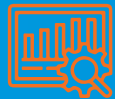
Our ongoing legacy has been one of unyielding courage, formidable spirit and commendable achievements. The numerous local, regional and international awards we have received over the years prove we are not only a major player in the domestic Islamic banking scene but also an international leader in Islamic banking.

** Moving forward, Bank Rakyat will launch a new Mission and Vision in 2020 to guide the next stage of our journey.*

Our Values

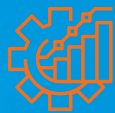


Our Products



Personal Banking

Savings-i, Personal Financing-i, Auto Financing-i, Home Financing-i, Pawn Financing-i, Education Financing-i, Credit Card-i, Debit Card-i.



Business Banking

Deposit-i, Micro Financing-i, Term Financing-i, Bridging-i, Property-i, Contract-i, Hire Purchase-i, Share-i, Contract Financing-i, Tijari, Working Capital for Ar-Rahnu X'Change and CashLine-i.



Cooperative

Rakan KOOP, Cooperative Seminar & Business Development, Cabinet Showcase.



OUR VISION

Serving the community and nation.



OUR MISSION

Be a globally recognised catalyst for national development through a range of financial services rooted in Islamic values, community spirit and sustainability.

OUR STRENGTH

Throughout over 65 years of establishment, our performance has remained commendable. As of the end of 2019, we have:

5,752

Employees

8.16

MILLION

Customers

RM1.79

BILLION

Profit before Taxation and Zakat

RM109.62

BILLION

Total Assets

842,849

Shareholders

RM2.99

BILLION

Members' Share Capital

27

Ar-Rahnu X'Change

Ar-Rahnu X'Change: Offers Islamic pawn broking services.

4

Rakyat Xcess

Rakyat Xcess: Offers essential services except Ar-Rahnu X'Change.

18

Ar-Rahnu X'Change + Rakyat Xcess

Ar-Rahnu X'Change + Rakyat Xcess: Offers Islamic pawn broking and essential services.

147

Branches

974

ATM/CDM/CICO Terminals

78

Bank Rakyat Service Agents

Service Agent: A special programme where a cooperative is appointed as an agent to market product and banking facilities of Bank Rakyat.

312

Rakyat C.A.R.E

Rakyat C.A.R.E: Offers basic banking services, especially in rural areas in a cost-effective way through the use of non-banking retail channels.

Corporate Information

REGISTERED OFFICE

Bank Kerjasama Rakyat Malaysia Berhad
Tingkat 35, Menara 1,
Menara Kembar Bank Rakyat
No. 33, Jalan Rakyat, KL Sentral,
50470 Kuala Lumpur

AUDITORS

Auditor-General of Malaysia
National Audit Department Malaysia
No. 15, Aras 4, Persiaran Perdana, Presint 2,
Pusat Pentadbiran Kerajaan Persekutuan,
62518 Putrajaya
Tel : 03-8889 9000
Fax : 03-8888 9721

COOPERATIVE REGISTRATION NUMBER

2192

CORPORATE OFFICE

Bank Rakyat
Tingkat 35,
Menara 1, Menara Kembar Bank Rakyat,
No. 33, Jalan Rakyat, KL Sentral,
50470 Kuala Lumpur
Tel : 03-2612 9600

WEBSITE

www.bankrakyat.com.my

Our Business Pillars

MEMBERS

To ensure continuous success by collectively directing the company's affairs, whilst maintaining shareholders' confidence by ensuring the appropriate interests of shareholders and stakeholders are met. Further, to deal with issues relating to business, finance, corporate governance, corporate social responsibility and corporate ethics in a transparent manner.

CUSTOMERS

To conduct business in a fair and transparent manner by providing Shariah compliant banking services and products, to offer prompt, courteous and effective services, and to focus on sound corporate governance and responsible financing.

COOPERATIVE MOVEMENT

To steer the development and advancement of the cooperative movement and contribute towards making the cooperative movement a force in the economic growth of the nation.

ISLAMIC PRINCIPLE

To uphold an exemplary Islamic financial system by providing Shariah-compliant financial services that are exceptional, recognised and trusted, with the aim of being acknowledged as a model Islamic development finance institution.

SOCIETY

To effect positive changes in society by providing Islamic financial services and corporate social responsibility activities that will elevate the standard of living and well-being of Malaysians.

NATION

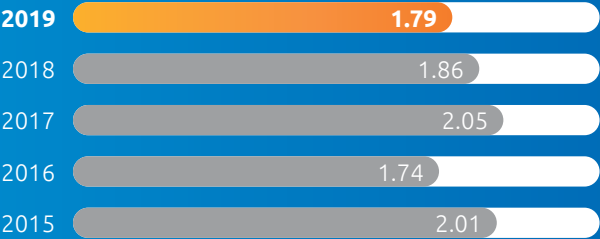
To be a responsible corporate citizen that is not just driven by profit, but more notably, bringing positive changes to the economy, generating jobs and spearheading economic activities that will assist Malaysia in achieving developed nation status with a high-income economy.

Financial Highlights

Operating Income (RM Billion)



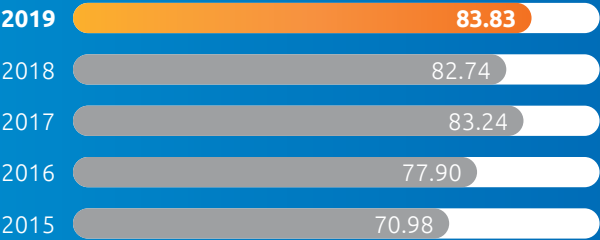
Profit before Taxation and Zakat (RM Billion)



Profit after Taxation and Zakat (RM Billion)



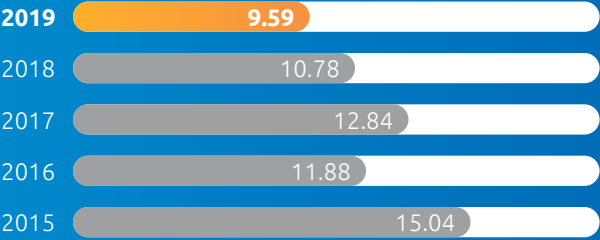
Deposits and Savings (RM Billion)



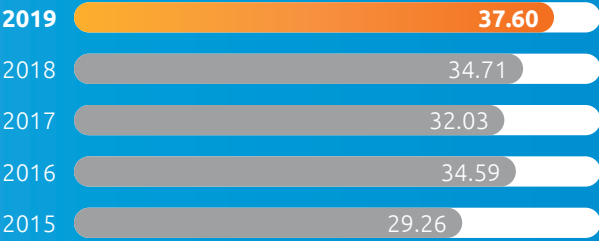
Financing and Advances (RM Billion)



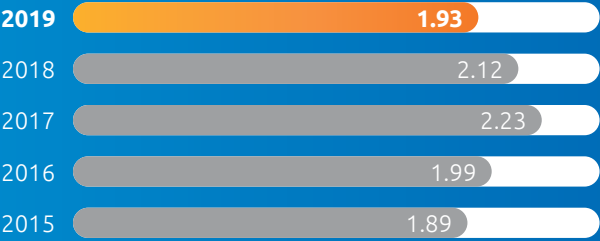
Return on Average Shareholders' Fund (%)



Cost-to-Income Ratio (%)

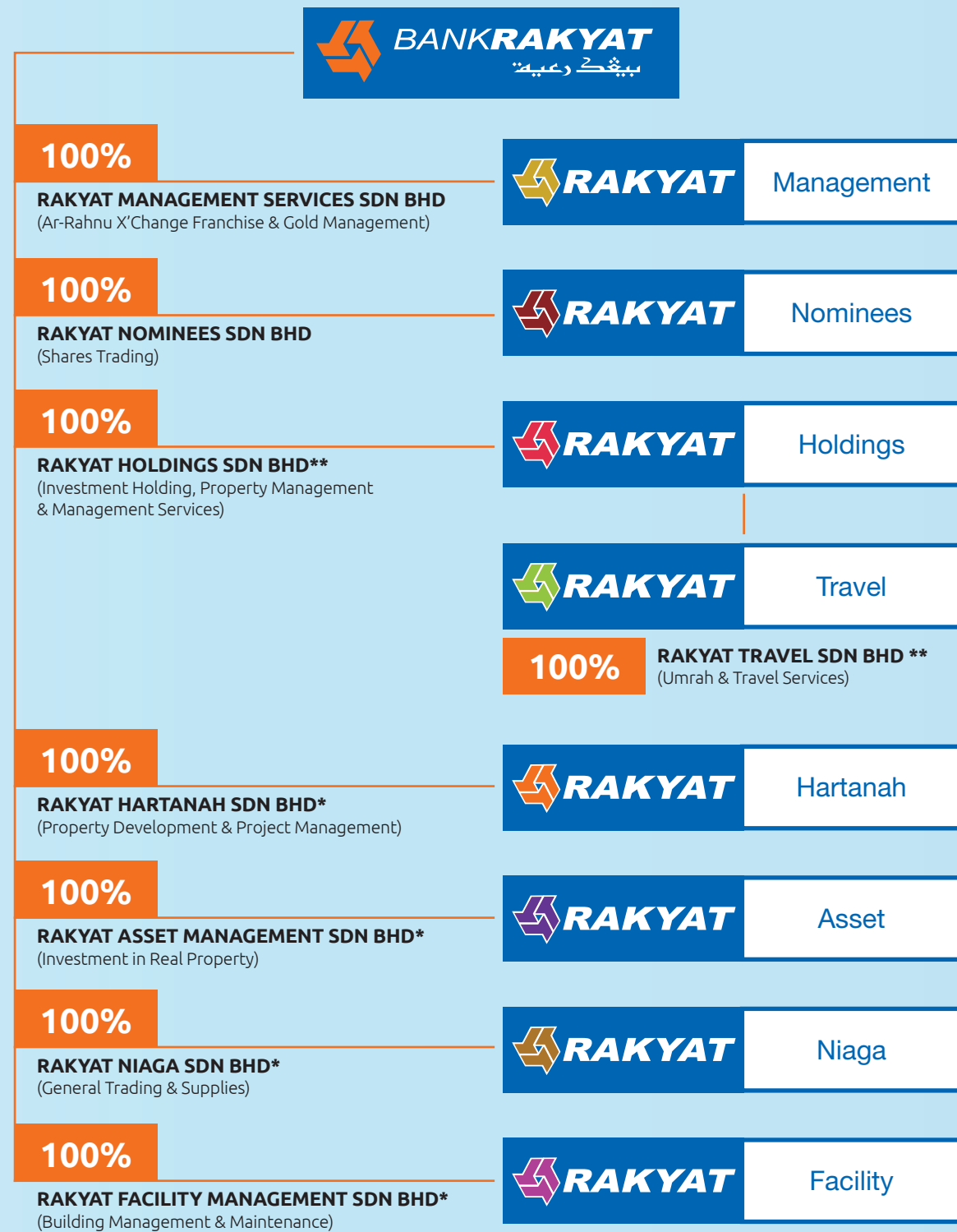


Gross Impaired Financing Ratio (%)



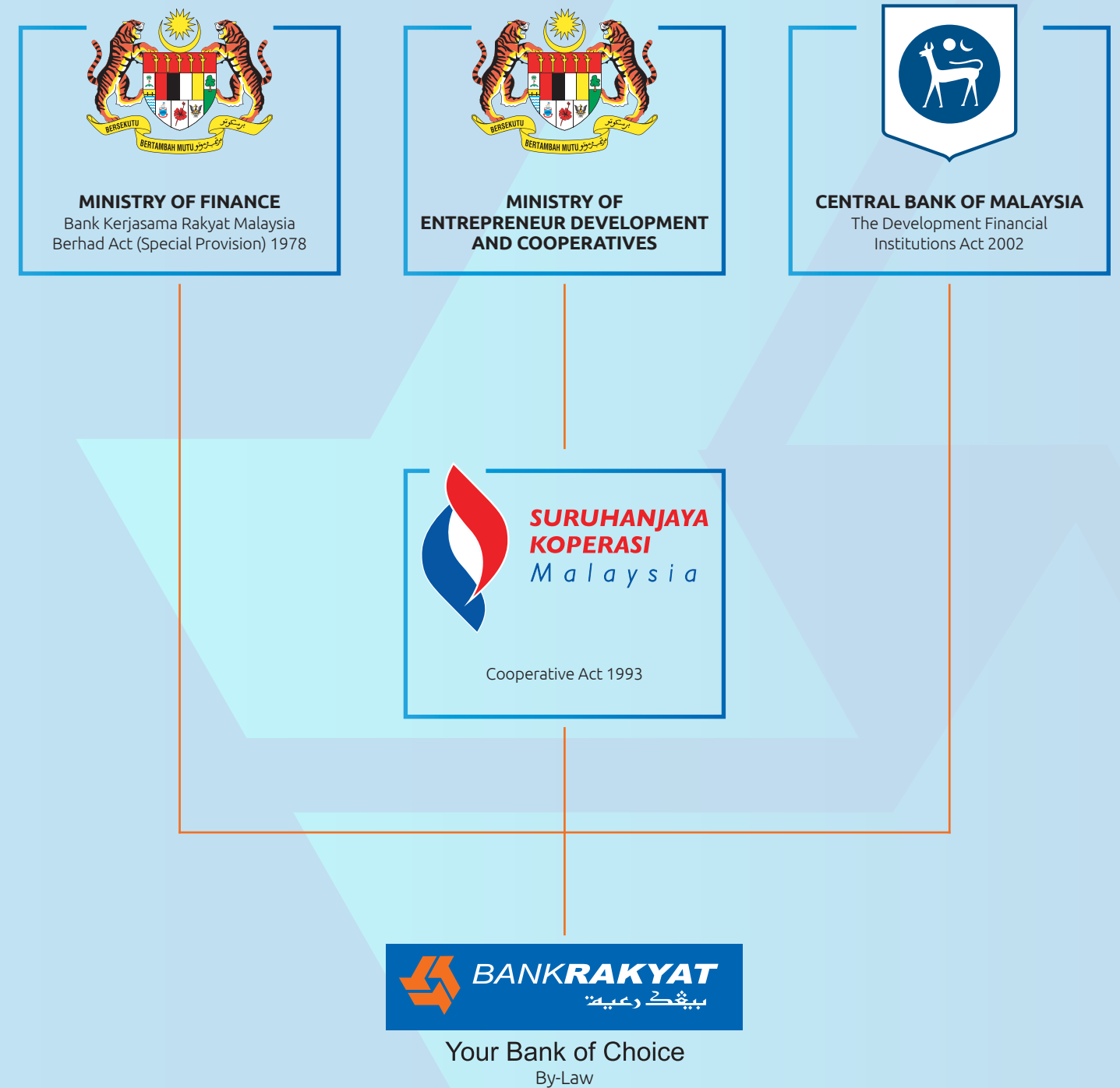
Group Corporate Structure

Bank Rakyat and The Government



* Until 1st September 2019

** Until 1st December 2019



Our Presence Throughout Malaysia



STATE	BRANCHES	AR-RAHNU X'CHANGE	RAKYAT XCESS	AR-RAHNU X'CHANGE + RAKYAT XCESS	BANK RAKYAT SERVICE AGENTS
Selangor	21	10	-	5	11
Kuala Lumpur / Putrajaya	15	2	-	-	8
Negeri Sembilan	7	3	1	2	4
Melaka	4	2	-	-	1
Johor	15	7	1	3	7
Pahang	11	3	1	1	9
Kelantan	8	3	-	1	4
Terengganu	8	2	-	1	3
Perak	12	6	-	2	5
Kedah	10	6	-	3	6
Pulau Pinang	7	-	-	-	5
Perlis	2	-	-	-	2
Sabah	13	-	-	-	7
Sarawak	14	1	1	-	6
Total	147	45	4	18	78

Awards and Recognition



• **Best Social Impact Award,**
Europa Awards for Sustainability EU-Malaysia Chamber of Commerce and Industry (EUMCCI) 2019



• **Social Empowerment,**
Asia Responsible Enterprise Awards 2019



• **Company of the Year (Overall Social Responsibility Excellence),**
CSR Awards Malaysia 2019



• **Best Islamic Debit Program,**
Mastercard Appreciation Night 2019



• **Outstanding Contribution to MyDebit,**
Malaysian e-Payments Excellence Awards

• **No. 1 among the Top 100 Malaysian Co-operatives in Malaysia,**
Malaysia Co-operative Societies Commission (SKM)

• **Top Bancatakaful Contributor for Group Term Takaful Category**



About this Report

This Report marks Bank Kerjasama Rakyat Malaysia Berhad's (Bank Rakyat or the Bank) fourth year of reporting on our sustainability initiatives and our first inaugural standalone sustainability report. Our reporting process is inspired by Bursa Malaysia Securities Berhad's (Bursa Malaysia) Listing Requirements and Sustainability Reporting Guide and is guided by global sustainability reporting practices, including the Global Reporting Initiative (GRI) Standards and Recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD).

This report covers our 2019 fiscal year (1 January to 31 December 2019) and all operations within Bank Rakyat, unless otherwise stated. It aims to provide a comprehensive overview of our sustainability activities in 2019 while laying a foundation for future reporting on our sustainability practices.

For comments, questions or feedback regarding this report, please contact:

Sustainability Department
29th Floor, Tower 1,
Bank Rakyat Twin Tower,
No 33, Jalan Rakyat,
KL Sentral, 50470, Kuala Lumpur
Tel: 03-26129600

Chairman's Message



DATUK HAJI ABD RANI LEBAI JAAFAR
Acting Chairman



We forged a strategic partnership with the United Nations and made history as the first Malaysian organisation to be accredited under the United Nations Country Team 'Together for SDG's Hub' programme in 2019. An important milestone, this partnership ensures that our vision, strategic overlay, priorities, and work processes are aligned with the Sustainable Development Goals (SDGs).

Chairman's Message

Dear Stakeholders,

In recent years, we have witnessed the catastrophic impact climate change can have on our planet. It is not only important that we educate ourselves about sustainability issues, but also that we adopt changes to secure a more sustainable future for all of us.

As one of the largest Islamic financial institutions in the world, Bank Rakyat recognises the significant responsibility it owes to the community – not just in this country but the world as a whole – and is determined to become a champion of sustainable development. We must play a large role in incentivising and financing companies to be sustainable and conscious of their impact to society, the economy and the environment. Simply put, our business must offer shared prosperity to all.

It was also for this reason that within Bank Rakyat, we forged a strategic partnership with the United Nations and made history as the first Malaysian organisation to be accredited under the United Nations Country Team 'Together for SDG's Hub' programme in 2019. An important milestone, this partnership ensures that our vision, strategic overlay, priorities, and work processes are aligned with the Sustainable Development Goals (SDGs).

Bank Rakyat's 2025 Strategic Plan (BR25) is the biggest transformation that Bank Rakyat has ever undertaken and is a proactive response to global trends of digitalisation and greater accountability for the environmental, economic and social impact and sustainability of businesses. It charts a 5-year journey towards becoming the No. 1 progressive Islamic cooperative bank in Malaysia. As part of this BR25 Strategic Plan, the Bank will be developing a Sustainability Blueprint, which will take effect from 2020. This maiden Sustainability report is the first step in this effort.

This is a natural progression for our bank, which was established 66 years ago using a cooperative business model with the mandate to empower communities for the economic development of the nation and social development of the people.

With our status as a fully Shariah-compliant Development Financial Institution (DFI), we are also exploring the prospect of becoming a member of the BNM-led Value-Based Intermediation (VBI) Community of Practitioners (COP).

Sustainability is important for the Bank as it seeks to remain relevant to critical customer segments, especially the digitally-connected, sustainability-conscious millennials who will form the core of the Bank's customer base in the near future. The adoption of VBI will assist us in enhancing our practices and offerings beyond Shariah-compliance, to positively contribute to our community and the environment.

The Bank's particular focus on socioeconomic development offers exciting opportunities for revenue growth from a more diversified and innovative product offering and for penetrating new market segments, namely the SME, Micro, and informal sectors. This is also in line with the Ministry of Entrepreneur Development and Cooperatives (MEDAC)'s National Entrepreneurship Policy aspirations to strengthen the role of DFIs in supporting the creation of a holistic ecosystem for entrepreneur development.

These efforts were recognised when the Bank won the EU-Malaysian Chamber of Commerce (EUMCCI) Europa Award 2019 for "Best Social Impact" and the 2019 Asia Responsible Enterprise Award (AREA) for "Social Empowerment". We also received 'Company of the Year' (Overall Social Responsibility Excellence) at the Malaysia CSR Award 2019.

These achievements will drive the Bank and its community to do even better over the coming years. The enduring good work of the Bank to the community and environment is the foundation of its sustainability. As the Quran reminds us: "Except those who believe and do good works, so for them is a never-ending reward" (Surah At-Tin, verse 6).

Wabillahi taufik walhidayah. Wassalam.

DATUK HAJI ABD RANI LEBAI JAAFAR
Acting Chairman



CEO's Message



DATO' SYED ABDUL AZIZ SYED HASSAN
Acting Chief Executive Officer



We will continue to invest in sustainability initiatives and to differentiate ourselves through our financing and investment activities as well as through product innovation, meeting the evolving needs of our customers, collaborating with stakeholders and driving the market towards responsible finance.

CEO's Message



The Future

Over the next five years, we will continue to focus more on embedding the core elements of sustainability - economic, environment, social, and governance (EESG) into our business operations. These efforts will manoeuvre the Bank's business practices towards a direction that not only drives profits, but also improves the status of the community and alleviates living standards. We will continue to invest in sustainability initiatives and to differentiate ourselves through our financing and investment activities as well as through product innovation, meeting the evolving needs of our customers, collaborating with stakeholders and driving the market towards responsible finance.

With this first step in reporting our sustainability initiatives, we have embarked on a promising new phase of sustainable business practices. Hence, I would like to extend our deepest gratitude to the Ministry of Entrepreneur Development and Cooperatives; the Ministry of Finance; Bank Negara Malaysia and all relevant regulatory bodies for their invaluable support.

I am grateful to our Board of Directors, Management Committee, Shariah Committee and Shareholders, and am extremely proud of our teams for their commitment towards conquering this new frontier for our organisation. As we review our achievements for the past year, I am encouraged by the limitless possibilities that lie ahead of us.

DATO' SYED ABDUL AZIZ SYED HASSAN
Acting Chief Executive Officer

Dear Stakeholders,

I am pleased to present Bank Rakyat's inaugural Sustainability Report, and with it, an overview of our efforts in 2019.

Sustainability is an enabler towards living our values and, most importantly, achieving our vision to be recognised as the country's No. 1 progressive Islamic cooperative Bank. Guided by this, we are taking proactive measures to embed sustainability into the Bank's business practices and create added value for our stakeholders.

Our sustainability efforts prioritise our economy, environment, society and our governance structures as the main catalysts of driving sustainability-oriented growth and delivering outstanding customer experience, which will ultimately help us to make a difference for the better. We know that there is still much to be done and will continue to challenge ourselves.

Our Progress

Throughout 2019, we continued to focus on delivering financial services that are aligned with our core identity as an Islamic cooperative banking institution and that resonate with our stakeholders and society.

Among the mandate of the Cooperative Development Financial Institution is to support the social and economic development of people, particularly the B40 population in Malaysia. In line with this mandate, we have initiated a shift in our financing portfolio to provide greater support for entrepreneurs and small business owners, disbursing RM36 million of financing to micro entrepreneurs during the financial year. We also disbursed RM450 million in financing to cooperatives and contributed RM52 million to our Cooperative Education Trust Fund and Cooperative Development Provident Fund for the development of cooperatives.

On the operational front, in 2019 we worked to improve our customer experience and make our products and services more relevant and easier to use.

In recognition of the role that our workforce plays in steering the bank towards achieving its sustainability goals, we invested RM14 million into training our workforce this year, to support the growth and development of our employees and ensure the Bank's continued competitiveness. This included 459 sessions with in-house trainers and 321 sessions with external trainers.

The Bank continues to work on monitoring our environmental footprint in order to manage the impact of our business practices on the environment. In 2019, we launched the Bank Rakyat 3R Campaign to elevate the level of environmental awareness across our workforce. This campaign encourages practices which Reduce, Reuse, and Recycle.

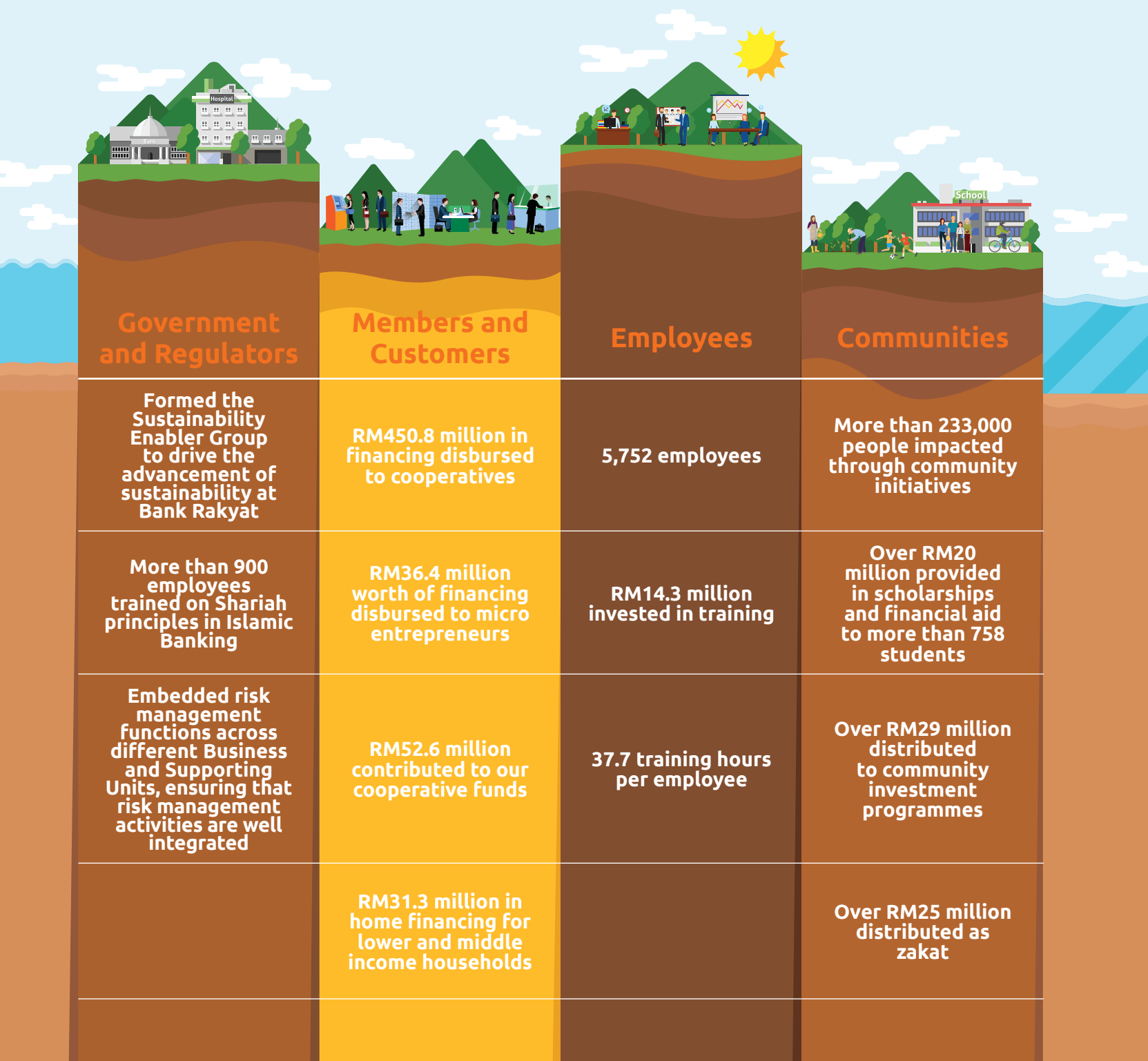
We have also been consistent in fulfilling our responsibility towards the underprivileged through community initiatives. In 2019, these initiatives impacted over 20,000 beneficiaries. Programmes included providing nutritional food for underprivileged children across Malaysia (Nuri Nutrisi), distributing zakat to uplift the economic and social condition of the needy, and contributing to the Cooperative Education Trust Fund and Cooperative Development Provident Fund for the development of the cooperative sector.

Our foundation, Yayasan Bank Rakyat, also continued to support Malaysia's most disadvantaged citizens through community initiatives in education, healthy living, community development and ecological conservation. In 2019 Yayasan Bank Rakyat invested RM8.6 million in programmes throughout Malaysia.

These initiatives show that we have already begun moving forward towards a better society in line with our strategy to integrate sustainability into the Bank's business practices.

Our Approach

SUSTAINABILITY HIGHLIGHTS 2019



Our Approach

STAKEHOLDER ENGAGEMENT

As a cooperative bank, our business is by nature grounded in the consideration of collective interests. Through meaningful engagement with the broad range of stakeholders who are impacted by our business, we are better able to provide banking services that create value for individuals of all kinds.

How We Engage With Stakeholders

Stakeholder Groups	Modes of Engagement	Matters of Interest	How we respond
Members (also known as our shareholders)	<ul style="list-style-type: none">Annual General MeetingsInvestor relationsEmail correspondences	<ul style="list-style-type: none">Financial performanceSocietal impact of products and servicesEthical business practice	<ul style="list-style-type: none">Responsible Financing for Economic Development, page 30Ethics, Integrity and Compliance, page 26
Employees	<ul style="list-style-type: none">IntranetWeb communitiesTown hall sessionsEmployee-related eventsGrievance system'Open door' policy	<ul style="list-style-type: none">Employee welfareCareer progressionEthical business practiceSocietal impact	<ul style="list-style-type: none">Employment Practices, page 44Talent Attraction and Retention, page 46Health and Safety, page 51Ethics, Integrity and Compliance, page 26Community Investment and Development, page 52
Customers	<ul style="list-style-type: none">Social mediaCustomer service channelsPublic Complaints Bureau	<ul style="list-style-type: none">Innovative products and servicesStreamlined customer servicesEthical business practicePersonal data protectionCustomer satisfaction	<ul style="list-style-type: none">Responsible Financing for Economic Development, page 30Ethics, Integrity and Compliance, page 26Digitalisation and Innovation, page 33Data Security, page 35
Vendors	<ul style="list-style-type: none">Tendering processPerformance evaluation	<ul style="list-style-type: none">Procurement practices	<ul style="list-style-type: none">Responsible Procurement Practices, page 37
Government and Regulators	<ul style="list-style-type: none">MeetingsForumsRegulatory briefings	<ul style="list-style-type: none">Products and servicesEthical business practiceOverall performanceRegulatory compliance	<ul style="list-style-type: none">Responsible Financing for Economic Development, page 30Ethics, Integrity and Compliance, page 26Corporate Governance, page 22
Local communities and Non-Government Organisations (NGOs)	<ul style="list-style-type: none">Briefings, meetings, volunteering programmesCommunity programmes	<ul style="list-style-type: none">Indirect economic contributionCommunity contribution	<ul style="list-style-type: none">Community Investment and Development, page 52
Media	<ul style="list-style-type: none">Meetings, press releases and press briefings	<ul style="list-style-type: none">Good governance practicesSocietal impact	<ul style="list-style-type: none">Corporate Governance, page 22Responsible Financing for Economic Development, page 30Community Investment and Development, page 52

Engaging for Sustainability

Multi-stakeholder dialogues play a key role in driving the innovation, collaboration and urgency that is needed to address pressing sustainability issues. In 2019, Bank Rakyat both participated in and hosted several events to raise awareness and spur collective action on sustainability efforts.

Malaysia SDG Summit 2019 Bank Rakyat's Board of Directors ("the Board"), Management Committee and Heads of Departments attended the inaugural Malaysia SDG Summit to discuss Malaysia's progress and performance gaps in achieving the SDGs. The event, which was organised by the Ministry of Economic Affairs together with the United Nations, featured a keynote speech delivered by the Chairman of Bank Rakyat.
Bank Negara Malaysia Regional Conference on Climate Change The Bank's CEO and Heads of Departments participated in Bank Negara Malaysia's Regional Conference on Climate Change, an event established to raise awareness and understanding of climate-related risks within the financial industry.
The World Bank's "Incorporating Environmental, Social and Governance Factors for Development Finance Institutions" Workshop Bank Rakyat took part in a workshop organised by Bank Negara Malaysia and the World Bank to build institutional capacity for the consideration of environmental, social and governance aspects in finance.
"Our Sustainable Planet" Expert Speaker Series The Bank hosted five knowledge-sharing sessions for employees, in which industry knowledge leaders were invited to share their experience and knowledge of topics related to sustainability. Sessions covered topics such as sustainability and business growth, gender equality, financial inclusion and environmental preservation.

OUR SUSTAINABILITY MATTERS

To ensure the efficacy of our sustainability initiatives, it is essential that we address the areas of impact which are most material to our business and our stakeholders. These material topics, identified through a process of industry benchmarking and stakeholder engagement, represent the greatest areas of opportunity for meaningful impact.

The Bank's material sustainability topics were first identified through a structured assessment process carried out in 2017. During this assessment, relevant sustainability topics were identified based on an analysis of the financial services industry operating environment, sustainability reporting landscape and emerging trends. The topics were then prioritised based on their significance to the Bank and their level of impact on the business, yielding the Bank's material sustainability topics.

In 2019, we further updated the Bank's material topics following an internal assessment to include Risk, Integrity and Shariah as part of a more comprehensive disclosure under our Good Governance and Integrity core area.

We have grouped our material matters into four core areas, as shown below. Our performance and measures taken to manage these matters are discussed in the next section of this Report.

Good Governance & Integrity <ul style="list-style-type: none">• Risk• Integrity• Shariah• Ethics and Compliance	Sustainable Economic Progress <ul style="list-style-type: none">• Responsible Lending for Economic Development• Digitalisation and Innovation• Responsible Procurement Practices• Data Security• Customer Experience
Stewardship of the Environment <ul style="list-style-type: none">• Environmental Management	Fair and Equitable Social Development <ul style="list-style-type: none">• Community Investment & Development• Employment Practices• Talent Attraction and Retention• Health and Safety

ALIGNMENT WITH SUSTAINABILITY INITIATIVES

At Bank Rakyat, we recognise that our actions are most meaningful when they are in line with global sustainability efforts. In order to create value beyond the extent of our direct impact, we are committed to acting in concert with international sustainability movements to drive shared progress.




United Nations Sustainable Development Goals

The SDGs were established to guide global action to end poverty, preserve the planet and ensure shared prosperity by 2030. In 2019, Bank Rakyat became the first local organisation in Malaysia to partner with the United Nations through the Malaysia United Nations Country Team's 'Together for Sustainable Development Goals' programme. The Bank is currently working towards the development of a strategic framework to guide our contributions to the SDGs and enhance our future reporting in this area.

The Bank's charitable foundation, Yayasan Bank Rakyat, has developed its own strategy for measuring and managing its contributions to the SDGs. For more information on their approach, please refer to Yayasan Bank Rakyat on page 54 of this report.

Eleventh Malaysia Plan

The Eleventh Malaysia Plan (11MP) is a five-year national development plan which sets out a strategy of six strategic thrusts for the advancement of Malaysia's economic prosperity and well-being by the year 2020. Through our focus on financial inclusion and our provision of financing, Bank Rakyat is providing critical support to the realisation of 11MP in line with the relevant strategic thrusts:

11MP Thrust	Bank Rakyat's Contributions
 Enhancing inclusiveness towards an equitable society	Ar-Rahnu Islamic pawnbroking, microfinancing and the provision of financing for B40* households, affordable housing and education. Deposit mobilisation from B40 households and microentrepreneurs. Provision of banking access points through Agent Banking and <i>Bank Bergerak</i> .
 Improving wellbeing for all	Provision of financing for affordable housing.
 Re-engineering economic growth for greater prosperity	Provision of financing for Small and Medium Enterprises (SMEs) and cooperatives as well as the provision of microfinancing. Deposit mobilisation from SMEs and cooperatives

* B40 households refer to households in the Bottom 40% of income earners based on the median monthly income per household. All Malaysian nationals are classifiable into three income groups: Bottom 40% (B40), Middle 40% (M40) and Top 20% (T20).

National Entrepreneurship Policy 2030

Malaysia's National Entrepreneurship Policy 2030, or *Dasar Keusahawanan Nasional 2030*, was launched in July 2019 to drive the development of the cooperative and SME sectors. In line with this policy, Bank Rakyat has placed a renewed focus on cooperative and SME financing, aiming to double our financing to these sectors by the end of 2025 compared to 2019 levels. The Bank will also be enhancing our provision of non-financial support — including business guidance and other advice — to SMEs through targeted centres. Through these contributions, we are working towards meeting the mandate of MEDAC, under which Bank Rakyat falls.

Please refer to 'Financial Inclusion of Small and Medium Enterprises' in the Responsible Financing for Economic Development section on page 30 of this report for our contribution to economic development.

GOOD GOVERNANCE AND INTEGRITY



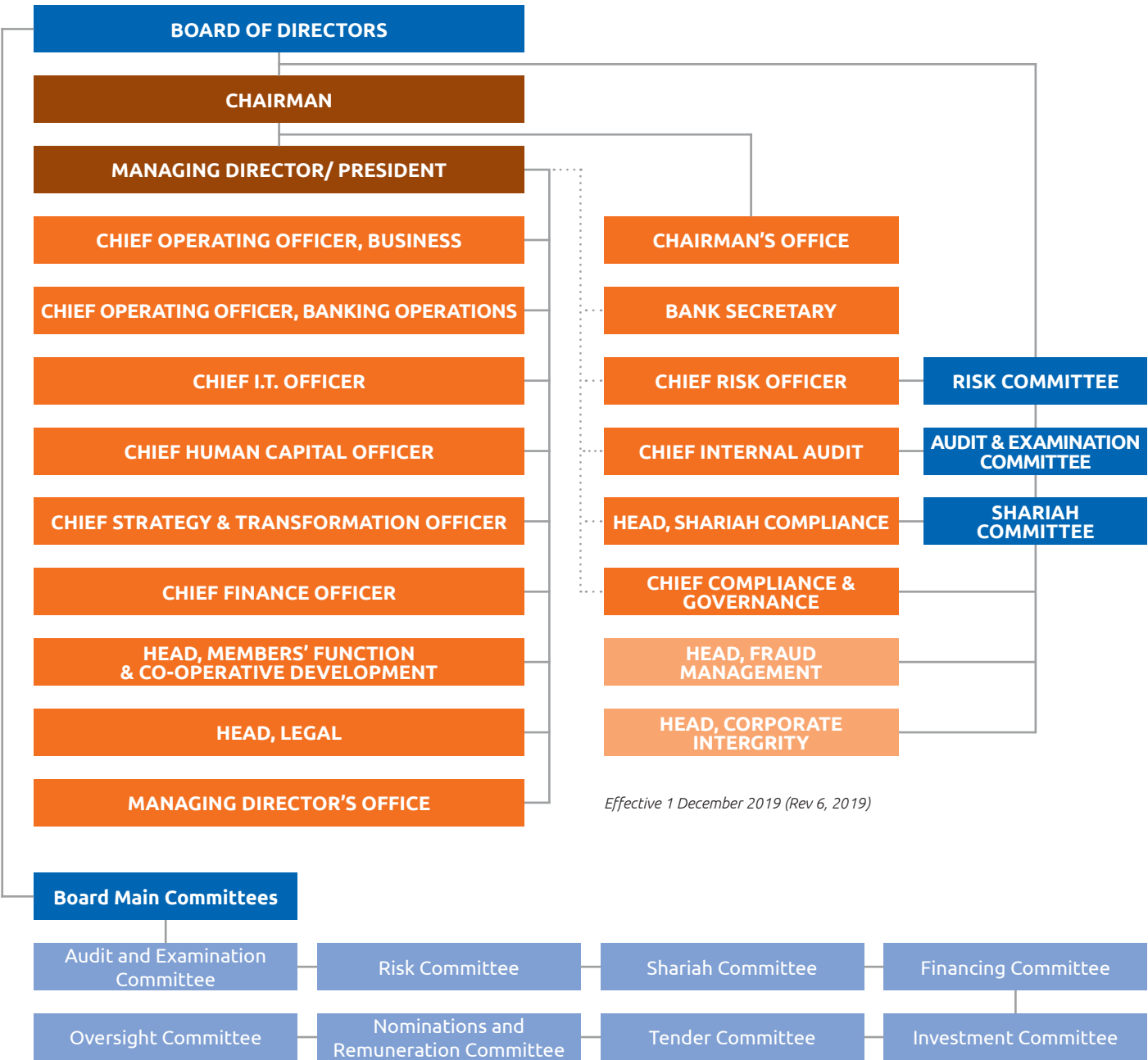
Good Governance and Integrity

At Bank Rakyat, strong corporate governance is the core of our business. Conducting ourselves in a manner that is ethical and compliant with all relevant regulations is fundamental to our role as a responsible financial services provider. Underpinning this governance and setting the tone for our business practices are our six corporate cultures: *Rajin* (Diligent), *Amanah* (Trustworthy), *Kompeten* (Competent), *Yakin* (Confidence), *Akhlaq Mulia* (Exemplary Behaviour) and *Takwa* (God-conscious), collectively forming R.A.K.Y.A.T.

Corporate Governance

Strategic guidance and direction for the Bank is provided by the Board of Directors (the Board), which is tasked with delivering long-term success for the Bank whilst maintaining the highest standards of business principles and professionalism. The Board has a fiduciary responsibility to act in the best interest of the Bank and is responsible for providing effective and prudent management.

Corporate Governance Structure



Good Governance and Integrity

Board Composition

The Bank Rakyat Board of Directors is made up of skilled individuals who bring a diversity of industry experience and knowledge to the Bank. As of 31 December 2019, over half the members of the Board were Independent Directors, ensuring effective and impartial leadership of the Bank. The composition of the Board complies at all times with Bank Negara Malaysia's Guidelines on Corporate Governance for Development Financial Institutions.

Directors	Composition	Percentage (%)
Independent Directors	6/9	66.67
Non-independent Directors	3/9	33.33

Shariah Governance

As an Islamic financial institution, compliance with Shariah laws is integral to our business operations. Our Shariah governance framework ensures that our business aims, activities and decision-making follow Shariah principles at all times while protecting the Bank from Shariah non-compliance risks.

Roles	
Board of Directors	Shariah governance is provided at the highest level by the Board of Directors, who are responsible and accountable for Shariah compliance. The Board provides diligent oversight for the Shariah Governance Framework and is responsible for promoting a corporate culture in which adherence to Shariah practices is prioritised.
Shariah Committee	The Shariah Committee provides oversight on Shariah-related matters related to the Bank and its subsidiaries' business activities and guides the Bank and its subsidiaries' implementation of Shariah-related decisions. Additionally, the Shariah Committee's responsibilities include assessing and validating Shariah research, approving and confirming Shariah compliance of the bank's products and advising on the calculation, allocation and distribution of zakat. The Committee meets a minimum of once every two months.
Management Committee	The CEO and Management Committee ensure that the Bank's operations and business activities comply with Shariah principles and drive a culture of Shariah compliance within the bank. The Management Committee is responsible for overseeing an internal management structure that provides a clear scope of accountability for managing Shariah non-compliance. The Management Committee is also tasked with driving a culture of Shariah-compliance within the Bank.
Various Departments	Departments responsible for operationalising Shariah practices within the Bank include: Compliance, Risk and Internal Audit Department; Shariah Research & Advisory Department; Shariah Development & Awareness Department; Jawatankuasa Zakat Perniagaan Bank Rakyat Di Bawah Asnaf; and the Qurban, Wakaf & Umrah Unit.

Shariah Compliance Culture

Shariah compliance culture refers to the way in which the Bank instils and promotes Shariah compliance in its aims, operations, business, affairs and activities. This includes adopting an appropriate 'tone from the top', regularly communicating the importance of adhering to Shariah requirements, and integrating Shariah governance considerations into the business strategies, risk strategies, internal policies, and conduct of the Bank. We strive to build a banking environment where Shariah compliance is a shared commitment for all our employees. Our approach to building this culture of Shariah compliance is grounded in regular training and engagement to build awareness and promote adherence to Shariah values.

New employees are introduced to the application of Shariah principles in Islamic banking through our employee induction programme, during which all employees are instructed in the application of Shariah in the Bank's products. To supplement this introductory training, employees also participate in additional refresher trainings and briefing sessions. In 2019, 27 such sessions were conducted, amounting to nearly 80 hours of training and reaching more than 900 employees.

To evaluate the efficacy of our Shariah compliance and identify gaps in our culture, Shariah Reviews and follow-up briefings were carried out at 147 branches in 2019. Our Shariah Review Department also conducted two Zero Tolerance Clinics for employees of selected branches nationwide. Through these initiatives, we aim to provide awareness and avoid the risk of Shariah non-compliance incidents, as well as update employees on any new Shariah rulings.

Regularly engaging with members of the national and international Shariah knowledge community is also critical to building our internal Shariah expertise. Consequently, in 2019, seven members of the Shariah Committee and twenty-four Shariah officers attended the two-day International Shariah Scholars Roundtable event where they engaged with and learned from prominent international and local Shariah scholars of the Islamic finance industry.



Sustainability Governance

As one of the five pillars of “BR25”, Bank Rakyat’s 5-year strategic plan, sustainability is a key focus area for the Bank. Sound governance of sustainability matters is provided by the Board, who are responsible for setting the Bank’s strategic direction with respect to sustainability. In 2019, the Board further strengthened its oversight of sustainability-related matters within the Bank by approving the formation of the Sustainability Enabler Group to lead sustainability efforts.

Roles		
Sustainability Enabler Group	Board of Directors	Oversees direction on sustainability-related matters.
	Supports the Bank’s sustainability vision and drives the advancement of sustainability at Bank Rakyat through stakeholder engagement, strategy development and structural change. The Sustainability Enabler Group comprises the Sustainability Enabler Group Taskforce and Project Heads.	
	Sustainability Enabler Group Taskforce	Responsible for overseeing the enactment of sustainability directives as established by the Sustainability Enabler Group Taskforce. Assists Working Teams on project implementation and monitors project progress, engages with internal and external stakeholders, and serves as a central repository and point of communication for sustainability activities in the Bank.
Various Departments	Project Heads	Members of the Sustainability Enabler Group responsible for overseeing sustainability initiatives in key project areas and providing progress updates to the Sustainability Enabler Group Taskforce.
	Responsible for enacting sustainability measures at an operational level, tracking performance against measurable indicators and reporting on progress to Project Heads.	

Integrating Climate Change Considerations

Bank Rakyat recognises that for a sustainable future, the financial services industry must move towards a business model that is consistent with global efforts to minimise the impact of climate change. In line with this transition, the Bank is committed to disclosing its ongoing efforts to integrate climate considerations into its business practices. These disclosures are guided by the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) as recommended by Bursa Malaysia.



Business Aspect	Our Approach
Governance	Governance on sustainability-related matters, including climate-related topics, is provided by the Board of Directors, who are responsible for strategic direction and oversight. Since 2019, the Sustainability Enabler Group has also been responsible for driving the advancement of sustainability at Bank Rakyat.
Risk Management	The Bank is working to establish policies and procedures to govern sustainability risk management in line with the key principles of international standards related to sustainability. The Bank also intends to embed sustainability risk assessments as part of the Bank’s appraisal or onboarding processes for customers and vendors.
Metrics and Targets	Bank Rakyat is working towards increased monitoring and tracking of changes in our environmental impact, in line with the sustainability pillar of the Bank’s 5-year strategic plan. We have started out with tracking our energy emissions at the Bank Rakyat Twin Towers.

Value-Based Intermediation

In 2019, Bank Negara Malaysia issued the ‘Value-based Intermediation Financing and Investment Impact Assessment Framework - Guidance Document’ (VBIAF) to drive practice of VBI within the Malaysian Islamic finance industry. Through VBI, Bank Negara Malaysia encourages financial institutions to achieve their Shariah goals by providing financial services that generate positive and sustainable economic, environmental and social impacts.

As Bank Rakyat continues to integrate strategic sustainability into our business practices, the VBIAF serves as a key point of reference to guide our practices. Our Sustainability department is working closely with Bank Negara Malaysia’s Islamic Banking and Takaful team as well as the Islamic Association of Islamic Banking and Financial Institutions of Malaysia (AIBIM), with the goal that Bank Rakyat becomes part of the VBI Community of Practitioners in 2020.

Guided by VBI, the Bank will continue to bring positive and sustainable, economic, environmental and social impacts to life.

Ethics, Integrity and Compliance

As a trusted financial services provider, we make a promise to our members, customers and community that we will act with ethics and integrity in all that we do. This means not only ensuring the Bank's full compliance with all applicable rules and regulations, but also establishing a workplace where all employees are committed to upholding the highest standards of professional conduct.

Code of Conduct and Ethics

Our Code of Business Conduct and Ethics (COBCE) sets out the standards of conduct that Bank Rakyat expects from our workforce. The COBCE is introduced to all employees during their induction training, during which employees are also familiarised with other policies governing responsible workplace behaviour, including our gift, anti-corruption, conflict of interest and political contribution policies.

Integrity

In line with our commitment to principled business conduct, in 2017 Bank Rakyat became the first bank in Malaysia to establish an Integrity Department headed by an employee on secondment from the Malaysian Anti Corruption Commission (MACC). Created to strengthen the Bank's internal governance, the Integrity Department is responsible for managing complaints and endorsing ethical business practices. The department also reports on a quarterly basis to the Malaysian Anti-Corruption Commission and the Ministry of Entrepreneur Development and Cooperatives (MEDAC), a practice which was established to enhance transparency to external stakeholders.

In 2019, the Integrity Department carried out several initiatives related to integrity, including two executive talks, five speaking sessions, regular email circulations and the Bank's annual Integrity Day.

To further support integrity and ethical behaviour, Bank Rakyat maintains a Whistleblowing Policy which encourages all employees and third parties to report any misconduct. The policy is publicly available and provides details of available grievance channels and the types of misconduct which can be reported, including fraud, bribery and abuse of power. Complaints lodged via whistleblowing channels are managed by the Integrity Department.

Anti-Corruption and Bribery

Bank Rakyat's efforts to prevent corruption and bribery are overseen by the Bank's Integrity Department. These efforts consist of training and awareness initiatives for employees delivered via various learning platforms, including email, employee handbooks, in-person sessions and e-learning.

To further strengthen its internal anti-corruption and bribery practices, the Bank plans to establish an Anti-Corruption Committee in 2020. The Bank is also enhancing its policies and practices related to the prevention of corruption and bribery, including the planned implementation of a Corruption Risk Management assessment to identify, analyse, assess and prioritise the internal and external corruption risks faced by the Bank.

Anti-Money Laundering and Counter Financing of Terrorism

The Bank has established several policies, procedures and controls to mitigate the risk of money laundering or the financing of terrorism or other criminal activities. These measures are subject to ongoing enhancements to ensure their continued relevance and adherence to Anti-Money Laundering, Anti-Terrorism Financing and Proceeds of Unlawful Activities Act 2001 (AMLA).

The Bank's Anti-Money Laundering and Countering Financing of Terrorism (AML/CFT) practices include mandatory Know Your Customer and Customer Due Diligence (CDD) procedures as well as a formal Sanctions and Compliance Programme. Together, these measures are intended to provide all employees with a standardised set of tools and information to manage AML/CFT risks and preserve the Bank's reputation.

In 2019, we engaged an external auditor to complete a high-level assessment of the Bank's AML/CFT Programme, the results of which will be used to design operating models, remediate issues and enhance controls. We also made significant enhancements to our AML/CFT policies and procedures, particularly in the area of CDD through the implementation of a new external screening system for better detection of individuals or entities sanctioned by local and international authorities.

To ensure AML/CFT practices are upheld across the Bank, employees receive regular training through a variety of mechanisms, including role-based training, e-learning via digital platforms, guidance notes and certification programmes for designated employees. Training is designed to address the specific needs of Business and Supporting Units to ensure all employees are equipped with adequate AML/CFT knowledge in proportion to the potential risks faced by Business or Supporting Unit.

Tax Transparency

Bank Rakyat is committed to acting as a responsible corporate citizen, including through the honest payment of taxes due. The Bank complies with the Income Tax Act 1967 and associated income tax rulings and regulations, with tax practices overseen by the Chief Financial Officer and assessments carried out on a quarterly or as-needed basis by our internal audit division. We also engage an external tax consultant to advise on and assist with matters related to corporate taxation, including regulatory updates.



Risk Management

Prudent management of the risks faced by the Bank is critical to protecting our customers and ensuring financial performance. Sound risk management allows the Bank to strive for business growth without exceeding acceptable parameters for risk appetite.

Independent oversight and management of risk is provided by Group Risk Management, which helps the Bank to meet its strategic and business goals within the confines of the Group Risk Management Framework. The Framework, which articulates the objectives, guiding principles and governance structure for risk management processes in the Bank, has been established in accordance with the Bank Negara Malaysia Guidelines on Risk Governance. In 2019, we took steps to embed risk management functions across different Business and Supporting Units, ensuring that risk management activities are well-integrated across the Bank.

For more information on Bank Rakyat's risk management, please refer to the Risk Management chapter on pages 110 to 112 the 2019 Annual Report.

Sustainability Risk Management

In line with Bank Rakyat's recognition of sustainability as a key strategic pillar, managing the Bank's exposure to sustainability is an important area of focus. The Bank shall establish policies and procedures to govern sustainability risk management in line with the key principles as guided by the Bank's Sustainability Framework.

Risk Culture

We implement various initiatives to encourage prudent risk taking and strengthen our culture of responsible risk management. These include a Risk Awareness Programme to promote and maintain Bank-wide risk culture as well as training sessions for all credit personnel at branches to ensure best practices in the extension of retail financing to customers.

SUSTAINABLE ECONOMIC PROGRESS



Sustainable Economic Progress

As a Development Financial Institution (DFI), Bank Rakyat is tasked by the Malaysian government with driving economic development for the nation. This means designing and delivering financial services that create value for the Bank while also supporting a broader set of social and economic goals. Through digitalisation, innovation and continuous enhancement to our products and services, Bank Rakyat supports our customers and communities while driving sustainable growth.

Responsible Financing for Economic Development

Responsible Financing Practices

Understanding the impact that our financing activities have on stakeholders and the community has always been essential to Bank Rakyat, in line with our mandate as a DFI. With the financial services sector shifting towards increased expectations for oversight of the environmental, economic and social risks associated with financing, the Bank is therefore uniquely positioned to understand and manage our impact.

Oversight of the risks associated with our financing activities is grounded in Shariah parameters, which guide our business practices to ensure that transactions are carried out in accordance with Shariah requirements. Shariah non-compliance risks are mitigated through the systematic monitoring of Shariah non-compliance, whereby financing applications are screened according to Shariah parameters before approval.

In recognition of the principles of VBI as well as the significant areas of alignment between Shariah-compliant and sustainable financing, the Bank is working towards the integration of broader sustainability considerations into our financing practices.



Financial Inclusion of Small and Medium Enterprises (SMEs)

In Malaysia, SMEs are increasingly recognised for the important role they play in economic growth, job creation and industry development. In line with Malaysia's National Entrepreneurship Policy 2030, which seeks to have SMEs account for 50% of Malaysia's Gross Domestic Product by 2030, Bank Rakyat is committed to supporting this key economic sector with targeted products and services. Through our Business Banking Division, we continue to expand our end-to-end financing solutions, ensuring that SMEs and micro businesses have access to the financing they need.

Sustainable Economic Progress

Product	Purpose	No. of Beneficiaries in 2019	Value Disbursed in 2019 (RM)	Progress
Financing to cooperatives	To offer financing facilities to cooperatives.	Disbursed to 84 beneficiaries.	RM450.77 million disbursed.	Surpassed disbursement target of RM430 million.
Micro financing offered to micro entrepreneurs	To offer financing facilities of up to RM50,000 for cooperative and association members operating micro enterprise businesses.	Disbursed to 2,398 beneficiaries.	RM36.36 million disbursed.	Achieved disbursement of 60% from annual budget of RM 60 million.
Rural Economic Financing Scheme, Skim Pembiayaan Ekonomi Desa (SPED)	To provide collateral-free financing with a low instalment rate for rural Bumiputera entrepreneurs in order to improve the rural economy.	11 applications were approved. Since 2001, 2,397 Bumiputera entrepreneurs have benefited from the scheme.	RM940,000 approved. Since the scheme's launch, a total of RM209.22 million has been approved.	Achieved approvals comprising 34% of annual budget.
Mobile Traders Financing Scheme, Skim Pinjaman Penjaja Bergerak (SPPB)	To offer financing of up to RM100,000 for mobile hawkers via government funding.	Disbursed to 13 entrepreneurs.	RM1.16 million was disbursed.	Achieved disbursement of 58% from annual budget of RM2 million.
Biz-Fair for entrepreneur development	To provide value-added services to develop and nurture SMEs.	17 Biz Fairs held.	-	Targeted to launch SME Biz Fair at regional level.

As we continue to expand our product and service offerings for SMEs, we are committed to working together with stakeholders to serve the national development agenda.

Supporting Local Entrepreneurs

The financing Bank Rakyat provides for micro businesses and SMEs has a real impact on the lives of entrepreneurs such as Mislinda Binti Marzuki. Owner of the Dodol Connoisseur, a premium dodol production and distribution company, Mislinda was a recipient of financing from Bank Rakyat. Mislinda used the funds to renovate her business premises and obtain official halal certification, steps that helped her expand the Dodol Connoisseur and build a strong customer base consisting of well-known tourism and retail businesses. Moving forward, Mislinda hopes to further expand her customer base to reach additional regions of the country.



Developing the Cooperative Sector

Under the Bank's mandate to drive economic development, Bank Rakyat is charged with contributing to the advancement of the cooperative sector. In line with this responsibility, we enable cooperatives to create new products and enhance existing products through the provision of grant funding under our Cooperative Education Trust Fund and Cooperative Development Provident Fund. In 2019, RM52.55 million, or 3% of profit before tax and zakat, was disbursed to cooperatives through these funds.

Access to Financing for Individuals and Households

Ensuring that affordable financial facilities are available to customers of all different backgrounds and economic status is central to our mandate as a DFI. We provide critical financing to support individuals’ housing and household needs through a number of financial services.

Supporting Homebuyers

In line with national efforts to promote home ownership, Bank Rakyat is committed to making housing affordable and accessible for all individuals. We offer a number of financing schemes and services to promote affordable housing in Malaysia for low- and middle-income groups.

Home Financing for Low-Income Groups	Collaboration with Skim Jaminan Kredit Perumahan	End-Financing for Affordable Developments
Provides financing of up to RM250,000 for eligible low-income home buyers.	Provides financing of up to RM300,000 for B40 and variable income individuals who are unable to provide proof of income.	Provides bridging facilities and end-financing for eligible affordable housing developments for low-to-middle income home buyers under Government schemes.
RM6.48 million of financing approved for 80 accounts in 2019.	RM24.85 million of financing for 165 accounts in 2019.	16 applications by developers for end-financing approved in 2019.

Household Financing

Ar-Rahnu Financing

A Shariah-compliant short-term financing product, Ar-Rahnu is based on the practice of pawnbroking, allowing customers to pledge gold as collateral. Ar-Rahnu provides immediate funds to those in need of short-term or micro financing, helping to ease customers’ access to finance.

In July 2019, Bank Rakyat reintroduced financing margins of up to 80% the value of pledged assets, an increase from 70%, providing enhanced value to those using this financing product.



* As of December 31, 2019

Access Points

Financial inclusion also means ensuring access to financial services in remote locations or rural areas. We provide facilities to conduct cash deposit, cash withdrawal, utilities payment and payment of financing transactions through a number of initiatives.

Rakyat C.A.R.E.

Raykat C.A.R.E. allows the Bank to expand its network of coverage by allowing non-banking retail channels to offer basic banking functions for customers. Under Rakyat C.A.R.E., Bank Rakyat customers are able to visit appointed Rakyat C.A.R.E. agents to conduct basic banking functions, such as cash deposits, transfers and withdrawals or utility and financing payments using the Rakyat C.A.R.E. agent’s Point of Sale terminal machine. Participating Rakyat C.A.R.E. agents earn income for the transactions they conduct on behalf of the Bank while the Bank is able to reduce the cost of providing service.

Rakyat C.A.R.E.’s agent banks comprised 312 agents as of 2019, with a transaction volume of RM7.71 million recorded by these agents during the year.

Bank Bergerak

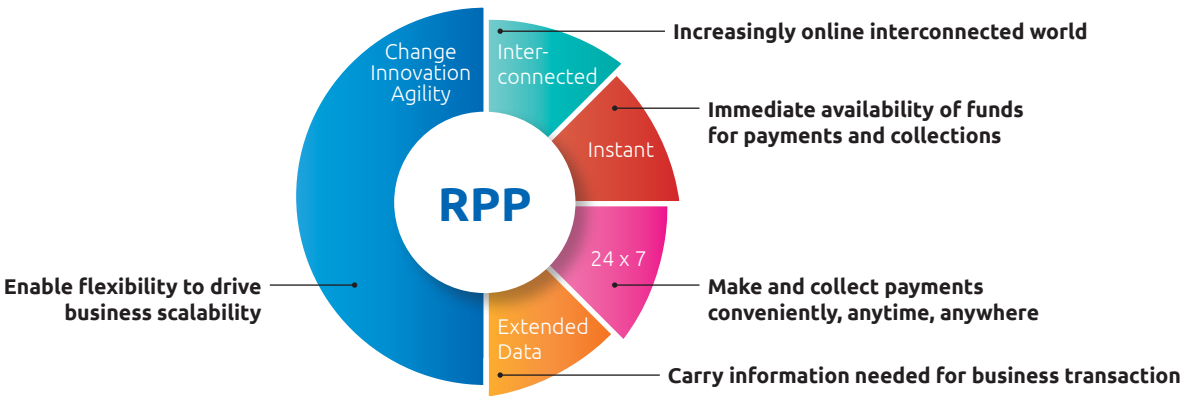
Our Bank Bergerak, or Bank on Wheels extends access to financial services to customers through a fleet of modified vehicles, which allow the Bank to bring financial services to customers. Bank Bergerak announces its visiting schedule to communities in advance to allow customers to plan their engagement with the Bank to use or learn of our services.

Our Bank Bergerak fleet comprised 3 vans and 1 bus as of 2019, with a transaction volume of RM22.60 million recorded over the year.

Digitalisation and Innovation



As the lifestyles of customers and communities grow increasingly digital, it is essential that the Bank’s services are adapted to suit these needs. The digitalisation of our services and processes not only allows us to provide higher quality and more convenient services, but also creates new opportunities for business advancement. We are therefore continuously seeking to deliver a more optimal digital experience and to strengthen our digital infrastructure.

Our digitalisation efforts are in line with the government’s strategic plan to modernise Malaysia’s retail payments, as set out in the Real-time Retail Payment Platform (RPP) initiative. By working closely with industry stakeholders and regulators, Bank Rakyat is helping to advance the digital payments infrastructure for Malaysia through the RPP.



Moving Forward with COBRA

In 2020, we will be strengthening our digital infrastructure with the introduction of a new company-wide Core Banking System (COBRA). Forming a unified core banking system comprised of the latest digital technology, COBRA will increase the Bank's flexibility and scalability to drive our business growth while also enhancing the customer experience. COBRA is expected to be operational in October 2020.



CBS - Core Banking System
GL - General Ledger
CASA - Current Account Savings Account

Digital Highlights

i-Rakyat	<p>i-Rakyat, Bank Rakyat's internet banking platform, provides virtual banking solutions for retail customers via multiple devices, such as desktop computers, tablets, and mobile phones.</p> <p>In an effort to strengthen the security of our iRakyat online banking platform, during the year we enhanced the required parameters for customers' iRakyat passwords to include digits and special symbols along with upper and lower-case characters. We have also introduced CAPTCHA tests and other relevant security features to protect iRakyat transactions from cyber attacks, including brute force attacks.</p>
i-bizRAKYAT	<p>Bank Rakyat's internet banking platform for non-individuals and corporate customers, i-bizRAKYAT was updated in 2019 to offer enhanced cash management functionality for customers.</p>

Data Security

As the number and nature of digital threats evolves, we place particular emphasis on strengthening and improving our IT infrastructure system, security and governance to protect the Bank and our customers from cyber risks.

Information Security Office

In 2019, Bank Rakyat established an Information Security Office to manage this emerging risk sector and provide oversight of IT and cybersecurity operations. The Information Security Office will be responsible for implementing the Technology Risk Management Framework and Cyber Resilience Framework, advising on critical technology projects as well as providing the Board and senior management with an independent view on information security, technology and digital services.

A central component of our strategy to protect ourselves against cyber risks is maintaining a capable and well-informed workforce that is able to safeguard the privacy and security of our customers' and members' data. Employee training on cyber risks and data security is provided through an e-learning module for all employees, while IT security and cyber awareness sessions are conducted for all branch Assistant Managers. Employees are also regularly refreshed on cyber security-related matters through bank-wide e-circulars and informational displays. Our IT Structured Training Framework also encourages our employees to focus on certification-based training for IT and cybersecurity skills.

Additional measures to enhance our digital security in 2019 included strengthening the security of our i-Rakyat online banking platform through more stringent password requirements and introducing other relevant security features to safeguard i-Rakyat transactions. We also invested RM166 million for the implementation of new IT systems, additional infrastructure, maintenance activities, and other enhancements to ensure the soundness of our physical, administrative and technical controls.

We have also made efforts to enhance customers' awareness on cybersecurity risks by providing security tips, announcements, and alerts through our digital platforms.

In recognition of the rapidly evolving nature of cyber attacks and the significance of the threat they present, we will continue to develop our resilience to digital risks.



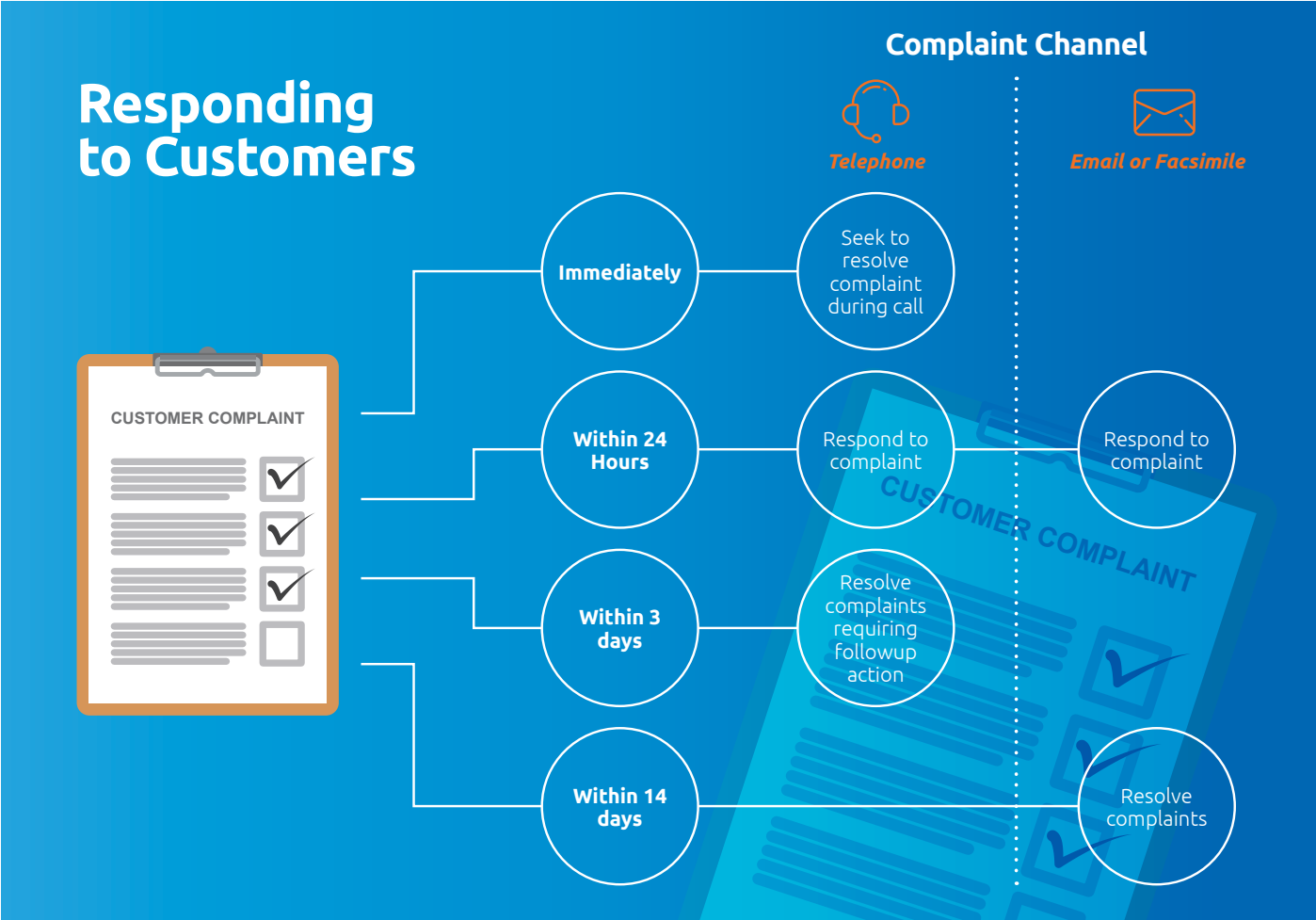
Customer Experience

Providing prompt, courteous and effective services for our customers is one of the Bank’s core business pillars. Delivering the highest quality of service in a manner that is transparent and compliant with Shariah principles is essential to our aspiration to be the Bank of Choice for our members and customers.

Participation in Banking Industry Initiatives

In 2019, Bank Rakyat took part in the Malaysian Banking Industry Customer Satisfaction Survey, a joint initiative by the Association of Banks in Malaysia (ABM) and Association of Islamic Banking and Financial Institutions of Malaysia (AIBM) with full support from Bank Negara Malaysia to evaluate customer service standards in the Malaysian banking industry. As one of 20 participating banks, Bank Rakyat was measured on Net Promoter Score (NPS) and overall Customer Satisfaction, ranking 9th and 13th respectively. The Bank obtained a higher NPS than the industry average and recorded a Customer Satisfaction score that was above the minimum service standard.

Complaints from our customers are managed using the Bank’s Customer Management System (CMS), a centralised platform for resolving complaints from various channels, including branches, tele-rakyat, complaint management unit and social media. According to our Customer Service Charter, we endeavour to respond to and resolve all complaints in an effective and efficient manner, with different targets set for minimum response and resolution times, such as acknowledging customer complaints within 24 hours of a working day and addressing these complaints no later than 14 days after receiving said complaint. In 2019, 94% of all customer complaints were resolved within 14 days.



Evaluating the Customer Experience

The Bank regularly carries out mystery shopper exercises to evaluate the customer experience and employee adherence to standard operating procedures in our branches and identify areas for improvement. Performance at all of our 147 branches is tracked on a yearly basis to ensure exceptional customer experience and is used to inform Branch Service Ratings. In 2019, the overall score for all branches was 84%, meeting the minimum service standard of 80%.

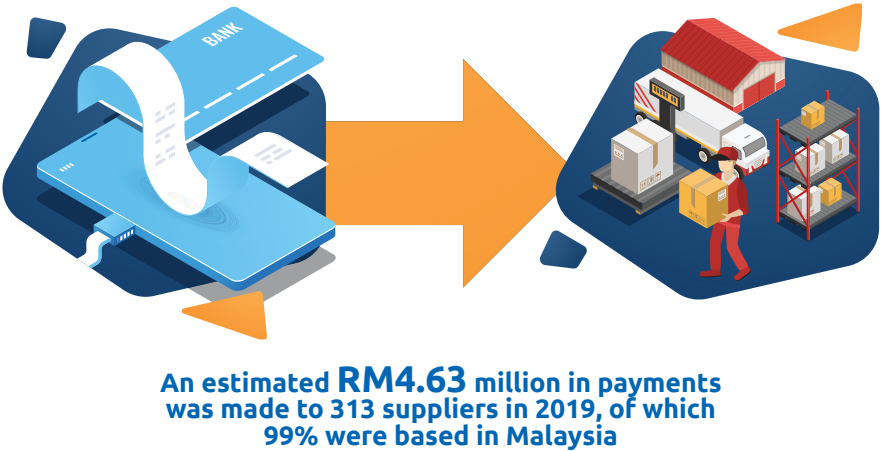
To drive better customer experiences, we provide regular training to our employees of all levels. By continuously improving our products and services, the Bank is committed to delivering quality customer experiences and improving the lives of those we serve.

Responsible Procurement Practices

Through the goods and services we procure, we impact the economy, environment and society. It is therefore vital that our procurement practices are ethical and responsible and designed to deliver the greatest local benefit. Through our internal processes, policies and procedures, we ensure that our procurement practices are fair and sustainable and that appropriate criteria are applied to the selection of vendors and suppliers.

All prospective business partners are evaluated based on the quality of goods and services provided, background and experience, competitiveness of price and efforts towards resource or energy efficiency. Moving forward, the Bank is taking steps to incorporate sustainability risk assessments as part of our evaluation process for business partners, including vendors.

We purchase professional and corporate goods and services from a range of consultants, service providers and vendors, endeavouring to support local suppliers to the greatest extent possible. In 2019, 313 suppliers, of which 99% were based in Malaysia, were engaged, with total payments of RM4.63 million made to suppliers.



STEWARDSHIP OF THE ENVIRONMENT



Stewardship of the Environment



Being responsible towards our stakeholders means taking ownership of the impact we have on the environment on which they, and we, depend. As part of our commitment to sustainable business practices, Bank Rakyat is focused on monitoring the impact of our business activities on the environment in order to develop a meaningful strategy for managing our environmental footprint.

Environmental Management

Bank Rakyat is working to enhance the monitoring and management of our environmental footprint and currently tracks the electricity consumption of the Bank Rakyat Twin Towers on an annual basis. Ultimately, our goal is to increase the monitoring of environmental indicators, so as to improve our understanding of the Bank's operational impact.

To raise environmental awareness within the bank, we introduced the Bank Rakyat 3R Campaign in 2019, which promoted practices that Reduced, Reused and Recycled waste. Delivered in collaboration with local NGOs, the campaign featured the implementation of green initiatives, including "No Plastic" awareness days, the installation of recycling bins at the Bank Rakyat Twin Towers as well as efforts to reduce water and electricity consumption and promote workforce carpooling. Phase 1 of the Bank Rakyat 3R Campaign was completed in 2019, with subsequent phases to be carried out in 2020.

During the Plastic2Art Competition hosted by Bank Rakyat in 2019, the Bank's employees were invited to collect plastic bottles within the Bank Rakyat Twin Towers for the creation of an art piece. Throughout the campaign, employees also participated in a workshop to learn about recycling and were encouraged to support the Bank's environmental conservation campaign and other volunteer efforts.

Bank Rakyat's commitment to the environment extends beyond our direct impact to include positively impacting local ecosystems. As part of our 3R Campaign, Bank Rakyat employees took part in mangrove tree planting events at two different locations across Malaysia in 2019. These initiatives not only restored critical ecosystems, but also inculcated environmental awareness in our workforce.

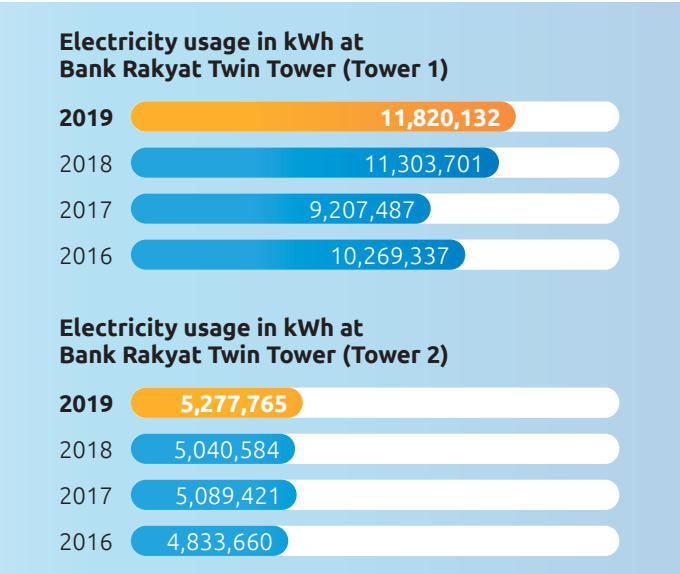
In addition to mangrove tree planting, in 2019 the Bank continued to support efforts to protect local turtle populations through conservation and education initiatives delivered under YBR's Turtle Sanctuary Conservation Programme.

For more information on the Turtle Sanctuary Conservation Programme, please refer to the Community Investment and Development chapter on page 58 of this report.

Stewardship of the Environment

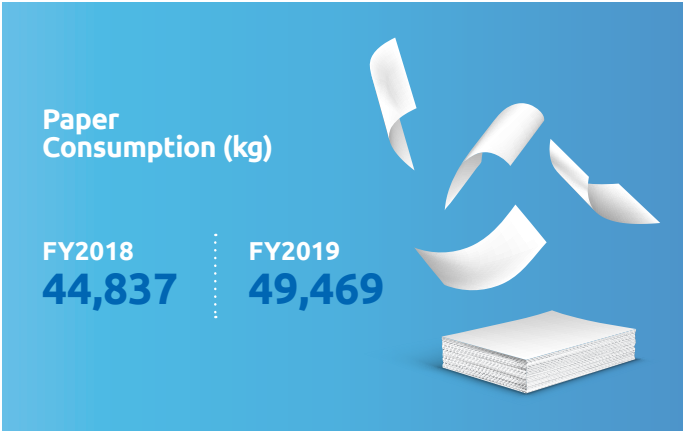
Energy Consumption

Bank Rakyat currently monitors overall energy consumption at our corporate office, the Bank Rakyat Twin Towers, which have been designed to maximise energy efficiency. In 2019, we continued to track this key metric, recording a total energy consumption of 17,097,897 kWh. As our consumption in recent years has fluctuated due to a number of factors, including increasing occupancy rates, meter replacements and equipment testing, we will continue to monitor this indicator in order to establish a sound baseline from which to form future energy management initiatives.



Material Consumption

In managing the materials we consume, the Bank primarily seeks to reduce the amount of paper used in our operations as this represents our most significant consumption of resources. As we move towards increasingly digital operations, we aim to achieve a reduction in our paper consumption and a corresponding increase in cost efficiency. Our paperless business practices include the use of a bank-wide e-documents system and efforts to encourage employees to reduce their paper consumption by printing and photocopying only when necessary and reusing scrap paper when possible.



FAIR AND EQUITABLE SOCIETAL DEVELOPMENT



Fair and Equitable Societal Development

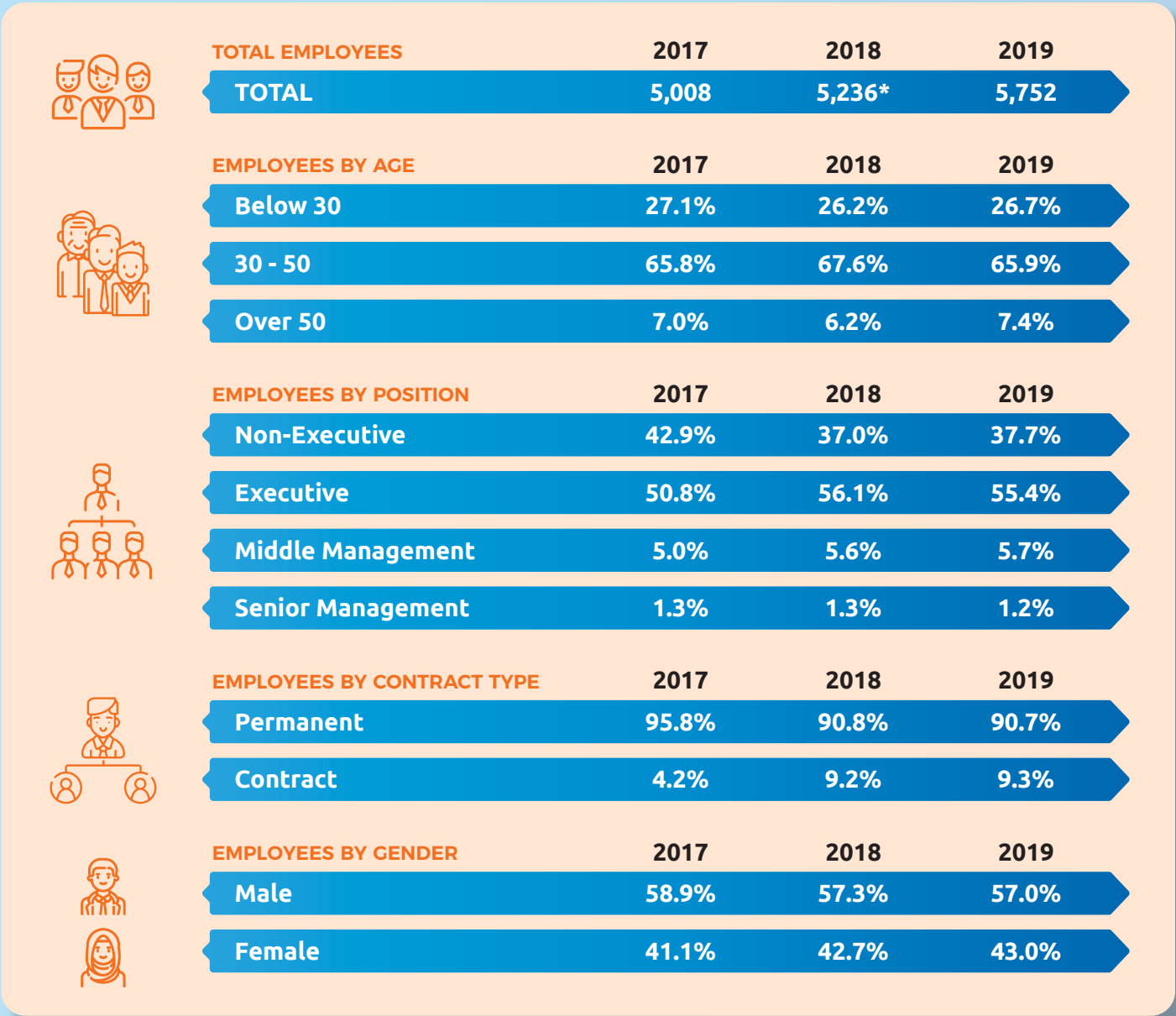
In line with the Bank’s mandate as a DFI, Bank Rakyat is committed to supporting the advancement of the social and economic wellbeing of the individuals whose lives we impact. This includes not only the 5,752 employees who make up the Bank’s talented and diverse workforce, but also the members of the communities in which the Bank operates, particularly those who are most disadvantaged.

Caring for Our People

Creating an environment where a talented and diverse workforce can thrive is essential to the wellbeing of our employees and our business. At Bank Rakyat, we strive to maintain a workplace that is attractive, safe and engaging in order to support the individuals that we employ.

Employment Practices

Our workplace practices are underpinned by a commitment to upholding the fundamental rights of our employees. Guided by a robust set of workplace practices and policies, we create a safe and respectful workplace that offers equal opportunities for all employees regardless of race, gender or religion. The Bank’s COBCE is an integral part of these practices, helping to instil a shared notion of the workplace standards that employees are expected to uphold.



* Previously reported figure has been updated to incorporate Islamic Banker Programme participants.

Fair and Equitable Societal Development

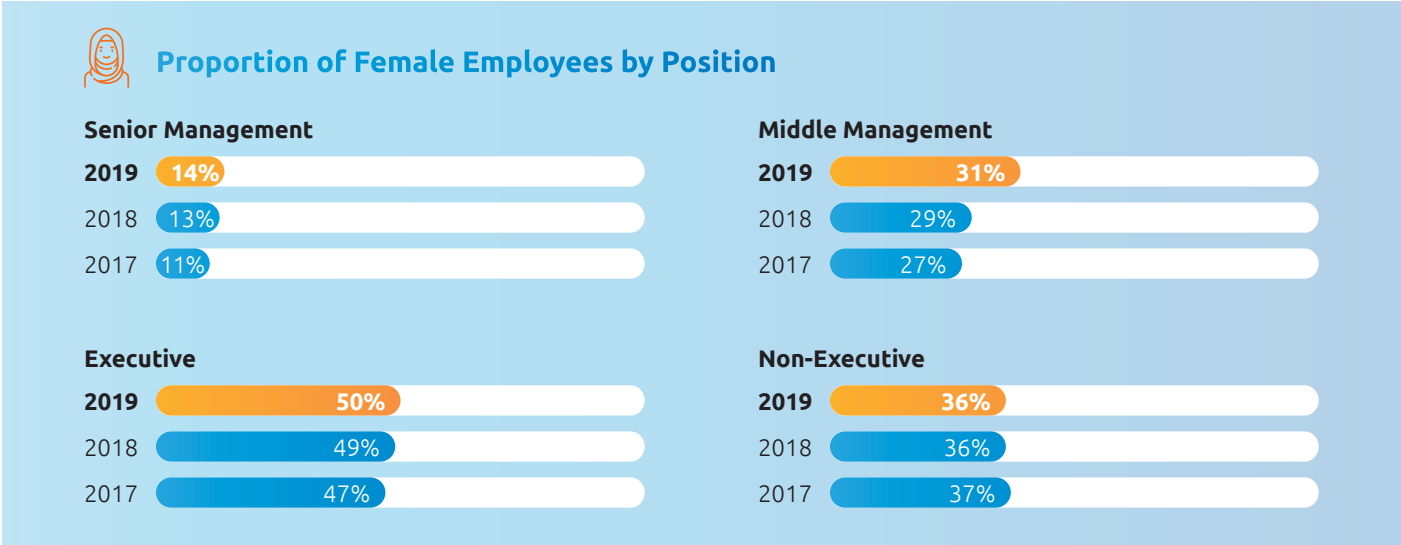
Freedom of Association

At Bank Rakyat, we uphold our employees’ right to collective bargaining and freedom of association. The Bank currently recognises collective agreements with Kesatuan Pegawai-Pegawai Bank Kerjasama Rakyat Malaysia Berhad (PEBARA) and Kesatuan Sekerja Kakitangan Bank Kerjasama Rakyat Malaysia Berhad (KSKBR), which covered 51.8% or 2,980 of our employee as of 2019.

Diversity and Inclusion

At Bank Rakyat, we believe that individuals of all backgrounds bring value to our organisation and are committed to supporting a diverse workforce. We provide equal opportunity to all employees, with workforce decisions made based on merit.

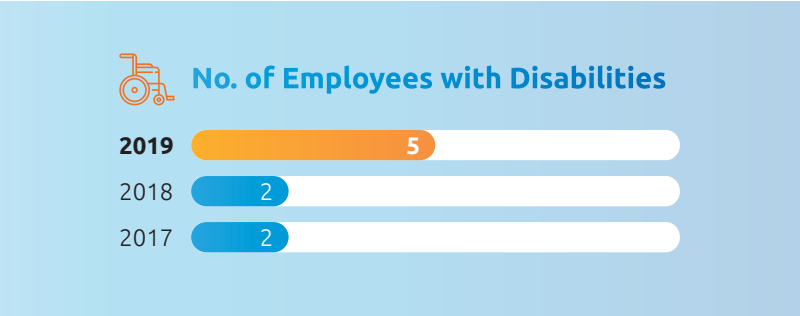
In line with the Bank’s commitment to diversity, we continue to work towards enhanced representation of women in leadership positions, demonstrating an increase in the percentage of women in leadership roles in recent years. In 2019, 25% of our Board of Directors’ members were women. Although this fell short of the national target to have 30% women representation in the Board of Directors for large companies, we are committed to continued support for diversity and inclusion under due consideration of merit.



The Bank further supports women and employees with children through several initiatives to help these employees balance their professional and family lives. These include a Child Care Centre at our headquarters, a monthly childcare allowance of up to RM90 for employees at a non-Executive level with children and a four-day paternity leave.

The Bank’s fair and equal opportunity employment practices include a commitment to hiring people with disabilities as well as supporting employees who may develop disabilities. We strive to create a workplace in which these individuals can thrive by adapting working spaces to their specific needs, such as by relocating working spaces to be closer to certain amenities and ensuring the spaces’ accessibility. In 2019, we hired three new employees with disabilities.

Total number of employees	Male	Female
Entitled to parental leave	2,618	1,720
Took parental leave	1,803	863
Returned to work after parental leave ended for 2019	1,803	863



Employee Engagement

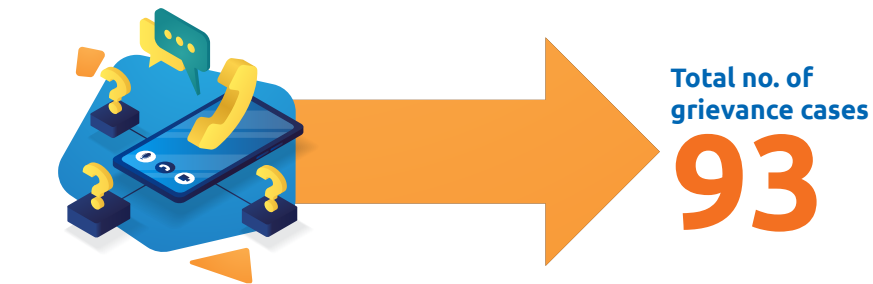
Regular employee engagement is essential to develop meaningful relationships with employees and create a workplace where individuals feel valued and recognised. We strive to create adequate platforms for employee-employer dialogue and provide appropriate channels for our workforce to raise any concerns. The bank also conducts regular check-in with our employees. For example, pulse surveys were sent out during the COVID-19 crisis to understand the difficulties faced by our employees in these trying times. Our next Employee Engagement Survey is scheduled for 2020.

Engagement Survey Results

Year	Responses	Invited Participants	Response Rate
2019	To be executed in 2020		
2017	4,850	4,991	97%
2015	4,420	4,817	92%

Year	Highly Engaged (HE)	Moderately Engaged (ME)	Passive	Actively Disengaged
2019	To be executed in 2020			
2017	15%	52%	25%	8%
2015	17%	56%	21%	6%

In addition to our regularly scheduled employee engagement activities, we maintain open channels to ensure that employees are able to initiate dialogue with the Bank at any time. Employees who have official complaints are encouraged to raise these via our MyHR Portal.



Talent Attraction and Retention

Bank Rakyat endeavours to create an environment in which each and every member of our workforce has access to opportunities for professional growth and development. To do so, we are continuously investing in employee learning and enhancing our internal human capital management strategy and structures.

Employee Training Programme Participation and Turnover

Category	Participant	Participant Turnover
Gender	Female	59
	Male	28
Age group	Below 30	87
	30 - 50	0
	Over 50	0

Attracting Talent

In addition to conventional hiring practices, since 2018 the bank has championed The Islamic Banker (TIB) management trainee programme, to attract talented young professionals. A two-year development programme designed to fast-track high-potential individuals into management positions, TIB aims to equip trainees with comprehensive competencies to kick start their employment journey with the Bank.

Training provided to TIB trainees includes a series of management and soft skill development programmes in addition to an accelerated Certified Professional Islamic Finance (CPIF) certification programme by the Chartered Institute of Islamic Finance Professionals (CIIF). Trainees are also required to participate in one community programme anchored in the SDGs.

As of September 2020, a total of 51 TIB participants of the Batch 1 and 2 have been offered permanent placements in the Bank. To date, 23 of TIB trainees have successfully completed the certification programme and attained the Chartered Members as Certified Islamic Finance Professionals. This achievement has marked another milestone in fulfilling Bank Negara Malaysia's mandate to professionalise human capital.

Bank Rakyat PROTÉGÉ

As a participating institution in the Malaysian government's PROTÉGÉ entrepreneurial training programme for youth, Bank Rakyat provides opportunities for young graduates to gain experience in the financial services industry. Throughout the year-long programme, graduates are exposed to the industry through on job training and job placements. The programme also serves as a conduit for talent for the Bank.

BR Protégé Programme Indicators

Year	2019
Participants	51
Amount allocated (RM) for training	2.40 million

Training and Development

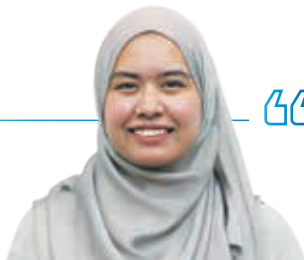
Training and development initiatives at Bank Rakyat are conducted by our Training Academy. These initiatives are guided by a comprehensive Development Framework which guides general Bank-wide training programmes as well as targeted programmes for employees in key roles. Under the framework, the Bank aims to equip employees with technical expertise and professional certifications as well as soft skills and managerial competencies. Employees at the manager level and higher also receive targeted leadership training programmes to enhance leadership capabilities within the Bank.

Guided by the Development Framework, the Bank defines development pathways based on employee level. These development pathways comprise of functional soft skills and certification requirements that not only equip employees with competency in their current role, but also prepare employees for more advanced positions. Within our development practices, the Bank applies a multi-channel model for training, under which we strive to deliver 70% of learning experientially, 20% of learning through coaching and support, and 10% of learning through formal training. In 2019, 780 such programmes were conducted.

Our training also includes scholarships, sponsorships for professional certification and membership subscription for professional bodies. We supported 62 scholars in 2019, who pursued professional certifications such as Certified Credit Executive, Certification For Bank Auditors and Retail Credit Professional, among others. As of 2019, a total of 229 graduates with various professional certifications remain part of the Bank's operations. In 2019, we invested RM14.29 million in various training programmes, an increase compared to previous years. Our employee training hours showed a reduction as we refocused our training programmes on key competencies.

Total amount invested in training (RM)		2017	2018	2019
		14.0 million	14.0 million	14.3 million

Average training hours		2017	2018	2019
Per employee by gender	Female	63.3	59.4	45.2
	Male	63.9	44.7	34.9
Per employee by position	Senior management	149.3	117.8	55.5
	Middle management	107.8	82.4	56.5
	Executive	68.1	70.6	57.5
	Non-executive	44.8	34.1	33.9



Siti Sarah binti Juhari

Islamic Banker trainee, now with the IT Programme Management & Business Relationship Department

Joining The Islamic Banker programme has been one of the best decisions of my career. I was able to learn so much about the banking industry through the structured and comprehensive courses provided by CIIF and my role while attached to the department. The opportunity has given me extensive exposure to the management, operations and governance of the Bank and has helped me to develop my own skills and potential.



Adiba Amanina binti Mohd Azman

Islamic Banker trainee, now with the Group Financial and Subsidiary Operations Reporting Department

My two-year journey with the Islamic Banker programme was a truly fulfilling experience. Throughout the programme, I worked with and learned from talented and determined individuals from across different sectors. I also took on the challenge of balancing work and studies. I am grateful for the support that Bank Rakyat has provided me and look forward to doing my best for the company.



Life Long Learning

As technological innovation and globalisation drive rapid changes in business environments, continuous learning and development is more important than ever for employees to remain competitive and relevant. In recognition of this imperative, YBR has established the Life Long Learning programme to empower Bank Rakyat employees and members to acquire new skills and knowledge in order to contribute towards the development of the nation.

Delivered in collaboration with Universiti Utara Malaysia Professional and Continuing Education Centre, the Life Long Learning programme features monthly tertiary education classes at Bank Rakyat's Twin Towers.

Talent Management

The Bank's organised approach to employee career development is set out in our Talent Management process flow, which outlines the cycle of career advancement at Bank Rakyat.



The Talent Management Process flow begins with a Career Conversation, a discussion between employees and their managers to identify the employee's areas of interest for career development and establish a development plan. Through Career Conversations, employees are provided with an avenue to develop new capabilities and knowledge and to explore long-term career growth opportunities. Following Career Conversations, employees progress through the stages of Talent Potential Assessment, Classification of Talent, Identification of Critical Key Positions and Succession Plan.

Since the implementation of Career Conversations, all executive level employees have taken part in the Talent Management Process Flow and established individual development plans. The Process Flow has also been used to identify high potential employees who will be matched to critical key positions within the Bank for the development of a robust succession pipeline.



Performance Review

Our employees’ professional development and career advancement is supported through annual performance review sessions, which provide opportunities for employees to understand their strengths and weaknesses through discussion with their managers. Employees are further guided by our Career at Bank Rakyat handbook, which outlines the roles and responsibilities of employees and managers, including how the Bank supports the personal growth of employees.

	2017	2018	2019
Percentage (%) of employees who received a performance review	100%	100%	100%





Nordalena Shariz Binti Mohamed Nasir
Assistant Manager, Rewards Strategy

Effective performance reviews are crucial as it is the first step in setting the tone for the organisation. It provides employees with a clear understanding of the Bank's direction while allowing them to understand what deliverables are expected.

This process improves my morale as well as allows me to identify my strengths along with my areas of improvement. This information, collected through two-way communication between me and superiors has helped me to continuously develop my competency and capability, close gaps and develop desired skillsets.

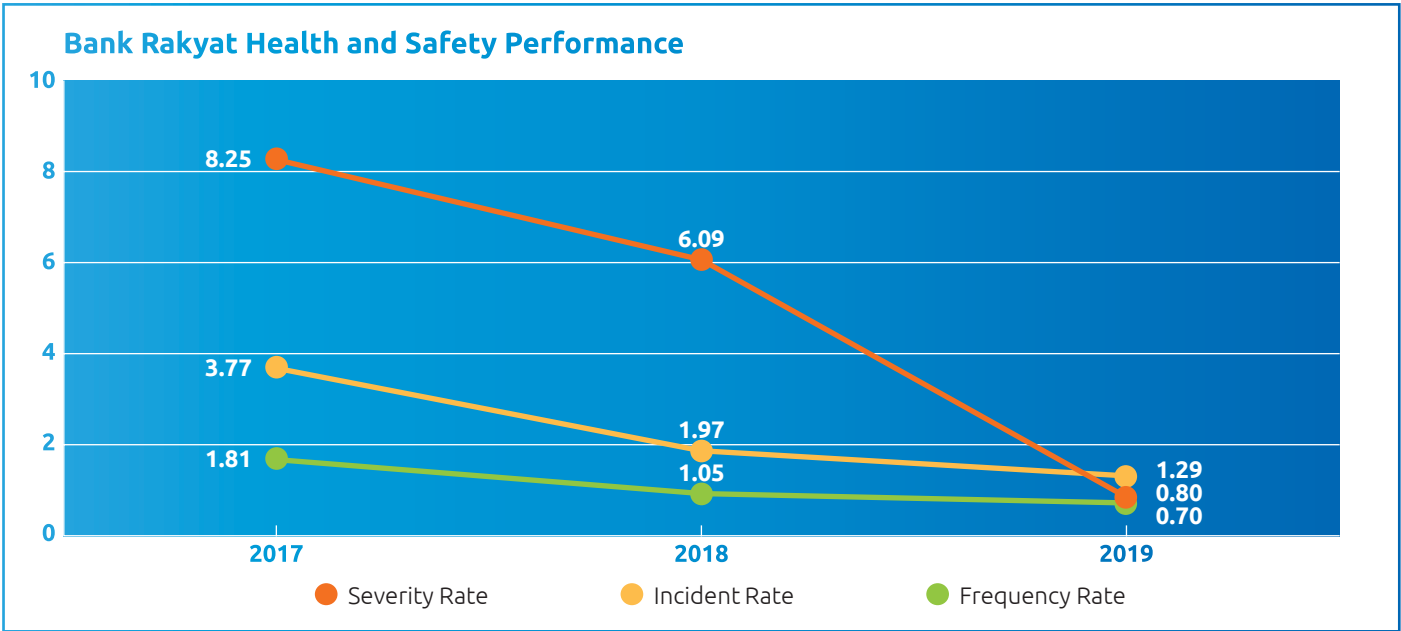
Health and Safety

Providing a working environment where our employees are free from harm is central to our commitment to care for our people. The Bank Rakyat Occupational Safety & Health (OSH) Policy & Manual sets out the practices, policies and standards of behaviour that are to be maintained in the Bank's offices and branches in order to protect our workforce from incidents. The policy is communicated to all employees via the Bank Rakyat intranet and is displayed in the Bank Rakyat Twin Towers and at each of our branches. Oversight of our OSH practices is provided by the OSH Main Committee, which is supported by a Safety Unit responsible for monitoring the implementation of the OSH Policy & Manual.

We evaluate the effectiveness of our OSH management by tracking key metrics for employee safety and health. In 2019, we recorded a total of 8 lost days and 10 recordable injuries.

Performance Indicators	2017	2018	2019
No. of recordable injuries	20	10	10
No. of lost days	91	58	8
Incident rate	3.77	1.97	1.29
Frequency rate	1.81	1.05	0.70
Severity rate	8.25	6.09	0.80
No. of fatalities	0	0	0

Bank Rakyat was the first bank in Malaysia to obtain the OHSAS 18001:2007 Occupational Health and Safety Management System certification as well as the MS 1722:2011 Malaysian Standard on Occupational Health and Safety Management System.



In 2019, we organise regular OSH training programmes to equip our employees with the knowledge and skills required to keep themselves safe in the workplace.

In addition to minimising the risk of workplace injury, we support the health and wellbeing of our workforce by encouraging employees to practice a healthy lifestyle. Through initiatives such as the Bank's Floor-To-Floor Health Talk and the Corporate Wellness Programme, employees are informed about the importance of making healthy choices and how best to adopt a healthy lifestyle.

Health and Safety Programmes	
Chemical Exposure Monitoring for Ar-Rahnu Unit	✓
Commuting Safety Support Programme	✓
Basic Occupational First Aid & CPR Training	✓
Fire & Rescue Team Training	✓
Floor-to-Floor Health Talk	✓
Defensive Riding Training	✓

Community Investment and Development

Investing in the social and economic well-being of local communities has always been central to the Bank’s commitment to serve as a responsible corporate citizen. We are committed to carrying out community engagements in a manner that is socially responsible, sustainable and meaningful, with a focus on programmes involving education, children with special needs, Islamic-related programmes and programmes organised by our stakeholders. We do not support any activity, project or event that is related to a political group or party, or that is against Bank Rakyat’s Corporate Values.

Highlights

Year	2015	2016	2017	2018	2019
Programmes	267	537	742	1,069	1,058
People Impacted	23,142	98,080	69,180	146,060	233,312
Amount disbursed (RM)	5,897,972.00	7,243,049.30	6,881,443.03	8,186,536.78	8,639,258.17

Zakat

In line with Islamic principles, Bank Rakyat allocates a proportion of our business profit to zakat payments to aid the poor and needy. We provide our zakat payment directly to the State Zakat Centre for the responsible and equitable distributions of funds.

	2015	2016	2017	2018	2019
Distribution to State Zakat Centre (RM million)	23.24	22.91	25.42	14.66	15.86
Asnaf Zakat Distribution (RM million)	13.94	13.75	15.25	8.79	9.52



Bank Rakyat’s Community Outreach Programmes



Nuri Nutrisi

Launched in 2019, Nuri Nutrisi is the Bank’s flagship community investment programme which aims to promote social well-being through programmes related to food and nutrition. Established in line with Bank Rakyat’s accreditation under Malaysia’s SDGs United Nations Country Team programmes and initiatives, Nuri Nutrisi programmes span issues such as food security, nutrition, social inclusion and economic development, reflecting the interconnected nature of the SDGs and the problems they seek to address. Through Nuri Nutrisi, Bank Rakyat endeavours to support more sustainable lifestyles for local communities across Malaysia, including non-citizens who reside in these communities.

In 2019 the Bank invested RM478,472 on Nuri Nutrisi programmes at 45 schools nationwide, benefiting over 6,700 students.

Kebun Nuri Nutrisi

Kebun Nuri Nutrisi provides financial assistance to schools and universities to fund the development of community gardens. Through the programme, participating organisations are able to purchase agricultural equipment, soil, fertilisers, seeds and packaging which can be used to grow crops to sustain Nuri Nutrisi initiatives for underprivileged students in the community. Surplus produce from Kebun Nuri Nutrisi can also be sold to raise money to fund initiatives for underprivileged students. In 2019, we introduced Kebun Nuri Nutrisi at five schools.



Nuri Nutrisi in 2019

45 schools nationwide

6,700 students

Contribution over RM478,472

Kad Nuri Nutrisi

Designed to enhance food security and improve access to nutritious food for underprivileged students, Kad Nuri Nutrisi provides funding for disadvantaged students to receive a free meal at school canteens each day. The programme focuses on underserved areas, including Pulau Aman, Penang; Pulau Tuba, Langkawi; Pulau Mabul, Sabah and Pulau Bum Bum, Sabah.

Fundraising, Education and Other Initiatives

In addition to Kebun Nuri Nutrisi and Kad Nuri Nutrisi, the Bank carries out a number of initiatives across the Nuri Nutrisi programme platform. This includes initiating fundraising programmes in local communities to assist the underprivileged, hosting health and nutrition education programmes such as health screenings, athletic events, cooking demonstrations and one-off donations of food and nutrition equipment to those in need.

Year	2019
Underprivileged students benefited	>2,000
Student benefited	6,785
Schools	45
Amount Disbursed (RM)	478,472



Yayasan Bank Rakyat's Community Outreach Programmes

Established in 2007, Yayasan Bank Rakyat (YBR) was formed to oversee educational funding and charitable contributions to the local community on behalf of the Bank. Through the foundation's community programmes and investments, YBR works to elevate the socio-economic status of Malaysia's most disadvantaged citizens and provide assistance to those in need.

For more information on the impact YBR has on communities across Malaysia, please refer to the Yayasan Bank Rakyat Annual Report 2019.

Contributing to the SDGs

YBR recognises that community impact is most meaningful when it is strategic in nature and delivered in coordination with other local and global efforts. The foundation is therefore committed to aligning its community initiatives with the needs of the SDGs, and has identified 12 SDGs to which it is able to make meaningful contributions.



Education

Pembiayaan Pendidikan Boleh Ubah

YBR's Pembiayaan Pendidikan Boleh Ubah (PPBU) programme channels financial aid to less fortunate students who are seeking to pursue studies at the tertiary level. Through the programme, YBR aims to aid the social and economic development of Malaysians by enabling high-potential disadvantaged students to pursue their undergraduate education at local public or private higher learning institutions and training institutes on a full-time basis. Funds are available for students to study a range of academic and practical subjects which the Board of Trustees of YBR believes are best oriented towards the social and economic development needs of the country and the community.

In 2019, 758 students received funding, which totaled RM20.07 million. Since 2008, 4,849 recipients have benefited from RM130.0 million in financial aid to further their studies locally and abroad. Students who participate in the PPBU programme are also offered the opportunity to become employees of Bank Rakyat, with permanent and internship roles made available to students according to current vacancies. Since 2008, 15 graduates have been permanently absorbed into Bank Rakyat.

Year	2019	To date (since 2008)
Students	758	4,849
Graduates	505	2,990
Amount allocated (RM)	20.07 million	130 million

Biasiswa Yayasan Bank Rakyat

In 2019, YBR launched Biasiswa Yayasan Bank Rakyat to provide scholarships to Malaysian students pursuing undergraduate degrees at local institutions. The scholarships are available to SPM school-leavers, diploma and undergraduate students, providing an opportunity for these individuals to further their studies and realise their potential. YBR allocated RM2.25 million worth of scholarships to 15 students in 2019.

Year	2019
Students	15
Amount allocated (RM)	2.25 million

Program Pembangunan Pelajar

Introduced in 2014 as an induction programme for PPBU scholars, Program Pembangunan Pelajar is a compulsory development programme for scholarship and financial aid recipients designed to broaden the scope of these individuals' education by covering themes such as community well-being and the environment. This year, 1,029 scholars participated in the programme, which also covered humanitarian leadership development through volunteerism activities delivered in collaboration with MERCY Malaysia. The total investment into the programme in 2019 was RM525,861, covering two programme sessions.

Didik Rakyat

Since 2003, YBR has collaborated with NSTP to deliver the Didik Rakyat Seminar for students participating in year-end examinations. Through seminars held across the country, Didik Rakyat provides students with instruction in learning techniques, as well as study tips and methods to help support their revisions. In 2019, 51 seminars were held in collaboration with Berita Harian, supporting 11,202 UPSR, PT3 and SPM candidates.

Year	2019	To date (since 2014)
Students	11,202	64,133
Seminars	51	284
Amount allocated (RM)	901,882	5.88 million

Icon Live Up the Dreams Programme

The Icon Live Up the Dreams Programme is a motivational speaking series which aims to inspire and elevate the ambitions of Malaysian youth. The programme features renowned speakers who share valuable insight and inspiring life stories, serving as icons for students across the country. In 2019, Icon Live Up the Dreams reached 9,684 students in 30 schools.

Year	2019	To-date (since 2014)
Students	9,684	32,741
Amount disbursed (RM)	207,194	1.14 million

Tuition Rakyat

Since 2015, the Tuition Rakyat programme has sought to close the education gap between rural and urban students through targeted tuition classes for disadvantaged youth. Covering subjects such as Bahasa Malaysia, English, History, Math and Science, the tuition programmes are conducted by volunteer teachers from participating schools. Among the schools that have participated in the programme over the past four years, 65% reported an increase in students' mastery of subjects. In 2019, Tuition Rakyat classes were delivered in 199 schools, reaching 9,050 students.

Year	2019	To-date (since 2015)
Students	9,050	67,223
Amount disbursed (RM)	613,690	2.48 million

Nuri Lab

Designed to support the Ministry of Education's focus on Science, Technology, Reading, Engineering, Arts and Mathematics (STREAM), the Nuri Lab is a mobile learning unit which provides creative and interactive learning for students throughout peninsular Malaysia. Nuri Lab smart buses are equipped with cutting edge technologies which would otherwise not be available to students, including advanced robotics, data analytics tools, virtual reality gadgets and more. The Nuri Lab smart bus aims to increase technological literacy among students, enhance classroom learning and prepare students for the digital era.

Over the course of 2019, the Nuri Lab team provided fun and informative learning opportunities to 26,258 students in 91 locations across Peninsular Malaysia.

Year	2019	Since 2017
Students	26,258	56,753
Amount disbursed (RM)	161,390	345,429





Back to School

YBR’s Back to School Programme helps disadvantaged children prepare for the new school year by funding the purchase of basic needs for schooling. In 2019, we distributed RM100 to primary and secondary school students from the B40 group in 136 locations across Malaysia. The programme benefitted a total of 14,664 students, reflecting a contribution of over RM1.4 million.

Year	2019	To-date (since 2018)
Students	14,664	19,271
Amount allocated (RM)	1.41 million	1.87 million

Healthy Living

1 Student 1 Sport National Football Tournament

Recognising the role that sports play in building healthy and cohesive communities, YBR is committed to supporting sports programmes across the country. In line with the 1 Student 1 Sport Policy of the Malaysian Ministry of Education (KPM), YBR hosts an annual 1 Student 1 Sport National Football Tournament in collaboration with KPM. The tournament, which has been endorsed by the National Blue Ocean Strategy under the National Education Blueprint 2013-2025, supports student involvement in sports, while developing national talent.

In 2019, YBR hosted the fifth annual 1 Student 1 Sport football championship for athletes from the district to national level. In total, 35,665 students from 2,956 schools participated in the championship, promoting student participation in sports across the country. Five tournament participants were also invited to join the Johor Darul Takzim Football Club, a reflection of the tournament’s function as a pipeline for football talent development.

Back To School Programme in 2019

136 locations

14,664 students

Contribution over
RM1.4 million

To help Malaysian youth connect with the environment, YBR also uses sports engagement as a platform for environmental engagement. In 2019, YBR hosted an education programme on recycling at the 1 Student 1 Sport Football Championship as well as during the National Sports Day. These programmes, which sought to improve environmental awareness and knowledge of recycling practices, reached 470 participants.

Year	2019	To-date (since 2015)
Students participated	35,665	87,404
Schools	2,956	6,325
Amount disbursed (RM)	1.04 million	3.60 million

Kejohanan Sukan Sekolah Murid Orang Asli

In recognition of the health, development and social benefits associated with sporting activities, YBR organised the Kejohanan Sukan Sekolah Murid Orang Asli (KSSMOA) in 2019. The three-day event, which featured a range of different sports, aimed to encourage school attendance through sporting activities and develop a sports culture within Orang Asli communities. YBR also hosted a recycling education programme at the event, which saw participation from its Community Heroes. The event is targeted at primary school students to help improve health, socioeconomic wellbeing and education levels at this critical age.

Year	2019	To-date (since 2014)
Students participated	532	4,619
Amount disbursed (RM)	258,539.54	1.42 million

Community Development

Community Heroes

YBR’s Community Heroes programme is designed to encourage YBR scholars and members of the public to volunteer their time to support impactful initiatives in local communities. The programme, which is carried out throughout the year, mobilises volunteers to support programmes within local communities involving villagers, school committees and disadvantaged populations. Moving forward, the Bank intends to expand the Community Heroes programme to include participation by our employees in order to drive a culture of caring and promote employee engagement at the Bank.

In 2019, 1,019 Community Heroes participated in 52 programmes, contributing a total of 11,118 volunteer hours to support those in need.

Fair and Equitable Societal Development

Year	2019	To-date (since 2018)
Participants	1,019	2,035
Programmes	52	58
Volunteer Hours	11,118	22,236
Amount Disbursed (RM)	61,149	478,472

Kembara Muda Rakyat

First introduced in 2014, Kembara Muda Rakyat (KMR) is a children’s exploration programme that offers multi-day school trips for students from rural areas. Through themed trips covering culture, education, science and technology, heritage and more, KMR allows students to broaden their views and understanding of the world while providing participants with novel experiences.

In 2019 the sixth KMR programme was held. Under this initiative, 484 students from rural Sarawak visited Bintulu, Sarawak where they visited local sites of interest, participated in a beach cleaning programme and attended a movie screening at a local cinema.

Year	2019	To-date (since 2014)
Participants	484	1,732
Amount disbursed (RM)	161,549.24	954,015.60

Financial Integrity Programme for Mosque

In 2019, YBR collaborated with the Sarawak Islamic Council (MIS) to support the Financial Integrity Programme for Mosques (PINK) in Sarawak. Through PINK, YBR and MIS work to help mosques in Sarawak achieve better financial management through increased transparency and efficiency. Under the collaboration, participating mosques are able to use Bank Rakyat’s digital platform, i-bizRakyat to manage and monitor the receipt and distribution of donations in a fair and systematic manner.

The Bank is targeting a programme participation rate of at least 500 mosques, or 50% of mosques in Sarawak, by 2020.

Entrepreneurship Development Centre

To support job creation for the rural community of Pulau Bum Bum, in 2019 we launched an Entrepreneurship Development Centre for the island and donated equipment for the processing of sea produce. The centre recorded participation by 80 individuals in 2019.

Biodiversity Conservation Efforts

Lestari Rakyat

Through Lestari Rakyat YBR collaborates with governmental agencies, higher education institutions, conservation societies and other related organisations to deliver programmes which support the ecological well-being of marine, riverine and terrestrial ecosystems. Using a holistic approach to conservation, the programme focuses on the sustainable management of Malaysia’s natural resources through synergistic approaches which recognise the overlapping social, cultural and economic dimensions of environmental management.

Year	2019	To-date (since 2014)
Students participated	1,739	19,943
Amount disbursed (RM)	52,784	678,827



Sekolah Lestari Anugerah Alam Sekitar (SLAAS) Programme

A continuation of the Lestari Rakyat programme, the Sekolah Lestari Anugerah Alam Sekitar (SLAAS) programme is delivered in conjunction with the Department of Environment and Ministry of Education to cultivate environmental awareness among students. By applying environmental values to aspects of school management, class curriculum, and co-curriculum activities, SLAAS cultivates environmental education and promotes sustainable living practices.

In 2019, the SLAAS programme reached 69,204 students. With the support of Universiti Kebangsaan Malaysia (UKM)’s Institute for Environment and Development (LESTARI), students were educated on the importance of adequate hygiene in disease prevention. In conjunction with National Environment Day 2019, The SLAAS award was presented at Taman Pudu Ulu, Kuala Lumpur on 19 October 2019 and was officiated by the Honorable Minister of the Federal Territories.

Year	2019	To-date
Students benefited	69,204	85,512
Amount allocated (RM)	122,200	180,580

Marine Awareness

A further expansion of the Lestari Rakyat programme, the Marine Awareness Programme was launched by YBR in 2015 to conserve marine environments and create economic opportunities for coastal communities. The programme, which is delivered in collaboration with local partners, including University Malaysia Terengganu, Kemaman Sands and Turtle Conservation Society, provides marine education awareness programmes for local community members. In 2019, the Marine Awareness programme included four coral reef awareness and restoration programmes, reaching a total of 172 participants.

Year	2019	To-date (since 2015)
Students participated	172	903
Number of programmes	4	22
Amount allocated (RM)	182,963	665,681

Coral Reef Awareness

The Coral Reef Awareness education programme was delivered in partnership with University Malaysia Terengganu and covered the topic of replanting damaged coral reefs. The programme included a coral reef restoration workshop, as well as a discussion on coral recovery efforts and how to improve local community members’ awareness of the issue. A total of 145 participants took part in the programme.

Turtle Sanctuary Conservation Programme

YBR’s Turtle Sanctuary Conservation Programme was established to protect local turtle populations through conservation and education efforts. The programme, which involves cooperation between the Terengganu State Government, Fisheries Department and Rakyat Holding, has seen YBR invest RM20,000 in the rehabilitation and operation of the Geliga Turtle Conservation Centre at Teluk Mak Nik Beach in Terengganu. In 2019, the Conservation Centre received 393 visitors.

GLOBAL REPORTING INITIATIVE (GRI) CONTENT INDEX

GRI Standard	Disclosure	Description	Page Number (s)	References SR2019	Omissions
GRI 101: FOUNDATION 2016					
GRI 102: GENERAL DISCLOSURES					
GRI 102: General Disclosures	Organisational Profile				
	102-1	Name of the organisation	2	About Us - Corporate Profile and Network - The Biggest Islamic Cooperative Bank	
	102-2	Activities, brands, products, and services	2	About Us - Corporate Profile and Network - Our Principal Activities; Our Products	
	102-3	Location of headquarters	4	About Us - Corporate Profile and Network - Corporate Information	
	102-4	Location of operations	8	About Us - Corporate Profile and Network - Our Presence Throughout Malaysia	
	102-5	Ownership and legal form	6	About Us - Group Corporate Structure	
	102-6	Markets served	2; 4; 8	About Us - Corporate Profile and Network - The Biggest Islamic Cooperative Bank; Our Business Pillars; Our Presence Throughout Malaysia	
	102-7	Scale of the organisation	2-3; 5 44	About Us - Corporate Profile and Network - Our Products; Our Strength; Financial Highlights Fair and Equitable Societal Development - Caring for Our People - Employment Practices	
	102-8	Information on employees and other workers	44	Fair and Equitable Societal Development - Caring for Our People - Employment Practices	
	102-9	Supply chain	37	Sustainable Economic Progress - Responsible Procurement Practices	
	102-10	Significant changes to the organisation and its supply chain	6	About Us - Group Corporate Structure	
	102-11	Precautionary Principle or approach	27	Good Governance and Integrity - Risk Management	
	102-12	External Initiatives	19	Our Approach - Alignment with Sustainability Initiatives - United Nations Sustainable Development Goals; Eleventh Malaysia Plan; National Entrepreneurship Policy	
	102-13	Membership of associations	19	Our Approach - Alignment with Sustainability Initiatives - United Nations Sustainable Development Goals	

GRI Standard	Disclosure	Description	Page Number (s)	References SR2019	Omissions
GRI 102: GENERAL DISCLOSURES					
GRI 102: General Disclosures	Strategy				
	102-14	Statement from senior decision-maker	12-13 14-15	About Us - Chairman's Message About Us - CEO's Message	
	102-15	Key impacts, risks, and opportunities	12-13	About Us - CEO's Message About Us - Chairman's Message Annual Report 2019 - Risk Management Committee Report (P110-112)	
	Ethics and Integrity				
	102-16	Values, principles, standards, and norms of behavior	2 22; 24; 26	About Us - Corporate Profile and Network Good Governance and Integrity - Corporate Governance; Sustainability Governance; Ethics, Integrity and Compliance	
	102-17	Mechanisms for advice and concerns about ethics	26 36	Good Governance and Integrity - Ethics, Integrity and Compliance - Integrity Sustainable Economic Progress - Customer Experience	
	Governance				
	102-18	Governance structure	22 24	Good Governance and Integrity - Corporate Governance Good Governance and Integrity - Sustainability Governance	
	102-19	Delegating authority	22 24	Good Governance and Integrity - Corporate Governance Good Governance and Integrity - Sustainability Governance	
	102-20	Executive-level responsibility for economic, environmental, and social topics	22-23 24	Good Governance and Integrity - Corporate Governance Good Governance and Integrity - Sustainability Governance	
	102-21	Consulting stakeholders on economic, environmental, and social topics	17-18	Our Approach - Stakeholder Engagement	
	102-22	Composition of the highest governance body and its committees	22; 23 24	Good Governance and Integrity - Corporate Governance Good Governance and Integrity - Sustainability Governance Annual Report 2019 - Corporate Governance - Board of Directors and Main Committees (P86-102)	
	102-23	Chair of the highest governance body	-	Annual Report 2019 - Corporate Governance - Board of Directors and Main Committees (P86-102)	
	102-24	Nominating and selecting the highest governance body	-	Annual Report 2019 - Corporate Governance - Board of Directors and Main Committees - BOARD NOMINATION AND REMUNERATION COMMITTEE (P97-99)	
	102-25	Conflicts of interest	-	Annual Report 2019 - Corporate Governance - Board of Directors and Main Committees - BOARD OF DIRECTORS (P86-91) Annual Report 2019 - Corporate Governance - Audit and Examination Committee Report (P103-109)	

GRI Standard	Disclosure	Description	Page Number (s)	References SR2019	Omissions
GRI 102: GENERAL DISCLOSURES					
GRI 102: General Disclosures	Governance				
	102-26	Role of highest governance body in setting purpose, values, and strategy	22 24	Good Governance and Integrity - Corporate Governance Good Governance and Integrity - Sustainability Governance Annual Report 2019 - Corporate Governance - Board of Directors and Main Committees (P86-102)	
	102-27	Collective knowledge of highest governance body	-	Annual Report 2019 - Corporate Governance - Board of Directors and Main Committees - BOARD OF DIRECTORS - Training and Continuous Professional Development of Directors (P89)	
	102-28	Evaluating the highest governance body's performance	-	Annual Report 2019 - Corporate Governance - Board of Directors and Main Committees - BOARD OF DIRECTORS - BOARD NOMINATION AND REMUNERATION COMMITTEE (P97-99)	
	102-30	Effectiveness of risk management processes	24	Good Governance and Integrity - Sustainability Governance Annual Report 2019 - Corporate Governance - Board of Directors and Main Committees - BOARD OF DIRECTORS - BOARD RISK COMMITTEE (P93-94)	
	102-31	Review of economic, environmental, and social topics	24	Good Governance and Integrity - Sustainability Governance Annual Report 2019 - Corporate Governance - Board of Directors and Main Committees - BOARD OF DIRECTORS - BOARD RISK COMMITTEE (P93-94)	
	102-32	Highest governance body's role in sustainability reporting	24	Good Governance and Integrity - Sustainability Governance	
	102-33	Communicating critical concerns	26	Good Governance and Integrity - Ethics, Integrity and Compliance - Integrity	
	Stakeholder Engagement				
	102-40	List of stakeholder groups	17-18	Our Approach - Stakeholder Engagement	
	102-41	Collective bargaining agreements	45	Fair and Equitable Societal Development - Caring for Our People - Freedom of Association	
	102-42	Identifying and selecting stakeholders	17-18	Our Approach - Stakeholder Engagement	
	102-43	Approach to stakeholder engagement	17-18	Our Approach - Stakeholder Engagement	
	102-44	Key topics and concerns raised	17-18	Our Approach - Stakeholder Engagement	

GRI Standard	Disclosure	Description	Page Number (s)	References SR2019	Omissions
GRI 102: GENERAL DISCLOSURES					
GRI 102: General Disclosures	Reporting Practice				
	102-45	Entities included in the consolidated financial statements	6	About Us - Group Corporate Structure	
	102-46	Defining report content and topic Boundaries	18	Our Approach - Our Sustainability Matters	
	102-47	List of material topics	18	Our Approach - Our Sustainability Matters	
	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	18	Our Approach - Our Sustainability Matters	
	102-50	Reporting period	11	About This Report	
	102-51	Date of most recent report	11	About This Report	
	102-52	Reporting cycle	11	About This Report	
	102-53	Contact point for questions regarding the report	11	About This Report	
	102-54	Claims of reporting in accordance with the GRI Standards	-	This Report is guided by GRI Standards - Core option	
	102-55	GRI content index	59-68	GRI Content Index	
SPECIFIC STANDARD DISCLOSURES					
GRI 200: ECONOMIC					
Economic Performance					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	2-3	About Us - Corporate Profile and Network - Our Products; Our Principal Activities; Our Strength	
	103-2	The management approach and its components	-	Annual Report 2019 - Management Discussion and Analysis (P38-55)	
	103-3	Evaluation of the management approach	-	Annual Report 2019 - Management Discussion and Analysis (P38-55)	
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	5	Financial Highlights	

GRI Standard	Disclosure	Description	Page Number (s)	References SR2019	Omissions
GRI 200: ECONOMIC					
Indirect Economic Impacts					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	30	Sustainable Economic Progress	
	103-2	The management approach and its components	30; 32	Sustainable Economic Progress - Responsible Financing for Economic Development - Financial Inclusion of Small and Medium Enterprises; Access to Financing for Individuals and Households	
	103-3	Evaluation of the management approach	30; 32	Sustainable Economic Progress - Responsible Financing for Economic Development - Financial Inclusion of Small and Medium Enterprises; Access to Financing for Individuals and Households	
GRI 203: Indirect Economic Impacts 2016	203-2	Significant indirect economic impacts	30-31; 32	Sustainable Economic Progress - Responsible Financing for Economic Development - Financial Inclusion of Small and Medium Enterprises; Access to Financing for Individuals and Households	
Procurement Practices					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	37	Sustainable Economic Progress - Responsible Procurement Practices	
	103-2	The management approach and its components	37	Sustainable Economic Progress - Responsible Procurement Practices	
	103-3	Evaluation of the management approach	37	Sustainable Economic Progress - Responsible Procurement Practices	
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	37	Sustainable Economic Progress - Responsible Procurement Practices	
Anti-Corruption					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	26	Good Governance and Integrity - Ethics, Integrity and Compliance	
	103-2	The management approach and its components	26	Good Governance and Integrity - Ethics, Integrity and Compliance	
	103-3	Evaluation of the management approach	26	Good Governance and Integrity - Ethics, Integrity and Compliance	
	205-2	Communication and training about anti-corruption	26	Good Governance and Integrity - Ethics, Integrity and Compliance - Anti-Corruption and Bribery; Anti-Money Laundering and Counter Financing of Terrorism	

GRI Standard	Disclosure	Description	Page Number (s)	References SR2019	Omissions
GRI 300: ENVIRONMENTAL					
Materials					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	40	Stewardship of the Environment - Environmental Management	
	103-2	The management approach and its components	40	Stewardship of the Environment - Environmental Management	
	103-3	Evaluation of the management approach	40	Stewardship of the Environment - Environmental Management	
GRI 301: Materials 2016	301-1	Materials used by weight or volume	41	Stewardship of the Environment - Environmental Management	
Energy					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	40	Stewardship of the Environment - Environmental Management	
	103-2	The management approach and its components	40	Stewardship of the Environment - Environmental Management	
	103-3	Evaluation of the management approach	40	Stewardship of the Environment - Environmental Management	
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	41	Stewardship of the Environment - Energy Consumption	

GRI Standard	Disclosure	Description	Page Number (s)	References SR2019	Omissions
GRI 400: SOCIAL					
Employment					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	44	Fair and Equitable Societal Development - Caring for Our People - Employment Practices	
	103-2	The management approach and its components	44	Fair and Equitable Societal Development - Caring for Our People - Employment Practices	
	103-3	Evaluation of the management approach	44	Fair and Equitable Societal Development - Caring for Our People - Employment Practices	
GRI 401: Employment 2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	-	Bank Rakyat offers Group Term Family Takaful and medical benefits, parental leave and retirement benefits, among others, for employees.	
				Group Term Family Takaful (GTFT) and medical benefits	Medical benefits as well as compensation for death, total permanent disability and partial permanent disability
				Parental Leave	Paternity leave and additional parental leave
				Retirement Benefits	Retirement leave
				Other Benefits	Compassionate Leave, incentives for further studies, incentives for dependents
	401-3	Parental leave	45	Fair and Equitable Societal Development - Caring for Our People - Diversity and Inclusion	

GRI Standard	Disclosure	Description	Page Number (s)	References SR2019	Omissions
GRI 400: SOCIAL					
Occupational Health and Safety					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	51	Fair and Equitable Societal Development - Caring for Our People - Health and Safety	
	103-2	The management approach and its components	51	Fair and Equitable Societal Development - Caring for Our People - Health and Safety	
	103-3	Evaluation of the management approach	51	Fair and Equitable Societal Development - Caring for Our People - Health and Safety	
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	51	Fair and Equitable Societal Development - Caring for Our People - Health and Safety	
	403-3	Occupational health services	51	Fair and Equitable Societal Development - Caring for Our People - Health and Safety	
	403-5	Worker training on occupational health and safety	51	Fair and Equitable Societal Development - Caring for Our People - Health and Safety	
	403-6	Promotion of worker health	51	Fair and Equitable Societal Development - Caring for Our People - Health and Safety	
Training and Education					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	46; 47; 49	Fair and Equitable Societal Development - Caring for Our People - Attracting Talent; Training and Development; Talent Management	
	103-2	The management approach and its components	46; 47; 49	Fair and Equitable Societal Development - Caring for Our People - Attracting Talent; Training and Development; Talent Management	
	103-3	Evaluation of the management approach	46; 47; 49	Fair and Equitable Societal Development - Caring for Our People - Attracting Talent; Training and Development; Talent Management	
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	47	Fair and Equitable Societal Development - Caring for Our People - Training and Development	
	404-2	Programs for upgrading employee skills and transition	47-48; 49	Fair and Equitable Societal Development - Caring for Our People - Training and Development; Talent Management	
	404-3	Percentage of employees receiving regular performance	50	Fair and Equitable Societal Development - Caring for Our People - Performance Reviews	

GRI Standard	Disclosure	Description	Page Number (s)	References SR2019	Omissions
GRI 400: SOCIAL					
Diversity and Equal Opportunity					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	45	Fair and Equitable Societal Development - Caring for Our People - Diversity and Inclusion	
	103-2	The management approach and its components	45	Fair and Equitable Societal Development - Caring for Our People - Diversity and Inclusion	
	103-3	Evaluation of the management approach	45	Fair and Equitable Societal Development - Caring for Our People - Diversity and Inclusion	
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	45	Fair and Equitable Societal Development - Caring for Our People - Diversity and Inclusion	
Non-Discrimination					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	46	Fair and Equitable Societal Development - Caring for Our People - Employee Engagement	
	103-2	The management approach and its components	46	Fair and Equitable Societal Development - Caring for Our People - Employee Engagement	
	103-3	Evaluation of the management approach	46	Fair and Equitable Societal Development - Caring for Our People - Employee Engagement	
GRI 406: Non-Discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	46	Fair and Equitable Societal Development - Caring for Our People - Employee Engagement	
Local Communities					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	52	Fair and Equitable Societal Development - Community Investment and Development	
	103-2	The management approach and its components	52	Fair and Equitable Societal Development - Community Investment and Development	
	103-3	Evaluation of the management approach	52	Fair and Equitable Societal Development - Community Investment and Development - Highlights; Zakat	
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	53-54; 54-58	Fair and Equitable Societal Development - Community Investment and Development - Bank Rakyat's Community Programmes; Yayasan Bank Rakyat's Community Programmes;	

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