



Your Bank of Choice

Realising

DR EA MS

HAND IN HAND
TOWARDS SEVEN DECADES TOGETHER

SUSTAINABILITY REPORT 2023

MIS SION

**Enhancing economic
well-being**

of our members, customers and nation

VIS ION

Malaysia's No. 1

Progressive Islamic Cooperative Bank

Our Core Values

Diligent

Rajin

Trustworthy

Amanah

Competent

Kompeten

Confident

Yakin

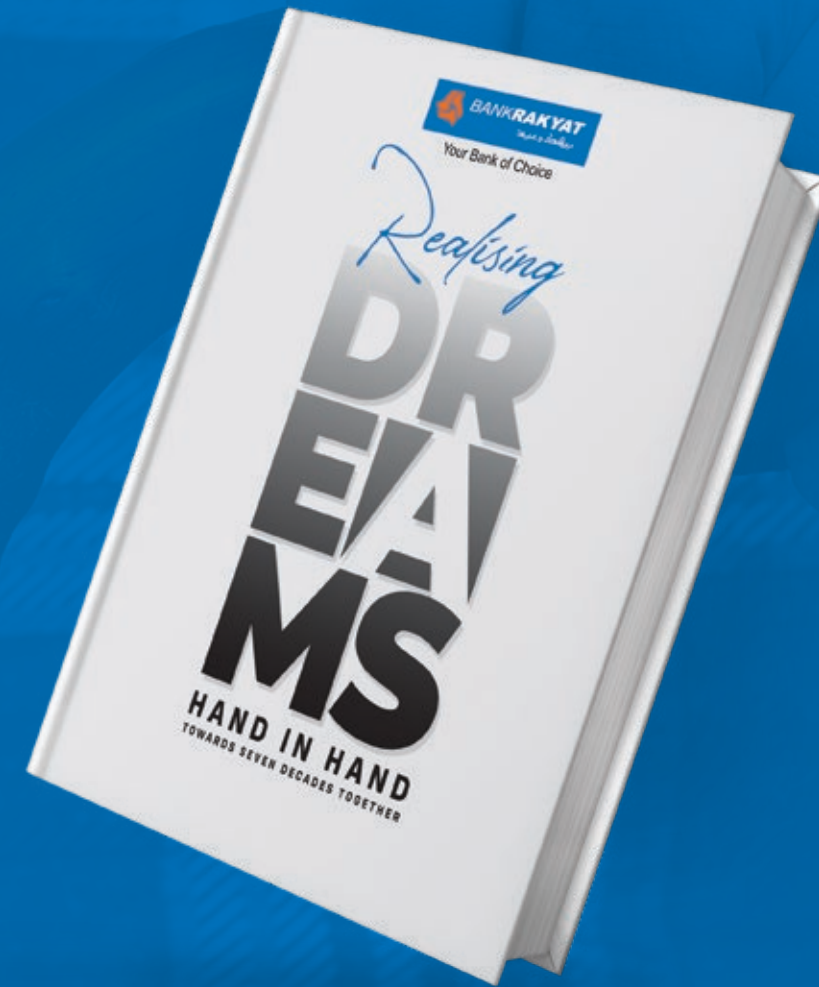
**Exemplary
Behaviour**

Akhlak Mulia

God-Conscious

Takwa

RAK KY AT



Realising Dreams Hand in Hand: Towards Seven Decades Together

As the leading Development Financial Institution in Malaysia, we remain steadfast in our commitment to sustainability, which serves as the cornerstone of our operations. Throughout the years, we have intensified efforts time and again to empower the community, bolster Shariah leadership, foster entrepreneurship and advance our digital transformation journey. Our unwavering dedication to forging a sustainable future for both the Bank and our stakeholders is evident in our investments to drive Malaysia's socio-economic development. Through our diverse range of Islamic banking products, we strived to deliver tangible positive outcomes for our Bank and stakeholders, guided by principles of accountability and transparency. Our pursuit of enhancing the economic well-being of our members, customers and nation has captured the theme of our report this year: "Realising Dreams Hand in Hand Towards Seven Decades Together."

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A black and white photograph with a selective color effect. A hand is shown holding a bright blue ribbon that is being illuminated by a lamp. The lamp's light fixture is at the top, and the ribbon is held in a loop. The background is a blurred industrial or laboratory setting with various metal structures and pipes.

Seven decades
of empowering
Malaysian dreams

Bank Rakyat Overview

We are the **LARGEST 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 Strength

Employees

6,114

personnel

Customers

8.69

million

Shareholders

802,823

individuals and cooperatives

Total Assets

RM118.69

billion

Profit Before Taxation and Zakat

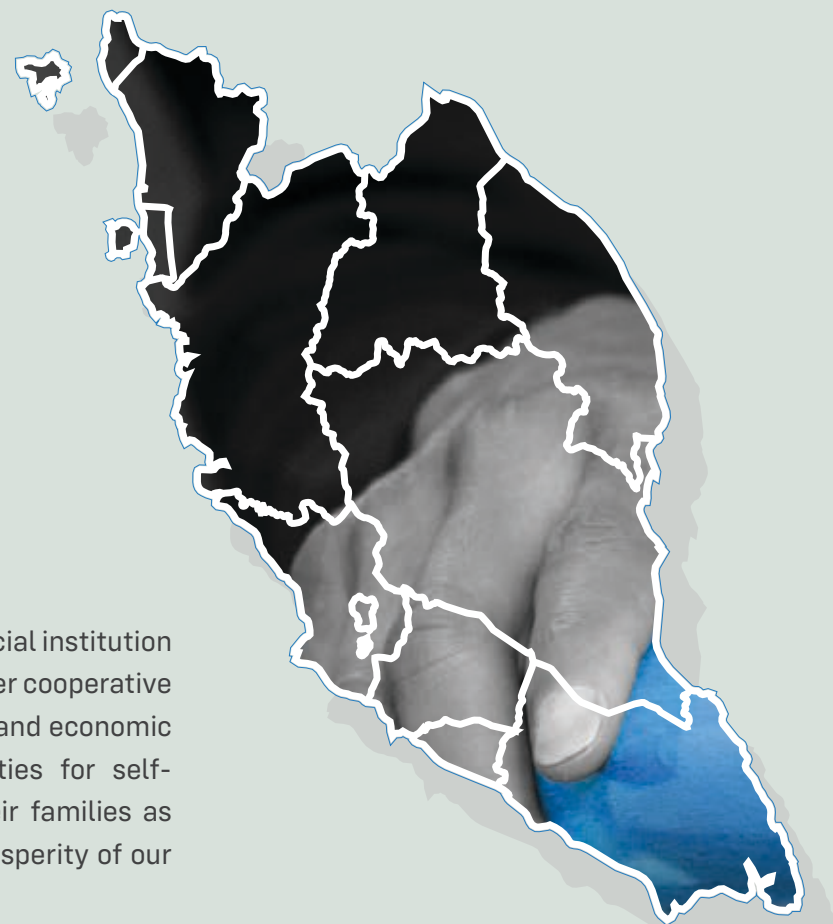
RM1.76

billion

Members' Share Capital

RM2.99

billion



Bank Rakyat Overview

Our Mantra

We are engraved distinctly in Malaysia's banking history and will endeavour to remain **"Your Bank of Choice"** by becoming **"Malaysia's No. 1 Progressive Islamic Cooperative Bank"**.

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 proves that we are not only a major player in the domestic Islamic banking scene but also an international leader in Islamic banking.

Our Products

Personal Banking

Savings-i Account, Electronic Current Account-i (eCA-i), Personal Financing-i, Vehicle Financing-i, Home Financing-i, Pawn Broking-i, Education Financing-i, Credit Card-i, Debit Card-i, Takaful, Pusaka Rakyat and Wasiat Rakyat.

Business Banking and Cooperative

i-bizRAKYAT, Electronic Current Account-i (eCA-i), Term Financing-i, Bridging Financing-i, Contract Financing-i, Cash Line-i, Share-i, Working Capital for Ar-Rahnu X'Change, Micro Financing-i, Cooperative Financing-i, Business Property Financing-i, Commercial Hire Purchase Financing-i and Small Medium Enterprise Financing-i.



Corporate Information



BOARD OF DIRECTORS

- Datuk Mohd Irwan Mohd Mubarak (Chairman)
- Dato' Sri Suriani Dato' Ahmad
- Dato' Dr. Amiruddin Muhamed
- Tunku Dato' Ahmad Burhanuddin Tunku Datuk Seri Adnan
- Haji Mohd Jafri Kudus
- Dato' Seri Dr. Vaseehar Hassan Abdul Razack
- Professor Dr. Haji Raduwan Idar
- Idris Abd Hamid
- Dato' Haji Amirudin Haji Abdul Halim

BANK SECRETARY

- Mohamad Khairil Abidin

REGISTERED OFFICE

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

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

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

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. Additionally, to deal with issues relating to business, finance, corporate governance, corporate social responsibility and corporate ethics in a transparent manner.

CUSTOMERS



To conduct our 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 to 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 is exceptional, recognised and trusted, with the aim of being acknowledged as a model Islamic development financial institution.

SOCIETY



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

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 a developed nation status with a high-income economy.

The Bank Rakyat Brand

NO. 1

Largest Islamic Co-operative Bank in Malaysia

NO. 3

Largest Islamic Bank in Malaysia

PREMIERE CO-OPERATIVE

Malaysia 2023

Top Cooperatives by Suruhanjaya Koperasi Malaysia (SKM)

TOP 300

275th Largest Cooperative and Mutual Organisation in the World

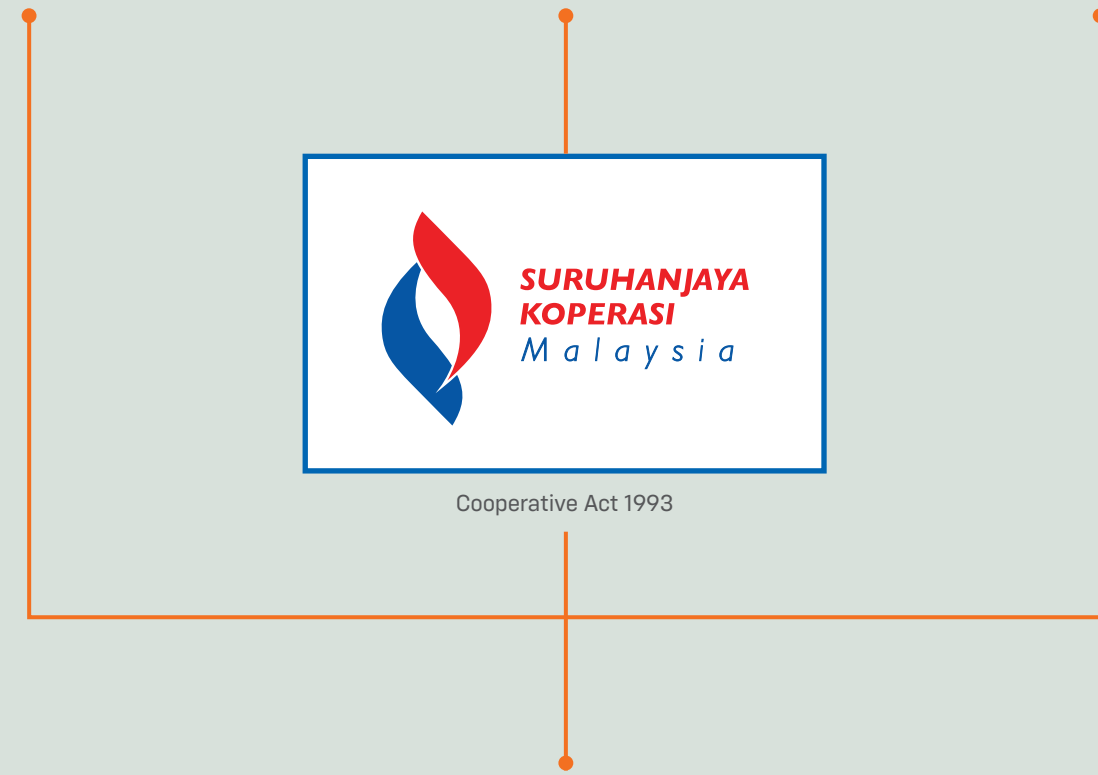
Group Corporate Structure



Your Bank of Choice



Bank Rakyat and the Stakeholders



Your Bank of Choice

By-Law

Five Year Performance (Non-Financial)

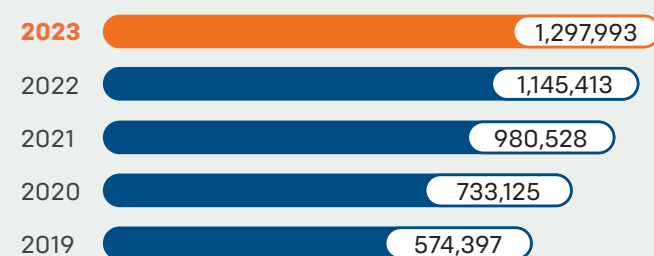
BRANCHES



ATM/CDM/CICO TERMINALS



REGISTERED iRAKYAT CUSTOMERS



EMPLOYEES



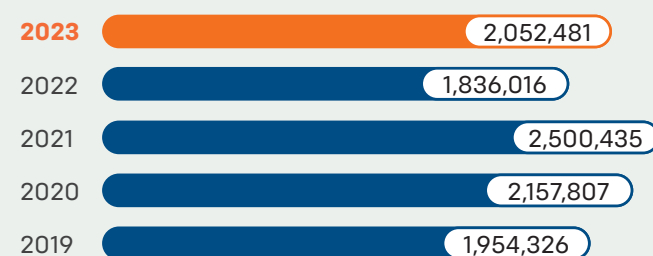
AR-RAHNU X'CHANGE



AGENT BANKING (RAKYAT C.A.R.E)



CONTACT CENTRE CALLS RECEIVED



CUSTOMERS (MILLION)



Five Year Performance (Financial)

PROFIT BEFORE TAXATION AND ZAKAT (RM BILLION)



DEPOSITS AND SAVINGS (RM BILLION)



OPERATING INCOME (RM BILLION)



RETURN ON AVERAGE SHAREHOLDERS' FUND (%)



PROFIT AFTER TAXATION AND ZAKAT (RM BILLION)



FINANCING AND ADVANCES (RM BILLION)



COST TO INCOME RATIO (%)



GROSS IMPAIRED FINANCING RATIO (%)



Our Presence Throughout Malaysia

148 Branches Offers full-fledged Islamic banking services.	22 Rakyat Xcess and Ar-Rahnu X'Change Offers Islamic pawn broking and essential services.	27 Ar-Rahnu X'Change Offers Islamic pawn broking services.	4 Rakyat Xcess Offers essential services except Ar-Rahnu X'Change.
284 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 channel.	78 Bank Rakyat Service Agent A special programme where cooperative is appointed as agent to market product and banking facilities of Bank Rakyat.	9 Bank Bergerak/ARROW Offers mobile basic banking services and Islamic pawn broking (Ar-Rahnu) through dedicated vehicle assigned at specific locations.	985 ATM/CDM/CRM/CICO Provide self-service banking facilities that cater basic banking services (i.e. deposit, withdrawal, fund transfers etc).

State	Branches	Rakyat Xcess and Ar-Rahnu X'Change	Ar-Rahnu X'Change	Rakyat Xcess	Rakyat C.A.R.E	Bank Bergerak (BOW/ARROW)	ATM/CDM/CRM/CICO
Kuala Lumpur/ Putrajaya	15	-	2	-	2	1	95
Selangor	22	4	5	-	18	-	146
Kedah	10	3	3	-	16	1	75
Perlis	2	-	-	-	8	-	12
Pulau Pinang	7	-	-	-	7	-	31
Perak	12	2	4	-	14	-	77
Melaka	4	-	2	-	13	-	29
Negeri Sembilan	7	2	1	1	20	-	55
Johor	15	2	5	2	39	1	96
Kelantan	8	1	2	-	32	1	56
Terengganu	8	1	1	-	31	-	51
Pahang	11	2	1	1	47	1	74
Sabah	13	1	-	-	17	3	89
Sarawak	14	4	1	-	20	1	99
Total	148	22	27	4	284	9	985

2023 Accolades

Graduates' Choice of Employer Award in the category of Development Banking (1st runner up) and Banking (Winner)

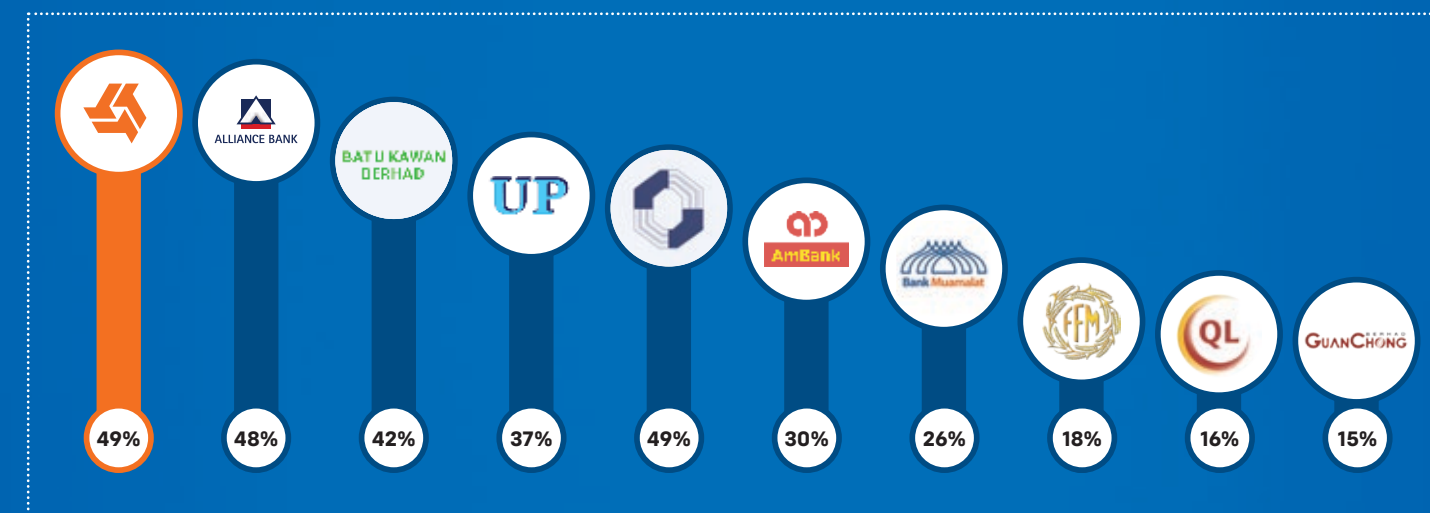
Best Performance 2022-2023 by Skim Jaminan Kredit Perumahan (SJKP)

Masterclass CEO of the Year by Malaysia Top Achievers 2023

Top Digital Ceo Award by Spark Asia 200 Digital Leaders Awards 2023


Outstanding Global Islamic Banker Excellence Award by Global Muslim Business Forum 2023

Bank Rakyat - Fastest growing brand in Malaysia for the year 2023 by Brand Finance®



ABBREVIATIONS

ABM	Association of Banks Malaysia
ARROW	Ah-Rahnu on Wheels
BNM	Bank Negara Malaysia
BOD	Board of Directors
BRSFP	Bank Rakyat's Sustainability Framework and Policy
BU	Business Unit
CEO	Chief Executive Officer
CCPT	Climate Change and Principle-based Taxonomy
CSR	Corporate Social Responsibility
CRMSA	Climate Risk Management and Scenario Analysis
CX	Customer Experience
DFI	Development Financial Institution
DKN 2030	National Entrepreneurship Policy
ESG	Environmental, Social, and Governance
EV	Electric Vehicle
FSB	Financial Sector Blueprint 2022 - 2026
GBI	Green Building Index
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
HVAC	Heating, Ventilation, and Air Conditioning
KSKBR	Kesatuan Sekerja Kakitangan Bank Kerjasama Rakyat Malaysia Berhad
KUSKOP	Ministry of Entrepreneur and Cooperatives Development
KYC	Know Your Customer
LED	Light-Emitting Diode
MANCO	Management Committee
MKBR	Menara Kembar Bank Rakyat
MSME	Micro, Small and Medium Enterprise
PDPA	Personal Data Protection Act
PV	Photovoltaic (Solar Energy)
QR2E	Quick Response to Entrepreneurs



Bank Rakyat remains committed to achieving net zero carbon emissions by 2050

CHAIRMAN'S MESSAGE

DATUK MOHD IRWAN MOHD MUBARAK

Chairman of Bank Rakyat



Dear Stakeholders,

It is with great pride that I present Bank Rakyat's Sustainability Report for the financial year 2023 ("FY2023"), which reflects our unwavering commitment to fostering resilience, inclusivity, and sustainability in every facet of our operations. In an ever-changing economic and environmental landscape, we remain steadfast in our mission to create meaningful value for our stakeholders while contributing to the national agenda for sustainable development.

Sustainability has become a critical focus in the finance industry, especially in recent years, as the urgency of climate change underscores the need for collective action. The financial sector plays a pivotal role in mitigating environmental impacts and advocating for social progress. As key participants in the global financial system, banks have a responsibility to drive positive environmental, economic, and social transformation for the benefit of all.

At Bank Rakyat, sustainability is deeply intertwined with our identity as an Islamic bank, guided by Shariah principles and values. Our unique approach to sustainability aligns with these principles, supporting Bank Negara Malaysia (BNM) and the government's commitment to achieving the goals of the Paris Agreement. By leveraging our role as a catalyst for change, we are dedicated to advancing the transition toward a green and sustainable economy.

Chairman's Message



Supporting the Heart of the Economy

As the largest Islamic cooperative bank in Malaysia, Bank Rakyat takes great pride in our role as a catalyst for socioeconomic development. In FY2023, we continued to support underserved communities through impactful programmes such as RAKYATpreneur and Bank Rakyat UNIPreneur, empowering micro, small, and medium enterprises (MSMEs) with access to financing and entrepreneurial resources. Since their inception in 2020, the two programmes have provided a total of RM7.38 million in seed funding to more than 1,800 participants, with RM3 million contributed in FY2023 alone.

As their needs evolve, so do our offerings. We enhanced our tailored products and launched new facilities to meet the ever-changing demands of today's lifestyle and economy. Our financial literacy programmes reached more than 39,000 Malaysians, empowering them with the knowledge and skills to better their lives and their communities.

We have always endeavoured to support the communities we serve. In FY2023, our CSR initiatives reached over 10,000 beneficiaries, providing essential support through educational programmes, food aid, and agricultural development projects. These efforts align with UNSDG 1 (No Poverty), UNSDG 4 (Quality Education), and UNSDG 8 (Decent Work and Economic Growth), further affirming our role as a partner in national progress.

Building Internal Resilience and Future-Ready Capabilities

Our commitment to strengthening internal foundations is exemplified by ongoing investments in digital transformation and human capital development. In 2023, we enhanced our employees' digital skills, leadership competencies, and sustainability awareness through targeted training programmes. Our continued efforts in creating a conducive and supportive working environment for our people have been recognised, garnering us the Graduate's Choice of Employer Award in the Banking category.

We enhanced our governance structures to prepare for the full implementation of Climate Risk Management and Scenario Analysis (CRMSA) and Task Force on Climate-related Financial Disclosures (TCFD) in FY2024, ensuring robust oversight and accountability in managing climate-related risks. We also took measurable steps to reduce our environmental footprint, advancing towards our goal of achieving Green Building Index (GBI) certification for our iconic Menara Kembar Bank Rakyat.

On the social front, inclusivity continues to be a cornerstone of our values. Women currently make up 45% of our workforce, with 30.5% representation in senior leadership roles. Through our initiatives, we continued to support lifelong learning and development for our staff to encourage innovation and personal growth.

Looking Ahead

As we embark on the next chapter of our sustainability journey, Bank Rakyat remains committed to achieving net zero carbon emissions by 2050. We have taken the initial steps in measuring our carbon footprint across our operations, allowing us to set milestones on our path to net zero.

We will continue to expand our green financing portfolio, enhance our operational efficiency, and engage stakeholders in meaningful ways to create long-term value beyond financial indicators.



Acknowledgements

On behalf of the Board of Directors, I extend my deepest gratitude to our employees, customers, and partners for their unwavering support and collaboration. Together, we will build a more resilient, inclusive, and sustainable future for all.

Thank you.

ACTING CEO'S MESSAGE

AHMAD SHAHRIL MOHD SHARIFF

Acting Chief Executive Officer

Assalamualaikum WBT,

It is my honour to present Bank Rakyat's Sustainability Report for FY2023. This report details our achievements, aspirations, and progress towards embedding sustainability into the very fabric of our organisation.

The year in review was marked by strategic milestones and a reinforced commitment to driving positive environmental, social, and governance (ESG) impacts in the communities we serve.

We have always remained true to our mandate as a Development Financial Institution (DFI), supporting the dreams of the rakyat, particularly the B40 segment. Throughout the year, the Bank continued to focus on advancing our economic, environmental, social, and governance initiatives by introducing new programmes aimed at reducing our carbon footprint, fostering financial inclusion, enhancing transparency and accountability, and uplifting the communities we serve. From championing financial inclusion to empowering businesses and communities, our role as Malaysia's largest Islamic cooperative bank remains steadfast.

Empowering Communities and Advancing Financial Inclusion

As a DFI, we play an integral role in boosting the socio-economic growth of our mandated and targeted segments. Our performance is benchmarked to BNM's Performance Measurement Framework (PMF), which captures the unique value and positive impact that DFIs, like Bank Rakyat, create beyond the role of commercial financial institutions.

Micro, small, and medium enterprises (MSMEs) form the backbone of our economy, serving as vital drivers of growth, community upliftment, and transformative change in the lives of countless individuals. In FY2023, we continued to focus on their development, rolling out initiatives such as BRTani, BRPlus-i, and Tijari Plus, in addition to enhancing existing programmes like Pembiayaan Mikro-i (MPPK 2.0) and Pembiayaan Mikro RAKYAT2E. Through these programmes, overall financing in FY2023 exceeded RM2.87 billion, benefitting 3,000 MSMEs and cooperatives.



Acting CEO's Message

We continued to empower lower-income entrepreneurs by facilitating BNM's iTEKAD programme, which provides seed capital to enable them to generate a sustainable income. Since the programme began in 2022, we have provided seed funding totalling RM7.5 million through our RAKYATpreneur, Rakyatpreneur B40, and Bank Rakyat UNIPreneur programmes.

A large part of providing financing is understanding the needs of our customers and creating products that meet their requirements. Building on the success of the BR Flex-i financing programme, the Bank introduced BRPlus Financing-i (BRPlus-i), a programme designed to provide additional financing support to MSMEs and cooperatives. This initiative aims to sustain and expand their businesses, promote job creation to strengthen resilience in the post-pandemic landscape, and increase women's participation in entrepreneurial activities. It prioritises financing for women entrepreneurs, women-owned cooperatives, and initiatives to boost household income. As of December 2023, more than RM57 million in financing has been approved under the programme, benefiting more than 680 MSMEs and cooperatives.

The Bank also collaborated with the Johor state government to provide financing to MSMEs within the state under the BRJohorNiaga-i programme. The programme provided more than RM15 million in financing to more than 280 entrepreneurs in FY2023. In line with our mandate, Bank Rakyat continued to support individuals and the B40 segment, with over RM33.0 billion in financing approved, including more than RM910.0 million in financing for affordable homes. Our Ar-Rahnu Islamic pawnbroking service has become one of our flagship offerings since its establishment in 1993, providing underserved communities with instant access to financing.

Financial empowerment is not just about providing financing, it also includes building a foundation of knowledge to ensure sustained progress. In FY2023, our financial literacy programmes reached over 39,000 participants, equipping them with the knowledge to make informed financial decisions and fostering greater inclusivity.

To empower communities, we must be accessible. The Bank continuously evaluates and enhances its physical channel footprint to improve community outreach and expand access to financial services, particularly in underserved rural areas. As of the end of FY2023, the Bank has established 1,503 physical access points nationwide, including 121 branches and facilities specifically serving rural communities.

Moving forward, we will continue to enhance access to financing for underserved segments, including cooperatives, rural communities, and the B40 population through our dedicated programmes. We plan to increase financing to MSMEs and cooperatives to at least RM5.0 billion by the end of FY2025, as outlined in our BR25 blueprint.

Driving Sustainable Choices

Beyond financial inclusion, Bank Rakyat remains committed to responsible financing. Our sustainability efforts align with BNM's Climate Change and Principle-based Taxonomy (CCPT) and the Value-Based Intermediation (VBI) framework, which guide green and sustainable financing in the banking sector.

In FY2023, ESG-financing approvals reached RM459 million, with 60% allocated to environment-focused projects under the green financing classification.

Cognisant of the growing consumer demand for sustainability, we launched ESG-focused retail financing solutions to encourage Malaysians to make more environmentally responsible choices, including solar panel installations and electric vehicles (EVs). We also expanded our Housing Financing-i to support purchases of green-certified properties. As demand for sustainable financing grows, we will continue enhancing our ESG offerings, making it easier for individuals and businesses to contribute to a greener and more resilient future.

Progressing Towards a Sustainable Future

At Bank Rakyat, we view sustainability as a journey that evolves with the needs of our stakeholders and the global landscape. A cornerstone of our sustainability strategy is the alignment with national and global frameworks.

This year, we took significant steps in advancing our BR25 Strategic Plan by integrating sustainable practices across our operations, while performing our duties as a DFI. We charted our course for the upcoming implementation of the Climate Risk Management and Scenario Analysis (CRMSA) framework, which will be operational in FY2024.

We began monitoring our GHG emissions to establish a baseline in FY2024 for setting measurable decarbonisation targets. While still in the early stages, this initiative is central to our journey towards achieving net zero carbon emissions, enabling us to take informed and effective steps in reducing our environmental footprint.

Moving forward, we will focus on increasing renewable energy adoption, improving energy efficiency in our operations, and promoting green financing solutions. Our focus extends beyond our operations to the communities we serve. By embedding climate considerations into our financing activities, we will continue to support the efforts of MSMEs in their own sustainability journeys, contributing to the nation's climate commitments under the Paris Agreement.

Recognising the importance of transparency and accountability, we are aligning with global frameworks such as the Task Force on Climate-related Financial Disclosures (TCFD) in FY2024 to ensure our climate action strategies and risks are communicated clearly to stakeholders. This alignment allows us to remain agile and future-ready, addressing climate risks while building stakeholder trust.

Acknowledgements

As we advance on this journey, I want to extend my heartfelt gratitude to our Board of Directors, Shariah Committee, employees, and stakeholders for their unwavering dedication to our shared vision of creating sustainable value. Together, we can build a future that balances prosperity with responsibility, ensuring long-term benefits for our customers, communities, and the environment.

Thank you.



**From compliance to impact
– our sustainability
journey continues**

About This Report

Bank Kerjasama Rakyat Malaysia Berhad (“Bank Rakyat”, or “the Bank”) has included its Sustainability Report as part of its Annual Report since 2017. In 2019, we achieved a key milestone in our sustainability reporting journey with the inaugural standalone Sustainability Report. Although the global pandemic and related Movement Control Orders (MCO) temporarily interrupted our reporting timeline, the Bank resumed its sustainability reporting with the 2022 edition.

This Sustainability Report outlines Bank Rakyat’s progress on our sustainability roadmap, aligned with the BR25 Strategic Blueprints, covering significant impacts in economic, environmental, and social areas. Prepared with reference to the Global Reporting Initiative (GRI) Standards, this report enhances transparency by addressing material topics that reflect Bank Rakyat’s key impacts, risks, and opportunities.

In addition to the GRI Standards, the Report also considers the following guidelines, frameworks, and standards:

- BNM’s Implementation Guide for Value-based Intermediation (VBI)
- BNM Performance Measurement Framework (PMF)
- Bursa Malaysia Sustainability Reporting Guide
- United Nations Sustainable Development Goals (SDGs)

- Securities Commission (SC) Sustainable and Responsible Investment (SRI) Sukuk Framework
- BNM’s Climate Change and Principle-based Taxonomy (CCPT)
- Task Force on Climate Related Financial Disclosures (TCFD)
- BNM’s Climate Risk Management and Scenario Analysis (CRMSA)

In fulfilling our role as Malaysia’s largest Islamic cooperative bank and a Development Financial Institution (DFI), this Report demonstrates our commitment to contributing to a sustainable future by advancing financial inclusion, economic development, and climate-conscious practices.

For any 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

External Assurance

Bank Rakyat has not yet sought external assurance for this Sustainability Report. While we recognise the value of independent verification, we are currently in the process of strengthening our internal sustainability reporting systems. At this time, we are not ready to commit to a timeline for obtaining external assurance but remain committed to continuously enhancing the quality and transparency of our disclosures.

Scope and Basis of Reporting

The data in this report covers the entire operations of Bank Rakyat and the subsidiaries over which it has direct control and holds a majority stake during the financial year ended 31 December 2023 (“FY2023”). It does not include the Bank’s value chain comprising third party contractors, suppliers and vendors.

How This Report is Structured

This Report details how Bank Rakyat’s Sustainability Framework and Policy (BRSFP) is implemented, integrated, and managed across the various business units.

The following pages include:

- Findings from a strategic review, positioning Bank Rakyat’s initiatives within local, industry, and global ESG best practices
- New or enhanced sustainability initiatives

The above information is categorised into four key areas:

Economic	Activities that generate direct economic value through initiatives focused on driving economic progress.
Environmental	Operations that both impact and are impacted by environmental matters, with emphasis on climate change mitigation.
Social	Our impact on local communities and society, human capital management, and customer relations.
Governance	Our measures in ensuring good governance practices throughout the organisation.

About This Report

SUSTAINABILITY HIGHLIGHTS 2023

Governance and Strategic Alignment

- Enhanced sustainability governance structure and alignment with Bank Negara Malaysia's (BNM) Climate Risk Management and Scenario Analysis (CRMSA) and Task Force on Climate-related Financial Disclosures (TCFD) frameworks.

Social Finance and Community Empowerment

- Advanced social finance initiatives through programmes like RAKYATpreneur and UNIpreneur, empowering entrepreneurs and youth.
- Distributed zakat contributions and supported community wellbeing through Yayasan Bank Rakyat's outreach programmes.

Financial Literacy and Inclusivity

- Reached over 39,000 participants in financial literacy initiatives, focusing on youth and underserved communities.
- Promoted cashless schools, digital adoption, and financial education aligned with BNM's financial inclusion agenda.

Environmental Initiatives

- Launched pilot projects for solar PV panels at two branches, reducing carbon footprint.
- Replaced 12,000 lighting units with energy-efficient LED bulbs across Menara Kembar Bank Rakyat.

Climate Action

- Initiated data collection for GHG emissions to establish a baseline in FY2024.
- Targeted to net zero emissions by 2050.
- Enhanced monitoring and reporting on Scope 1, 2, and 3 emissions to align with international standards.

Green Building Certification

- Progressed efforts to achieve Green Building Index (GBI) certification for Menara Kembar Bank Rakyat through energy-efficient systems, sustainable materials, and biophilic design.

Diversity and Inclusivity

- Women represented 45% of the workforce, with 30.5% in senior leadership roles.
- Continued to foster an inclusive workplace for individuals with disabilities.

Employee Development

- Certified 105 employees in professional roles.
- Promoted internal growth with 4% of employees receiving promotions, reflecting the Bank's commitment to talent development.

OUR SUSTAINABILITY JOURNEY: FROM COMPLIANCE TO IMPACT

Development Financial Institutions (DFIs) are essential to promoting sustainability, fostering inclusive economic growth through long-term financing, technical expertise, and risk mitigation to support sustainable development. Aligned with the UNSDGs, DFIs direct capital toward key areas of sustainable development, with a strong focus on financial inclusivity.

Bank Rakyat has consistently prioritised the needs of the communities we serve, offering accessible, affordable, and quality financial services that support socioeconomic development. As Malaysia's largest Islamic DFI, our sustainability approach is grounded in Islamic principles, emphasising ethical practices, social impact, and environmental responsibility.

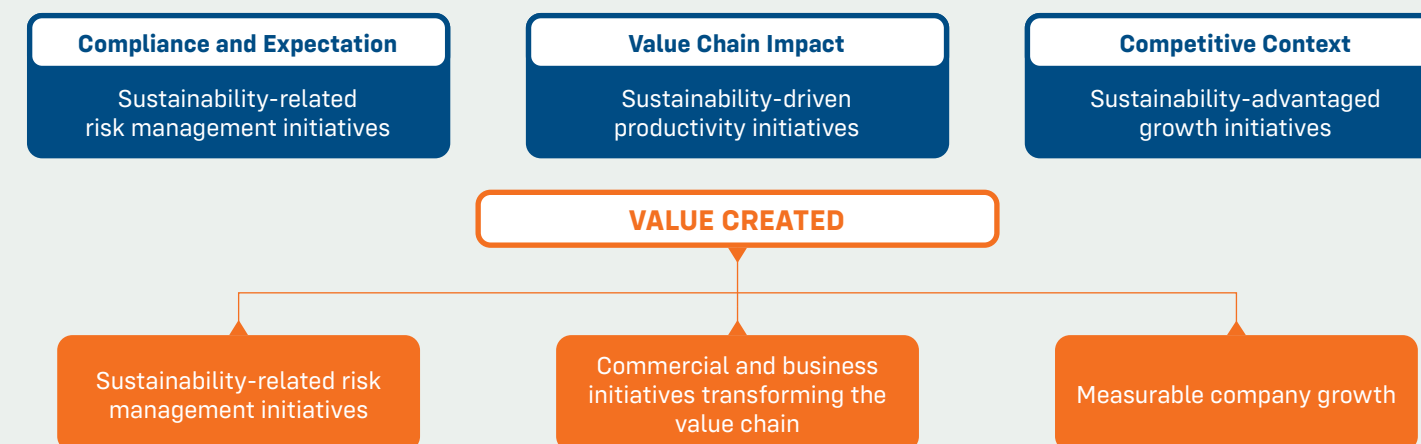
Guided by these values, we launched our BR25 roadmap in 2020, establishing six strategic blueprints to enhance the Bank's resilience amidst a changing global landscape. This approach ensures that sustainability is integrated into our culture, processes, and offerings, fostering transparent, responsible value creation for all stakeholders.

Embracing sustainability is a key growth driver for the Bank, as reflected in our organisational strategies. We have adopted value chain thinking to ensure our operations and people are future-ready, incorporating digitalisation and innovation in our processes and product offerings with a focus on creating measurable, positive impact. To support this, we established a Sustainability Governance Structure, Roadmap, and the BRSFP.

Through stakeholder listening activities, we integrated key insights into shaping the BRSFP. With the BRSFP and Sustainability Roadmap in place, the Bank is intensifying its commitment to sustainability at the forefront of the Islamic banking sector. Following a comprehensive analysis of Bank Rakyat's value chain, we categorised these initiatives within our Sustainability Framework, aligning them with our ambitions, targets, and milestones.



About This Report



Key Developments in FY2023

Recognising that compliance is a foundation, the Bank seeks to innovate and improve continuously, turning obligations into opportunities for impact. In FY2023, the Bank focused on preparing our infrastructure for the strategic transition from meeting regulatory requirements to actively making a positive difference. The Bank is taking proactive steps to create meaningful and measurable positive outcomes that benefit stakeholders and the broader community.

The Climate Change and Principle-based Taxonomy (CCPT) is a framework introduced by Bank Negara Malaysia (BNM) to guide financial institutions in assessing and categorising economic activities based on their environmental impact and alignment with climate objectives.

The Bank is committed to building a foundation for sustainability by strengthening employee capacity and implementing a phased approach in integrating the CCPT. Bank Rakyat has commenced submitting its CCPT report to BNM as part of our commitment to transparency and regulatory alignment.

This phased approach allows us to build a comprehensive understanding and establish the necessary infrastructure to ensure effective integration of CCPT principles.

Throughout the financial year, the Bank's utilisation of tools like the Compliance Index Methodology to measure and improve employee adherence to policies enhanced overall organisational performance and stakeholder confidence.

By recalibrating our Project Management Office (PMO), the Bank enhanced efficiency and better aligned projects with strategic initiatives that drive innovation and customer satisfaction.

Ongoing initiatives like the "Greening" of Menara Kembar Bank Rakyat for Green Building Index (GBI) certification demonstrate a commitment to environmental sustainability. We achieved a 38-point score in GBI and expanded solar panel installations, with further GBI targets set for the following year.

The Bank worked on developing its Sustainability Sukuk Framework, which integrates sustainability principles into the issuance of Sukuk, enabling the Bank to raise funds for environmentally and socially responsible projects. Under the framework, funds raised are allocated to projects aligned with specific UNSDGs, including affordable housing, renewable energy, green building, clean transportation, and socioeconomic development. Eligible projects are evaluated and selected based on criteria set by Bank Rakyat's Sustainability Committee, ensuring they align with the Bank's sustainability objectives and Shariah principles. The framework is set for implementation in 2024 following an external valuation.

We conducted a gap analysis between our existing practices and CRMSA requirements and developed an implementation plan in preparation for full compliance by December 2024. The CRMSA encompasses several key components:

Governance: Establishing clear responsibilities for boards and senior management in overseeing climate-related risks.

Strategy: Integrating climate-related considerations into business strategies to address potential impacts.

Risk Appetite: Embedding climate-related risks into the institution's risk appetite framework.

Risk Management: Developing robust processes to identify, assess, and manage climate-related risks.

Scenario Analysis: Employing scenario analysis to assess the resilience of business strategies under various climate-related scenarios.

Disclosure: Producing transparent and comparable climate-related disclosures to inform stakeholders.



Since the introduction of the Bank Rakyat Sustainable Framework and Policy (BRSFP), several initiatives have been implemented in alignment with the Sustainability Blueprint. These efforts reflect the bank's commitment to integrating sustainability into its financial practices and operations.

Initiatives	Actions
"Greening" of Menara Kembar Bank Rakyat for Green Building Index (GBI) certification	<ol style="list-style-type: none"> Conducted a preliminary GBI Assessment to identify gaps in fulfilling requirements for certification. Implemented 13 "greening" initiatives for GBI certification including: <ul style="list-style-type: none"> Creating a vertical garden. Switching to energy-efficient lighting. Introducing a recycling programme.
Bank-wide capacity-building on sustainability and ESG	<ol style="list-style-type: none"> Implemented BRSFP. Established the STC to implement and execute initiatives aligned with BR25 and Sustainability Roadmap. Proposed the Sustainability Awareness and Capacity-building Programme that includes training and certification under BR25 recalibration. Strengthened sustainability governance.
Establishment of systems and/or processes to report the proportion of the Bank's portfolio classified as C1-C5, per BNM's CCPT requirements	<ol style="list-style-type: none"> Replaced Due Diligence Assessment & Classification of Economic Activities in Green Financing with a more user-friendly CCPT measurement methodology to provide more granular definition of accounts and expedite the due diligence process. Simplified CCPT classification process through automation. Scheduled CCPT training for employees. Completed CCPT reporting.
Establishment of ESG risk approach, including setting the ESG risk appetite of the Bank and integrating ESG risk assessment processes into relevant BU's day-to-day activities	<ol style="list-style-type: none"> Developed the Sustainability Risk Policy. Established related governance structure. Proposed gap analysis and implementation plan on BNM's Policy Document on Climate Risk Management and Scenario Analysis (CRMSA) issued in November 2022.
Establishment of internal SRI Sukuk Framework	Sukuk Sustainability Working Group (SSWG) established.

About This Report

Progressing Towards Net Zero

In response to climate change, banks and financial institutions are now required to adopt the TCFD framework to guide their progress towards net zero emissions, with a target of achieving net zero by 2050 becoming an industry standard. Bank Negara Malaysia (BNM), through the Joint Committee on Climate Change (JC3), has encouraged Malaysian financial institutions to support a low-carbon transition, outlining collective approaches in relevant policies and frameworks.

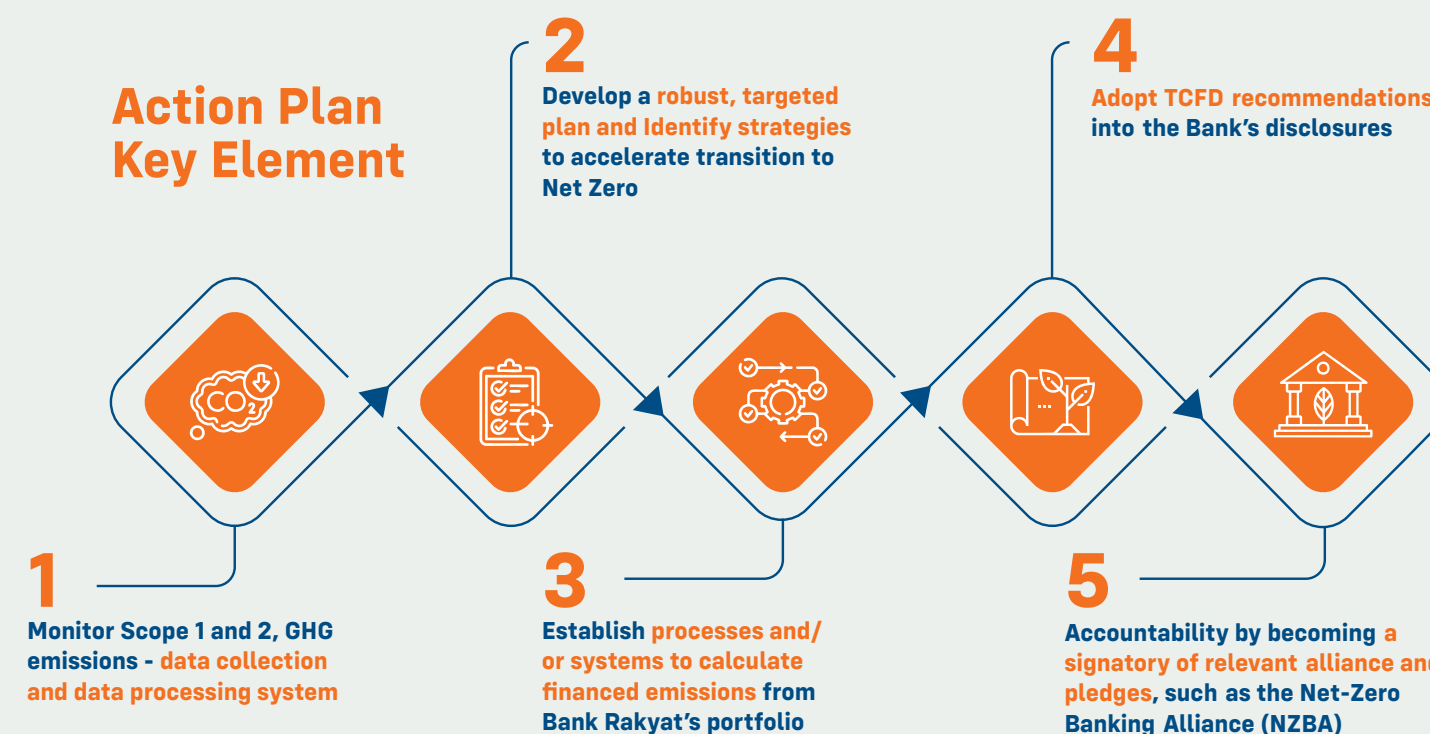
Bank Rakyat has aligned with BNM and government initiatives to drive the industry's green transition, with the goal of achieving net zero emissions across our operations and portfolio by 2050.



BANK NEGARA MALAYSIA
CENTRAL BANK OF MALAYSIA

REGULATOR'S REQUIREMENT

Bank Rakyat's Net Zero Journey



In FY2023, Bank Rakyat continued to prioritise sustainability as a core element of its business strategy, embedding ESG values into its operations, products, and services. Our sustainability efforts are guided by our BRSFP that strengthens our internal foundations and governance framework. Oversight by the Board of Directors, Management Committee, and Sustainability Committee ensures that our ESG initiatives align with regulatory standards and contribute to positive societal impact.



We continued to support the green transition through our green financing solutions, including products such as green home financing, solar panel funding, and hybrid vehicle financing. These offerings help reduce carbon footprints and encourage customers to make environmentally conscious choices. On our end, we began the process of tracking and monitoring our emissions to allow us to formulate specific strategies to reduce our carbon footprint.

Recognising our role in socioeconomic development, we continued with our RAKYATpreneur and Bank Rakyat UNIpreneur programmes, which foster entrepreneurship, especially among underserved communities. At the same time, Bank Rakyat's employee volunteerism and community-focused initiatives also played a central role.

Bank Rakyat's journey highlights our commitment to making a tangible difference. By integrating sustainability into every facet of our business, we are driving meaningful change and setting a strong foundation for a sustainable future. This approach reflects our belief that banking can be a force for good, contributing not only to economic growth but also to environmental and social well-being for our stakeholders and the communities we serve.



SHARIAH LEADERSHIP IN SUSTAINABILITY

As Malaysia's largest Islamic cooperative bank and the second-largest Islamic financial institution by asset size, Bank Rakyat is committed to upholding a leading Islamic financial system that delivers trusted, Shariah-compliant financial services. Our aim is to be recognised as a model Islamic development finance institution, demonstrating the compatibility of Shariah and sustainability principles in promoting economic welfare for people and the planet. This commitment underpins our alignment with the United Nations Sustainable Development Goals (UNSDGs) as we report on our Environmental, Social, and Governance (ESG) impacts.

Shariah's inherent ethical values enhance our support for customers transitioning to a green economy, assessing our financing and investments under Value-Based Intermediation (VBI) commitments. Our sustainability approach, defined by the Bank Rakyat Sustainability Framework and Policy (BRSFP), integrates Shariah Leadership across all pillars, reinforcing our vision of building a sustainable future.

In line with Bank Negara Malaysia's VBI Framework, the BRSFP drives positive impacts on the economy, community, and environment, ensuring long-term returns and stakeholder interests are preserved. As a VBI Community of Practitioners member, we co-developed the VBIAF - Guidance Document, enabling impact-based risk management for financing and investment activities in alignment with VBI principles. This framework also serves as an ESG risk assessment reference for Islamic financial institutions.

Bank Rakyat has embedded Shariah Leadership into all aspects of our ESG strategy—shaping our leadership and culture, operations, products and services, transparency, and stakeholder engagement. Clear indicators have been outlined to raise public awareness of Shariah and Islamic finance, and to strengthen the Islamic finance ecosystem's alignment with socio economic goals. Supporting BNM's Financial Inclusion agenda, we are dedicated to expanding access to quality, Shariah-compliant financial services across society, contributing to sustainable economic growth, particularly through digitalisation and outreach in underserved and rural areas.

From a leadership standpoint, it is essential to set a strong tone at the top, ensuring Shariah compliance is upheld across all levels. This commitment involves cultivating a disciplined, transparent culture that encourages continuous improvement and aligns with best practices. By embodying Shariah Leadership and embedding Shariah principles throughout our culture, operations, and offerings, Bank Rakyat aspires to contribute to a more equitable, just, and sustainable Malaysia.

Bank Rakyat's Annual Report 2023 identifies the members of the Shariah Committee (pages 110 to 120) and outlines the Bank's Shariah-related activities (pages 197 to 205).

Our Sustainability Approach

اللَّهُ الَّذِي جَعَلَ لَكُمُ الْأَرْضَ قَرَارًا وَالسَّمَاءَ بِنَاءً وَصَوَّرَكُمْ فَأَحْسَنَ صُوْرَكُمْ وَرَزَقَكُم مِّنَ الطَّيْبَاتِ
ذَلِكُمْ اللَّهُ رَبُّكُمُ الَّذِي فَتَبَارَكَ اللَّهُ رَبُّ الْعَالَمِينَ

"It is Allah Who made the earth a place of settlement for you and the sky a canopy. He shaped you 'in the womb', perfecting your form. And He has provided you with what is good and lawful. That is Allah—your Lord. So Blessed is Allah, Lord of all worlds." As citizens of the planet who are 'perfect' in form, we are blessed with abundance from nature and the ability to innovate and create. It is our collective responsibility to ensure that we manage and reduce emissions that pollute and damage the environment.

Surah Ghafir (40:64)

SUSTAINABILITY AT THE HEART OF OUR BUSINESS

Islamic principles encompass environmental ethics: One God (Tawhid), which affirms that all creation belongs to Allah; Stewardship (Khilafa), which calls on humanity to act as caretakers of the earth; Responsibility (Amanah), highlighting our duty to safeguard resources; Balance (Mizan), ensuring that our actions do not disrupt the natural harmony; and Justice (Adl), upholding fairness and equity for all. With the earth entrusted to humanity, we are called to protect and nurture it accordingly.

As such, Bank Rakyat's adherence to Islamic principles shapes our approach to sustainability, influencing the Bank's approach to social responsibility, environmental care, and ethical governance.

Sustainability is a central challenge of the 21st century as organisations work to balance growth with managing their impact on society and the environment. Islamic finance principles emphasise fairness, safeguarding stakeholders from speculation and uncertainty, and encouraging a balanced life grounded in Maqasid Shariah—the objectives of Shariah—which upholds obligations to Allah and responsibilities towards the community. The main goals of Maqasid Shariah include the protection of faith (al-din), life (al-nafs), intellect (al-aql), lineage (an-nasl), and property/wealth (al-mal).

Islamic finance seeks to build a thriving society through inclusive and equitable development, as reflected in the prohibition of interest (riba), preventing exploitative gains in trade and business. Islamic financial institutions hold fiduciary responsibilities to ensure that their actions benefit the communities they serve.

As Malaysia's largest Islamic cooperative bank, our commitment to uplifting communities and protecting the environment is embodied in our Core Values: Rajin (Diligent), Amanah (Trustworthy), Kompeten (Competent), Yakin (Confident), Akhlak Mulia (Exemplary Behaviour), and Takwa (God-consciousness). Since our founding in 1954, we have proudly been the rakyat's Bank of Choice, with a strong history of elevating the social and economic standing of rural and underserved communities. This mandate guides our organisational goals, reinforcing our accountability for responsible and sustainable economic growth rooted in Islamic values.

Our definition of sustainability aligns with the UNSDGs and BNM's Value-Based Intermediation (VBI) initiatives. VBI provides Islamic financial institutions with a framework that encourages financial practices and products that generate positive social, economic, and environmental impact, which are directly supportive of the UNSDGs.

Our BR25 Strategic Blueprint for sustainability supports the UNSDGs and applies VBI principles to assess the positive and negative impacts of our financing and investment activities on stakeholders.

Although sustainability, in its current definition, has not traditionally been a primary pillar of our strategy, the Bank has consistently delivered a strong impact, particularly through initiatives focused on uplifting communities, ensuring financial inclusion in rural areas, and supporting SMEs and micro entrepreneurs. These efforts include training, outreach, advisory services, enhancing financial literacy, and educating future generations. Our work in these areas has contributed to wider sustainability impacts, creating job opportunities and driving revenue growth for our business customers (refer to page 70). We will continue to build on these foundations, strengthening our commitment to sustainable development in both current and future activities.

We view sustainability as a transformative journey, intensifying our commitment to holistic value creation through improved data governance, systems, policies, and processes. This forward-looking approach aligns with our dual role as an Islamic cooperative bank and a DFI. Bank Rakyat's sustainability initiatives and targets, outlined in our BRSFP, support our mission to drive national socioeconomic development and accelerate the green transition.

Catalysing Sustainable Value Creation

The Bank has a core responsibility to contribute to the nation's sustainable value creation. As the nation's largest DFI, we are in the leading position to act as a catalyst for change, championing sustainable development, particularly in the Social and Governance areas.

Our Sustainability Approach

Our leadership is evident in our commitment to developing the SME sector, where we actively support and advise businesses on embarking and advancing their sustainability journeys. In 2019, the Bank made history as the first local organisation to partner with the United Nations in Malaysia's Together for Sustainable Development Goals programme, championing SDG initiatives across the nation. Thus, Bank Rakyat is more than just a cooperative Islamic bank; we are an organisation dedicated to embedding sustainability throughout our entire value chain.

Sustainability is the future of the financial industry. As enablers of innovation and development, banks play a pivotal role behind the scenes, contributing significantly to global sustainability goals, including achieving net zero. While there may be tensions between profit motives and responsible banking, financial institutions—customers, investors, and society—when making decisions.

Balancing Profitability and Sustainability

Achieving a balance between profitability and sustainability requires a holistic approach, encompassing a commitment to responsible financing, investment in green and sustainable projects, and the adoption of sustainable business practices. Moreover, integrating sustainability into our business model opens opportunities in new markets, fosters innovation, and enhances operational efficiency. As a DFI committed to uplifting Malaysian communities, this approach gives us a deeper understanding of the needs of the people we serve, paving the way for sustainable value creation.

Bank Rakyat achieves a balance between profitability, sustainability, and value creation by recognising the unique factors associated with each element, while also leveraging their synergies. Our approach to this balance involves managing profit rate spreads, offering fee-based services to sustain revenue streams, implementing robust risk management controls, diversifying our product offerings, and prioritising operational efficiency and cost control. Through these measures, we maintain profitability and sustainable growth, delivering value to our stakeholders via dividends and capital appreciation.

Our profitability goals are closely aligned with sustainable practices, enhancing the quality of our services. We have integrated environmental, social, and governance ESG considerations into our financing and operational decisions, in line with the CCPT and VBIAF. This enables us to support sustainable projects and adapt our internal processes and infrastructure accordingly. Through our strong grassroots presence, we advocate for responsible financing and financial inclusion. Our initiatives, such as Kebun Nuri Nutrisi, Bank Bergerak, and funding for affordable housing, reflect our commitment to supporting unserved communities and promoting inclusive growth.

Supporting the Rakyat

At Bank Rakyat, every initiative begins with understanding and addressing our customers' needs. Our customer-centric approach has been a hallmark of our brand from the start, contributing significantly to national development. The Bank's various digital platforms have provided Malaysians with easy access to Shariah-compliant retail products, helping them grow their businesses. With advancements in technology and digitalisation, we are now better equipped to meet these needs and build even stronger, more meaningful relationships with our customers.

Our people are the heart of our operations, and the Bank is committed to creating a positive and supportive workplace that recognises and nurtures their talents. We offer highly competitive remuneration packages to attract and retain top talent, positioning us above industry standards. By prioritising our employees' wellbeing, we empower them to deliver exceptional service to our customers.

In addition to providing financial education and funding, the Bank takes a proactive role in supporting communities through philanthropic initiatives that address environmental and social needs. We acknowledge our responsibility to ensure that future generations can enjoy the richness and beauty of nature as we have. Just as we have benefited from nature's resources, we are committed to giving back to the environment. Likewise, we give back to the communities that have entrusted us with the privilege of contributing to their growth and development. While these initiatives are not profit-driven, they yield meaningful returns in the afterlife and in the joy of sharing rezeki, or blessings, with others.



Our Sustainability Approach

OUR SUSTAINABILITY GUIDING PRINCIPLES

Building a strong foundation of good governance and an ethical culture anchored in Shariah values enables a resilient approach to sustainability, leveraging the alignment between Islamic finance principles and the sustainability agenda.

The Bank has established five Sustainability Guiding Principles that form the foundation of our BRSFP and steer top-level decision-making on all sustainability-related matters. These principles integrate Shariah values, Value-Based Intermediation (VBI), the Climate Change and Principle-based Taxonomy (CCPT), the UNSDGs, GRI Standards 2021, and the Malaysian Code on Corporate Governance (2021), along with other relevant internal and external policies.

Sustainability Guiding Principles				
Sustainable Impact Creation	Customer and Member Support	Stakeholder Engagement and Partnership	Impact-based Risk Management	Supportive Workplace
Maximising positive impacts while reducing negative impacts on society and the environment.	Proactively engaging with our customers and members to encourage them to embrace sustainable practice	Actively consulting, engaging and partnering with relevant stakeholders to effectively manage sustainability-related risks and leverage opportunities for sustainable growth.	Implementing appropriate measures to ensure robust management of sustainability-related risks across the organisation.	Providing a conducive work environment where our employees can thrive, develop their capabilities and contribute to the Bank's sustainability agenda.

SUSTAINABILITY GOVERNANCE

Enhancing the sustainability governance structure supports Bank Rakyat's goals of robust risk management, regulatory compliance, and sustainable value creation. By strengthening accountability and oversight, the Bank ensures it can manage climate-related risks effectively while promoting sustainable development, building resilience, and meeting stakeholder expectations. This structured approach aligns with national policies and international best practices, positioning Bank Rakyat as a proactive leader in sustainable finance.

The Board of Directors holds ultimate responsibility for integrating sustainability considerations into the Bank's operations and activities. The Board oversees the Bank's sustainability strategy, ensuring its effective implementation and comprehensive ESG risk management. The Management Committee (MANCO) is responsible for executing the strategy, overseeing the progress of sustainability initiatives, and driving the implementation of related projects and programmes.

SUSTAINABILITY IMPLEMENTATION

Sustainability Vision: To build a sustainable future for the bank and its stakeholders.

Sustainability Mission: To drive socioeconomic development for the nation and accelerate the green transition, while continuously strengthening our internal foundations.

Bank Rakyat's Sustainability Framework and Policy (BRSFP)

In 2023 we recalibrated our long-term strategic plan, BR25, to align with the evolving economic and regulatory landscape. The BRSFP is designed to strengthen the initiatives and ambitions outlined in the BR25 Blueprints and provides clear guidance for the Bank's sustainable transformation and positions sustainability as a key growth driver.

In developing the BRSFP, we benchmarked our existing initiatives and practices against industry best practices, global ESG trends, and various guiding frameworks, standards, and regulatory requirements. The BRSFP aligns with relevant regulatory mandates and draws upon external standards and guidelines to ensure a comprehensive approach to sustainability.

Our Sustainability Approach

Standard, Framework, Guideline or Regulation	Details	Input to Sustainability Framework
Bank Negara Malaysia (BNM) Implementation Guide for Value-based Intermediation (VBI)	VBI places emphasis on generating measurable positive and sustainable impact to the economy, community and environment by integrating Shariah principles in banking practices, conduct and offerings.	The Sustainability Framework focuses on Bank Rakyat's outward social impact. VBI is reflected across all pillars of the Sustainability Framework.
BNM Performance Measurement Framework (PMF)	Requires development financial institutions (DFIs) to have a performance measurement framework, through which the DFI can monitor its role in supporting the development agenda of the nation.	Reflected across all pillars of the Sustainability Framework. Key indicators incorporated into the Implementation Guidebook.
Global Reporting Initiative (GRI) Standards	A set of globally-recognised sustainability reporting standards. Provides guidance on materiality, as well as key metrics and indicators that should be considered for organisations' material topics.	Has guided materiality assessment and will guide Implementation Guidebook on data tracking. Reflected across all pillars in the Sustainability Framework.
Bursa Malaysia Sustainability Reporting Guide	The Sustainability Reporting Guide provides guidance on materiality, as well as key metrics and indicators that should be considered.	Guidance on materiality has informed materiality assessment and prioritisation. Reflected across all pillars in the Sustainability Framework.
Sustainable Development Goals (SDGs)	Global sustainability goals established by the United Nations. The Sustainability Framework is aligned to 5 key SDGs.	Targets within these 5 SDGs will guide and be incorporated into this Implementation Guidebook.
Securities Commission (SC) Sustainable and Responsible Investment (SRI) Sukuk Framework	Aims to facilitate the financing of sustainable and responsible investment initiatives.	Reflected in the "Accelerating the Green Transition" pillar.
United Nations Principles for Responsible Investment (UN PRI)	Guides investors to integrate ESG considerations to manage risks and enhance returns.	Reflected in the "Accelerating the Green Transition" pillar. To be elaborated in this Implementation Guidebook.
Task Force on Climate-related Financial Disclosures (TCFD) Recommendations	Voluntary climate-related financial disclosures related to governance, strategy and risk.	Guidance on integration into existing risk management, strategy and governance will be included in this Implementation Guidebook. Effective risk management will be reflected in the "Accelerating the Green Transition" pillar.
BNM Climate Change and Principle-based Taxonomy (CCPT)	CCPT requires financial institutions to integrate climate change risk management into their banking and investment activities.	Guidance on integration into existing risk management, strategy and governance will be included in this Implementation Guidebook. Effective risk management will be reflected in the "Accelerating the Green Transition" pillar.
BNM Climate Risk Management and Scenario Analysis (CRMSA)	Policy framework requiring institutions to integrate climate risk considerations into their business strategies, risk appetite, and decision-making processes.	Identifying, assessing, and mitigating the financial risks posed by climate change. Climate-related risks are embedded into the Bank's existing risk management frameworks. Governance, risk management, and scenario analyses are conducted to inform strategic planning and risk mitigation.

Our Sustainability Approach

OUR SUSTAINABILITY BLUEPRINT

Bank Rakyat's Sustainability Blueprint provides a comprehensive roadmap for the Bank to achieve its sustainability goals by 2025, with a focus on Environmental, Economic, Social, and Governance (EESG) factors. The blueprint serves as a structured guide to guide the Bank's transition from compliance-focused practices to creating a positive, measurable impact on its stakeholders and the environment. It positions the bank as a leader in sustainable finance within Malaysia's Islamic banking sector.

As part of the BR25 strategic plan, sustainability is viewed as an ongoing journey that must be integrated into business processes to drive value creation. By supporting the UNSDGs and incorporating VBI principles, this approach reflects the Bank's unique dual identity as both an Islamic cooperative bank and a DFI in Malaysia.

UNSDGs supported by the Sustainability Blueprint in 2023:



The roadmap involves active collaboration with internal and external stakeholders, including regulators, communities, and industry partners, to achieve collective goals. Regular assessments and annual reviews ensure alignment with objectives and evolving sustainability standards.

Implementation of the Sustainability Roadmap is aligned with three sustainability pillars:



Our Sustainability Approach

Pillar 1: Driving Socioeconomic Development for the Nation

Addressing socioeconomic inequalities and supporting marginalised communities is crucial for Malaysia to achieve a sustainable and inclusive future. Bank Rakyat is committed to empowering individuals and uplifting communities by providing access to essential information, resources, and opportunities to enhance their capabilities.

Through initiatives that nurture entrepreneurs, promote financial literacy and inclusion, and foster community development across the nation, Bank Rakyat aims to drive inclusive socioeconomic growth and contribute to a more sustainable future for all.

Goals:

- Create a measurable positive impact on the wellbeing of our customers, members, communities, and public.
- Act as a key enabler for entrepreneurs and SMEs by supporting their growth.

Pillar 2: Accelerating the Green Transition

The financial sector plays a pivotal role in facilitating the transition to a low-carbon and more sustainable economy. Bank Rakyat is dedicated to leveraging its resources to protect the environment and drive positive environmental outcomes by promoting green financing, reducing resource consumption, and supporting Malaysia's low-carbon economy.

Goals:

- Establish a robust portfolio of sustainable finance products that enable the transition to a low-carbon economy.
- Provide an enhanced range of digital offerings for a seamless cross-platform customer experience.

Pillar 3: Strengthening Our Internal Foundations

At the core of Bank Rakyat's sustainable transformation is our commitment to developing, nurturing, and supporting our workforce. We remain dedicated to investing in our human capital, ensuring that our employees have the skills and knowledge necessary to advance their careers and contribute to the Bank's strategic goals.

We aim to foster a culture of sustainability, continuous learning, and high performance, empowering our workforce to address evolving social, economic, and environmental challenges effectively. This commitment is rooted in Islamic principles. By embracing Shariah leadership and embedding Shariah values into our culture, practices, and products, Bank Rakyat strives to create a more equitable, just, and sustainable Malaysia.

Goals:

- Establish a future-ready workforce to drive the Bank's sustainable transformation.
- Establish Bank Rakyat as a leader in the Islamic finance industry, with a workforce that embodies Shariah principles.

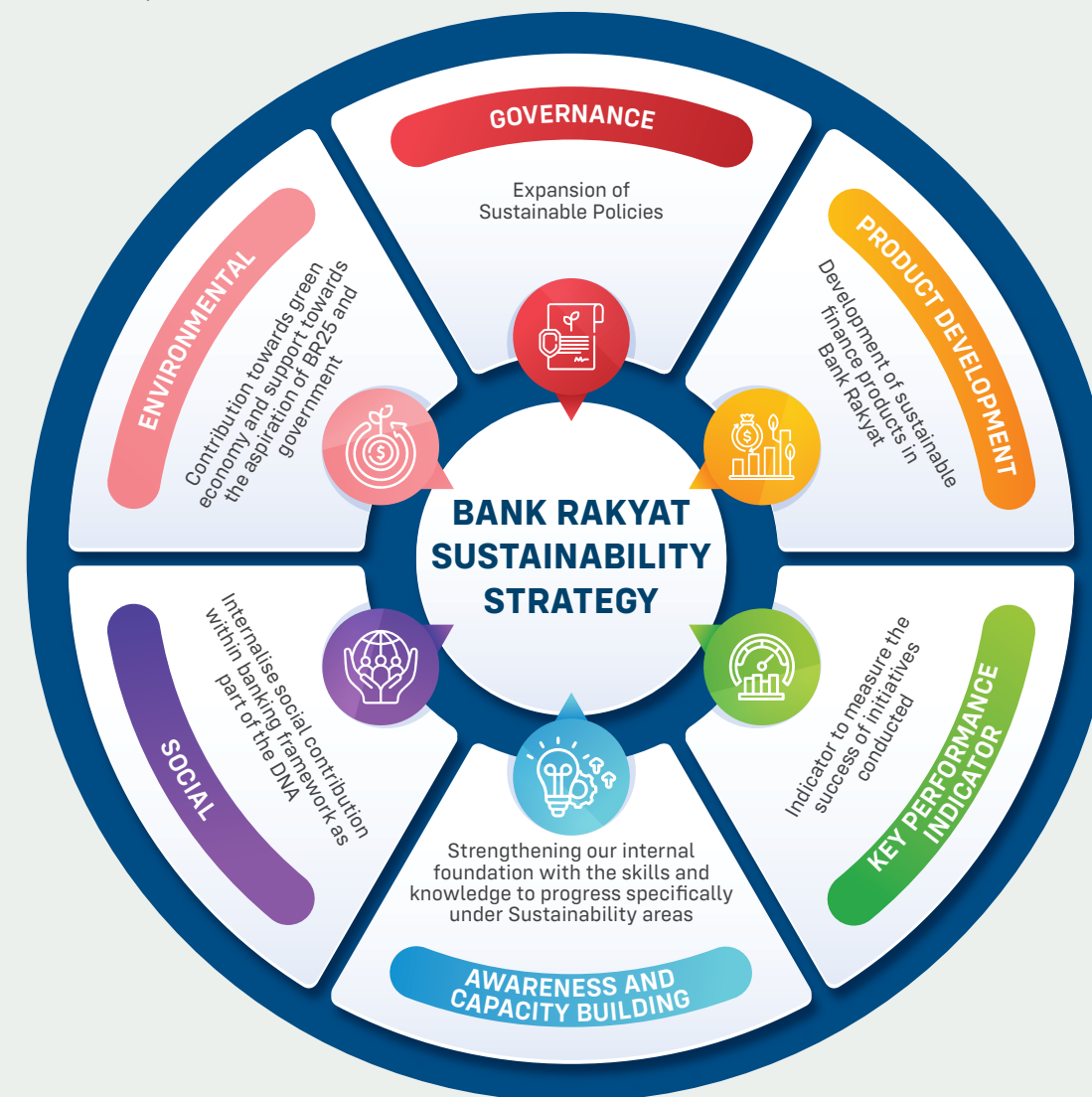
The bank has allocated a total of RM17.35 million over a five year period for the seven initiatives under the roadmap, which will be implemented in phases. From the total investment of RM17.35 million, RM2.3 million is for new projects, RM14.55 million is considered as transactional activities and the balance of RM0.50 million is allocated for Staff Training Expenditure (STE).

INITIATIVE	DESCRIPTION	START DATE	END DATE
Sustainability (Framework & Policy) Strategy	Development of Bank Rakyat Sustainability Framework, Policy, and Procedures will guide the Bank in integrating sustainability into the Bank's processes, strategies, and initiatives.	Q4 2020	Q4 2021
Value-Based Intermediation (VBI) Strategy	To align Sustainability Frameworks with the VBI's Guidance Documents issued by BNM.	Q4 2020	Q4 2025
EESG Sustainable Products and Services **	Enhancement for the Sukuk Wakalah Programme to issue SRI Sukuk tranches to support BR25 Sustainability Vertical.	Q1 2022	Q4 2024
Environmental-Friendly Efforts **	Environment-friendly initiatives and climate mitigation action.	Q1 2021	ongoing
Conservation Programme **	1. To integrate Lestari Rakyat programme as YBR initiative for conservation and protection of our natural environment for the current and the future generation	Q1 2020	ongoing
	2. To develop and enhance natural ecosystem education and management modules with volunteering programmes.		
	3. To strengthen collaboration and partnership with relevant stakeholders.		
Volunteerism Programme **	To build upon the enthusiasm of employees and encourage their undertaking of CSR initiatives.	Q4 2020	Q4 2020 (ongoing)

Our Sustainability Approach

OUR SUSTAINABILITY ROADMAP: THE WAY FORWARD

Bank Rakyat launched the Sustainability Roadmap under the Sustainability Blueprint to advance initiatives outlined in the BRSFP and foster long-term transformation across its business units. The Roadmap is executed in five phases, focusing on six key areas. Each phase builds on previous achievements, with the goal of embedding sustainability into the core of our culture. As of FY2023, the Bank is in Year 2 of implementation.



Developments in FY2023

Target	Achievement
Development of SRI Sukuk Framework	MANCO and BOD approval
CRMSA implementation	An alternative plan for the implementation of CRMSA has been approved

Our Approach: Steering Governance Excellence

Bank Rakyat is committed to strengthening transparency and corporate governance to build trust with our stakeholders. We adhere to the highest corporate governance standards, which are vital for meeting stakeholder expectations and ensuring long-term sustainability. The Bank complies with relevant laws, regulations, and industry best practices while fostering a culture of transparency, accountability, and ethical behaviour. Our sustainability governance framework is anchored by the BR25 Blueprint on Sustainability and our comprehensive BRSFP, which guide the integration of sustainability into our strategy, policies, and practices as we work towards becoming a sustainable bank.

Comprehensive details on Bank Rakyat's Corporate Governance can be found in the Annual Report 2023 (pages 136 to 189). The following summarises our governance structure and composition, along with our sustainability strategy, policies, practices, and stakeholder engagement efforts.

BOARD OF DIRECTORS

Composition and Independence

Bank Rakyat's Board of Directors is made up of highly qualified individuals from diverse backgrounds, ensuring a well-rounded representation of skills, expertise, and experience. As of 31 December 2023, the Board consists of ten (10) members: one (1) Independent Non-Executive Chairman, six (6) Independent Non-Executive Directors, two (2) Non-Independent Non-Executive Directors, who are nominees from the Ministry of Finance (MOF) and the Ministry of Entrepreneur and Cooperatives Development (KUSKOP or the Minister), and one (1) Secretary.

The Board's composition reflects a commitment to diversity, considering factors such as gender, age, education, professional experience, skills, and knowledge. The Directors bring expertise in areas including banking, accounting, law, information technology, socio economics/public policy, and public administration. This diverse skill set equips the Board with the critical capabilities needed to carry out its duties effectively, promoting independent decision making and minimising conflicts of interest. Diverse perspectives help the Board better identify and assess potential sustainability risks, from regulatory compliance to environmental impacts.

Individual Director profiles can be found on pages 100 to 109 of the Annual Report.

The Board has clearly defined roles and responsibilities, providing strategic guidance, setting the Bank's objectives, and monitoring management's performance. It ensures effective risk oversight, approves major corporate decisions, and upholds a strong corporate governance framework.



Governance Structure

Bank Rakyat has established a robust governance structure to promote accountability, transparency, and responsible business conduct. The Bank follows a clear division of responsibilities by separating the roles of the Chairman and CEO, adhering to best practices in Corporate Governance. We comply with Bank Negara Malaysia's Corporate Governance Policy Document (CG Policy) for DFIs, alongside key legislative frameworks, such as the Development Financial Institutions Act 2002. This division of duties ensures balanced oversight and effective supervision of management activities.

Our corporate governance structure, composition, roles, and remuneration, also detailed in the Annual Report on pages 136 to 163, align with GRI Standards disclosure requirements. In addition, the Task Force on Climate-related Financial Disclosures (TCFD) underscores the importance of Board oversight in driving long-term value and building trust, with key recommendations focused on Board and Management roles in managing climate-related risks and opportunities.

To support this, Bank Rakyat has established necessary structures, policies, roles, and decision-making processes through the STC, along with sustainability and risk management departments. In preparation for Bank Negara Malaysia's planned mandatory TCFD-aligned climate-related financial risk disclosures in 2024, we have developed an implementation plan aligned with CRMSA to ensure effective oversight of climate-related risks, safeguarding Bank Rakyat's resilience against climate impacts. The Bank has conducted a gap analysis to prepare for the implementation of the CRMSA, in addition to developing our SRI Sukuk Framework.

Our sustainability governance structure is outlined on page 33 of this report.

The Board of Directors is responsible for setting, approving, and updating the Bank's purpose, mission, sustainability strategy, policies, goals, and risk management framework. The Management Committee (MANCO) is tasked with executing the Board's sustainability directives, overseeing economic, environmental, and social impacts, and is supported by the Sustainability Task Force and Sustainability Department.

Our Approach: Steering Governance Excellence

Board Audit and Examination Committee (BAEC)

The BAEC is responsible for ensuring robust internal controls, risk management, and compliance within Bank Rakyat. These internal controls are essential for enhancing the integrity and credibility of the Bank's sustainability reporting. The BAEC reviews and recommends risk management strategies, policies, and guidelines to the Board, while also monitoring the Bank's risk profile, mitigation plans, and the overall effectiveness of the risk management framework. Additionally, the BAEC oversees compliance with relevant laws, regulations, and internal policies, including anti-money laundering and counter-financing of terrorism initiatives. Further details on the BAEC's composition, roles, and responsibilities can be found on pages 166 to 170 of the Annual Report 2023.

Board Risk Committee (BRC)

The BRC assists the Board in fulfilling its responsibilities for risk management and compliance, with a primary objective of effectively identifying, assessing, and managing risks. The BRC reviews methodologies for measuring and monitoring key risks, including credit, market, operational, and compliance risks. It ensures that the Bank's risk governance and activities of business units comply with regulatory guidelines.

Additionally, the BRC oversees compliance activities, such as anti-money laundering measures, and evaluates capital management, business continuity planning, and product development risks. Further details on the BRC's composition, roles, and responsibilities can be found on pages 147 to 150 of the Annual Report 2023.

Board Nomination and Remuneration Committee (BNRC)

The BNRC is tasked with recommending suitable candidates for director positions and establishing a fair and transparent remuneration framework for the Board and senior management. The committee follows a rigorous selection process that considers qualifications, expertise, and diversity. It also ensures that the compensation system aligns with the Bank's risk appetite, capital requirements, and long-term performance objectives. Further information on the BNRC's composition, roles, and responsibilities is available on pages 150 to 152 of the Annual Report 2023.

Other Board Committees

In addition to the committees mentioned, Bank Rakyat has established the Board Tender, Board Investment, Board Financing, Board IT, and Board Integrity and Governance Committees. These committees support the Board in fulfilling its duties and responsibilities within their respective areas. Operating under defined terms of reference, they offer expertise and guidance to uphold effective governance practices across the organisation. Further details on the composition, roles, and responsibilities of these Board Committees are available on pages 153 to 159 of the Annual Report 2023.

SUSTAINABILITY COMMITTEE

The Sustainability Committee (STC) at Bank Rakyat plays a critical role in embedding sustainability across the Bank's operations and managing its Environmental, Social, and Governance (ESG) agenda. Its primary objective is to develop and advise on sustainable policies, procedures, and practices that align with the Bank's sustainability vision and mission, while promoting environmental stewardship and responsible practices within the organisation.

The Committee is responsible for establishing, reviewing, and recommending the Bank's sustainability framework, policies, strategies, and targets. It provides oversight and guidance to ensure that the Bank's strategies, goals, and principles align with its sustainability commitments. Additionally, the STC tracks the implementation and outcomes of sustainability-related initiatives, ensuring progress and alignment with the Bank's overall objectives. The Committee also ensures that sustainability initiatives are supported with adequate resources and undertakes additional duties as delegated by the Management.



The STC reports its findings, recommendations, and progress on sustainability initiatives to the Board of Directors and the Management Committee. To maintain focus and adaptability, the Committee meets at least quarterly, with additional meetings held as necessary. These meetings, which may be conducted in person or via teleconference, facilitate timely decision-making and allow the Committee to address emerging sustainability issues effectively.

Governance and decision-making within the Committee are structured to ensure clarity and efficiency. Decisions are made by a simple majority, with the Chairperson holding the casting vote in the event of a tie. Membership and the terms of reference (TOR) are reviewed annually to reflect the evolving needs of the Bank's sustainability agenda. The Committee is chaired by the Chief Strategy & Transformation Officer (CSTO) and includes members from key areas such as risk, marketing, people development, and sustainability.

Our Approach: Steering Governance Excellence

RISK MANAGEMENT

Effective risk management is fundamental to Bank Rakyat's operations, helping to safeguard customers and ensure stable financial performance while supporting business growth. Group Risk Management provides independent oversight across the Bank, guided by the Group Risk Management Framework, which sets out clear objectives, guiding principles, and a governance structure for managing risk.

Aligned with Bank Negara Malaysia's Guidelines on Risk Governance, this framework was further strengthened in 2022. Bank Rakyat took significant steps to integrate risk management functions across Business and Supporting Units, ensuring that risk management activities are cohesive and well-coordinated throughout the Bank.

More details on our risk management practices are on pages 171 to 173 of the Annual Report 2023.

SUSTAINABILITY AND CLIMATE RISK MANAGEMENT

Climate Risk Management is a key focus area for Bank Rakyat, as sustainability forms a strategic pillar of our operations. The Bank is dedicated to establishing policies and procedures to manage sustainability risks, aligned with our BRSFP principles. The integration of VBI principles, guided by Shariah objectives, is embedded in the Bank's financial and operational activities, creating a structured approach to enhance governance and advance our sustainability agenda.

In 2023, the Bank rolled out the Sustainability Risk Policy, which outlines a structured approach to managing sustainability-related risks, in alignment with the Bank's risk appetite and sustainability commitments.



The policy aims to embed ESG considerations into the Bank's business activities, ensuring alignment with regulatory frameworks, such as VBI, the CCPT, and our own BRSFP. It follows a "Three Lines of Defence" model, establishing clear roles and responsibilities among the Board, Management, and Risk Management departments, ensuring accountability and effective risk oversight. The policy seeks to identify, assess, and mitigate sustainability risks within operational and financial activities, focusing on the impact of these risks on both short and long-term sustainability.

The policy will be reviewed biennially or as needed to remain relevant, and sustainability risk updates are reported regularly to senior management, the Board, and regulators.

Following the issuance of BNM's CRMSA policy in 2022, we reviewed our current practices in managing climate-related risks. Based on the results of our assessments, in 2023 the Bank's Sustainability Committee proposed a process flow to integrate climate risk into the decision-making process. Following the completion of our gap analysis, we will appoint an external consultant to advise the Bank on how any identified gaps can be addressed.

ETHICS, INTEGRITY, AND COMPLIANCE

Code of Business Conduct and Ethics

Aligned with GRI Standards 2021 on policy commitments, the Bank's comprehensive Code of Business Conduct and Ethics (the Code) outlines expected standards within the banking industry while addressing the needs of diverse stakeholders. Linked to Bank Rakyat's six Core Values, the Code sets the foundation for a strong culture of ethical conduct across the Bank.

The Code applies to the Board of Directors, Management, Employees, Suppliers, Contractors, and Business Partners, ensuring that employees, customers, and Bank Rakyat are protected through a clear understanding of acceptable business practices. All business decisions and conduct are guided by Shariah compliance, legality, adherence to Bank policies, alignment with core values, protection of the Bank's interests, community approval, and ethical integrity.

The Code emphasises Integrity, Teamwork, Customer Service, Maximising Member Value, and collaboration within the stakeholder community. Employees are expected to thoroughly understand the Code's requirements, signing a declaration upon joining to confirm their commitment to compliance. Additionally, employees receive training on Bank Rakyat's corporate culture to reinforce the principles of the Code.



Anti-Corruption and Bribery

Fraud Management and Corporate Integrity are aligned with the Bank's Fraud Management Framework and the Management of Integrity and Governance by the Malaysia Anti-Corruption Commission (MACC).

Bank Rakyat's Fraud Management Framework establishes comprehensive policies and controls to prevent, detect, and respond to fraud, aligning with the Bank's commitment to high standards of integrity and accountability. The Framework implements preventative measures through internal controls, fostering a compliance-oriented culture, conducting employee fraud awareness training, and employing pre-employment screenings. These steps help deter fraud and minimise opportunities for wrongdoing. It utilises technology for real-time fraud detection, such as data analysis and predictive algorithms, and outlines procedures for reporting incidents.

Bank Rakyat's Anti-Bribery and Corruption Policy outlines a zero-tolerance approach to bribery and corruption, applying to all employees, Board members, business associates, and third-party contractors.

To enhance these measures, the Bank is developing an Organisational Anti-Corruption Plan (OACP) and ISO 37001 Anti-Bribery Management System (ABMS) to promptly identify, report, investigate and monitor any instances of bribery and corruption. These initiatives align with the Bank's BR25 journey, ensuring compliance with relevant regulations, acts, Shariah principles and laws.

In 2023, the Compliance Index Methodology was introduced as a valuable tool for assessing business and support units' adherence to regulatory requirements, policies, and procedures. To begin, the index has been developed for Bank Rakyat's branch operations. The Compliance Index assessment on branches will be conducted annually, with results tabled to the Management Risk Committee (MRC). This will strengthen risk mitigation, improve organisational performance, and boost stakeholder confidence.

Anti-Money Laundering and Counter Financing of Terrorism

Bank Rakyat has implemented comprehensive policies, procedures, and controls to mitigate risks and ensure compliance with the Anti-Money Laundering, Anti-Terrorism Financing, and Proceeds of Unlawful Activities Act 2001 (AMLA). This robust framework, continually reviewed and enhanced to meet regulatory requirements, counters risks related to money laundering, terrorism financing, and other criminal activities. Key components include:

1. Know Your Customer (KYC) and Customer Due Diligence (CDD): The Bank enforces KYC and CDD procedures to thoroughly understand customers and their transactions, verifying identities, assessing risk profiles, and identifying suspicious activities.
2. Sanctions and Compliance Programme: Bank Rakyat's formal Sanctions and Compliance Programme prevents interactions with sanctioned individuals or entities, preserving the Bank's reputation and compliance with local and international regulations.

Additionally, Bank Rakyat engaged an external auditor for a high-level assessment of its AML/CFT Programme. The findings were used to refine operating models, address identified gaps, and strengthen existing controls, especially in CDD processes. To further enhance CDD capabilities, the Bank adopted a new external screening system, improving detection of individuals or entities under sanctions and bolstering the Bank's ability to identify potential risks and suspicious transactions effectively.

Bank Rakyat prioritises adherence to AML/CFT practices across the organisation. Employees receive ongoing training through diverse channels, including role-based training, e-learning platforms, guidance notes, and certification programmes for designated staff. These training initiatives are customised to the needs of different business and support units, ensuring employees possess the necessary knowledge of AML/CFT aligned with the specific risks faced by their units.

Our Approach: Steering Governance Excellence

As a DFI, Bank Rakyat prioritises credit risk management to protect its assets and support the Ministry of Entrepreneur and Cooperatives Development's (KUSKOP) mission of driving economic growth in the cooperative sector. The Bank regularly reviews its frameworks and policies to maintain effective credit risk management practices.

To enhance competency in Shariah and Sustainability, Bank Rakyat encourages staff to pursue relevant training and certifications. Additionally, the Bank has established an Embedded Risk Function (ERF) across branches and regional offices to foster a risk-aware culture within the First Line of Defence. The Bank also supports the National Scam Response Centre (NSRC), facilitating rapid responses to online financial scams.

Cyber Security and IT Risk Management

Information and cyber security are high priorities, with Bank Rakyat investing in advanced technology for data protection and payment security. The cyber security programme is aligned with the Bank's risk strategy, under the oversight of the Chief Information Security Office (CIS Office), which ensures resilience, scalability, and proactive management against emerging cyber threats.

Bank Rakyat's Cyber Resilience Framework & Policy is designed to enhance the Bank's ability to withstand, respond to, and recover from cyber incidents, ensuring continuity in operations and safeguarding data integrity.

Key components include:

- Governance:** Establishes a structured approach with roles and responsibilities, ensuring senior management and the Board provide oversight and set risk tolerance levels.
- Identification:** Focuses on identifying critical assets, systems, and external dependencies, allowing for prioritised security measures and regular reviews.
- Protection:** Implements layered security controls (defence-in-depth) across network and system architecture to guard against various phases of cyber-attacks, including reconnaissance, exploitation, and exfiltration.
- Detection:** Utilises monitoring tools and user behaviour analytics to identify and distinguish between potential threats and actual cyber incidents, enabling timely intervention.
- Response:** Defines actions for immediate containment, incident documentation, and crisis communication, helping minimise operational disruptions.
- Recovery:** Establishes procedures for business continuity, enabling rapid restoration of operations and integration with disaster recovery plans.
- Testing and Improvement:** Regular testing and updates ensure relevance in addressing evolving cyber threats, incorporating lessons learned and emerging intelligence.

This framework contributes to Bank Rakyat's robust governance by ensuring a proactive stance on cybersecurity, aligned with regulatory requirements and best practices, thereby reinforcing stakeholder trust and organisational resilience.

The Board IT Committee and Board Risk Committee play a key role in ensuring sustainable oversight of all IT and digitalisation/innovation strategies, plans and operations, information, cybersecurity, data privacy risk management and third-party technology risk management. The Committees also ensure timely implementation, monitoring of all systems, and good corporate governance practices as well as IT strategy oversight.

Whistleblowing Policy

To support transparency, integrity, and accountability, we have implemented a robust Whistleblower Policy, providing a safe and confidential channel for reporting improper conduct.

Aligned with the Whistleblower Protection Act 2010, and Bank Negara Malaysia's Corporate Governance policies for DFIs, this policy applies to all employees and any individuals within our defined scope. It ensures that concerns about suspected or actual misconduct can be reported without fear of reprisal, including anonymous reporting.

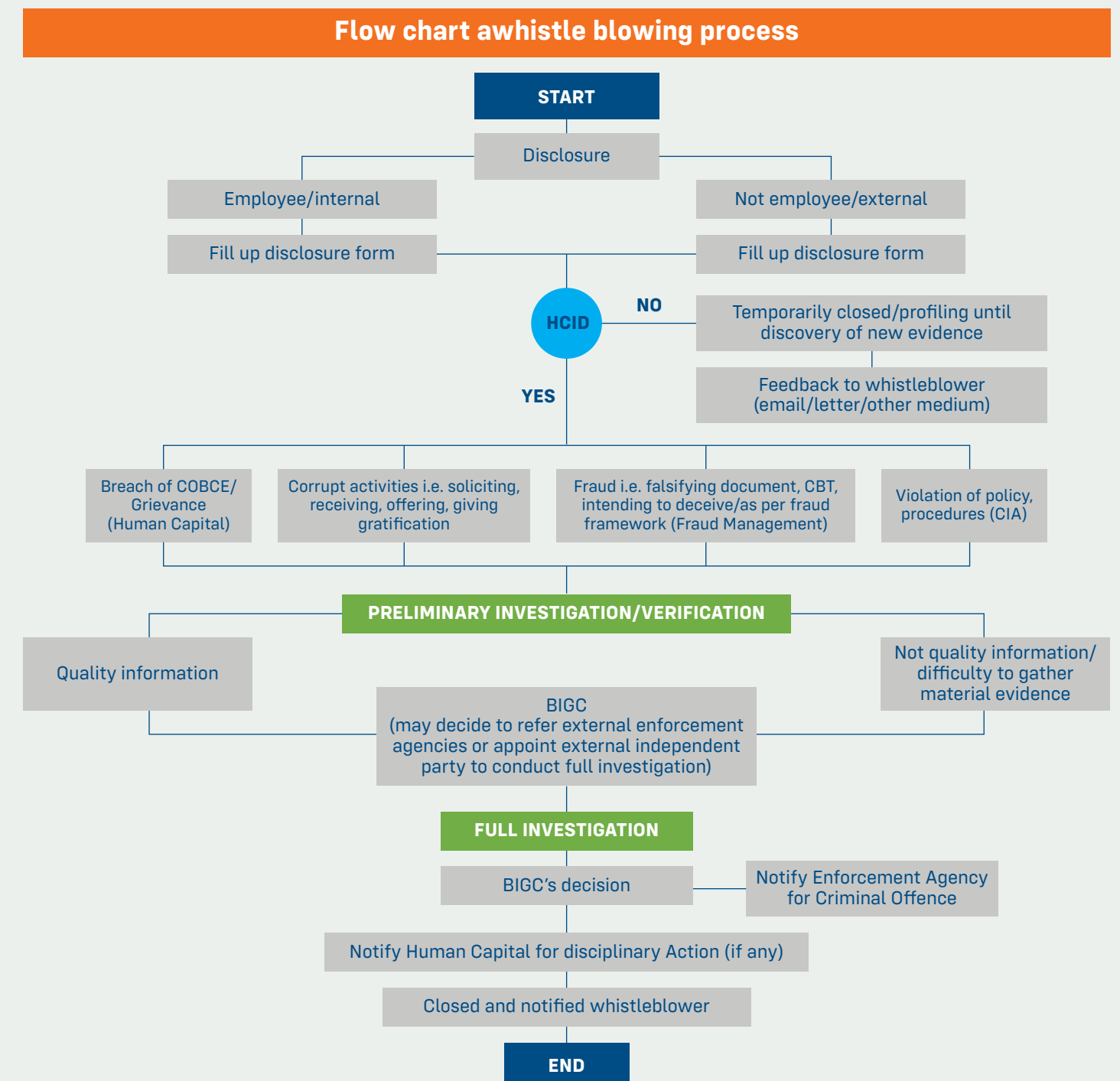
This Whistleblower Policy is a vital part of our commitment to sustainability, helping us promptly identify and address improper conduct. We encourage all employees and stakeholders to use the reporting channels with confidence, upholding our values and contributing to a sustainable future for the Bank and its stakeholders.

The policy's objectives are to:

- Uphold Values: Protect transparency, integrity, impartiality, and accountability within the Bank.
- Effective Reporting: Provide structured channels for objective investigation and resolution of legitimate concerns.
- Awareness and Compliance: Clearly outline reporting procedures and ensure all employees and relevant individuals know alternative whistleblowing avenues to regulators or law enforcement.
- Protection and Non-Retaliation: Foster a safe environment for raising concerns, protect the identity of good-faith whistleblowers, and prohibit any form of retaliation against them.

This policy demonstrates our commitment to compliance and responsible corporate governance, ensuring all legitimate concerns are thoroughly investigated and addressed.

Our Approach: Steering Governance Excellence



Upon receiving a disclosure of improper conduct, a preliminary investigation is conducted to assess if a full investigation is warranted. The findings and recommendations are then referred to the Board Integrity and Governance Committee (BIGC) for a decision. The BIGC may authorise an independent party to carry out further investigation if needed.

Our Approach: Steering Governance Excellence



In cases of suspected criminal activity, the BIGC, in consultation with legal advisors, may decide to refer the matter to relevant authorities, such as the Police or MACC, for further action.

The identity of the whistleblower is strictly protected under our Whistleblower Policy, except where disclosure is required by law. The whistleblower is shielded from any detrimental action within the Bank due to their disclosure. Bank Rakyat does not tolerate any adverse action against a whistleblower who acts in good faith, even if the investigation ultimately determines the report to be unfounded.

This Whistleblower Policy is a vital part of our commitment to sustainability, helping us promptly identify and address improper conduct. We encourage all employees and stakeholders to use the reporting channels with confidence, upholding our values and contributing to a sustainable future for the Bank and its stakeholders.

Personal Data Protection Policy

Bank Rakyat has implemented a comprehensive Personal Data Protection (PDPA) policy to safeguard the personal data of customers, employees, vendors, subcontractors, and others with whom it does business, in line with the PDPA 2010. Key elements of the policy include:

- Consent: Personal data is collected, processed, and disclosed only with consent, except as required by law.

- Data Collection: Data is gathered for specific purposes with consent, including names, contact details, financial information, and transaction records.
- Data Processing and Storage: Data is securely processed and accessible only to authorised personnel, retained as long as necessary for its intended use.
- Data Security: Security measures, such as encryption and access controls, protect data against unauthorised access, following the Bank's IT Security Policy.
- Data Transfer and Disclosure: Data is transferred or disclosed in compliance with PDPA, only to third parties or authorities as legally required.
- Individual Rights: Individuals have rights to access, correct, and delete their data, with a process in place to handle these requests promptly.

Responsible Procurement Practices

Aligned with Bank Rakyat's commitment to Shariah practices, our Procurement Policy upholds strict standards to ensure accountability, transparency, and fairness. It defines the various procurement activities that Bank Rakyat conducts, clarifying what is allowed and prohibited, with a focus on integrity and minimising risks. This policy provides opportunities for qualified businesses while securing the best value and mitigating risk for the Bank, all in accordance with Shariah principles. All personnel involved in procurement must adhere to established policies to ensure alignment with Bank Rakyat's objectives and compliance with governance standards.

Stakeholder Engagement

Bank Rakyat recognises the importance of building strong, long-term partnerships with external stakeholders, including communities, regulators, and industry peers. These ongoing collaborations are essential for setting organisational goals and advancing sustainable development objectives.

Through active and continuous engagement with key stakeholder groups, the Bank proactively manages sustainability impacts and leverages opportunities for sustainability-driven economic growth. These consultations are conducted across various platforms using carefully chosen engagement methods. Alongside regular communication with stakeholder groups, Bank Rakyat may also conduct specialised engagement sessions to address specific goals. Examples include providing guidance to MSMEs in adopting sustainable business practices such as green financing, or sessions with industry stakeholders and customers for product development.

Our key stakeholder groups and methods of engagement are detailed below.

Stakeholder Groups	Modes of Engagement/Frequency	Matters of Interest	How we respond
Members (shareholders)	<ul style="list-style-type: none"> Annual General Meetings. Annual Report and Sustainability Report. Investor relations. Email correspondences (ongoing). 	<ul style="list-style-type: none"> Financial performance. Societal impact of products and services. Ethical business practices. 	<ul style="list-style-type: none"> Good corporate governance and ethical practices. Responsible and inclusive financing for economic development.
Employees	<ul style="list-style-type: none"> Intranet (ongoing). Web communities (ongoing). Town hall sessions (Monthly). Employee-related events (regularly). Grievance system (as needed) Open door' policy (ongoing). Engagement sessions. Materiality survey. 	<ul style="list-style-type: none"> Employee welfare. Career progression. Ethical business practices. Societal impact. 	<ul style="list-style-type: none"> Employment practices and benefits . Occupational Health and Safety Good corporate governance and ethical practices.
Customers	<ul style="list-style-type: none"> Social media (ongoing). Customer service channels (ongoing). Public Complaints Bureau (ongoing). Bank Rakyat Customer Satisfaction Survey (BRCS)(biennial). Customer Townhalls. Mystery Shopper programmes. 	<ul style="list-style-type: none"> Innovative products and services. Streamlined customer services. Ethical business practices. Personal data protection. Customer satisfaction. 	<ul style="list-style-type: none"> Good corporate governance and ethical practices. Responsible and inclusive financing. Innovative digitalisation and data security. Financial literacy. Green transitioning.
Vendors	<ul style="list-style-type: none"> Tendering process. Performance evaluation. 	Procurement practices.	Responsible procurement practices.
Government and Regulators	<ul style="list-style-type: none"> Meetings (as needed). Forums. Regulatory briefings (as needed). 	<ul style="list-style-type: none"> Products and services. Ethical business practices. Overall performance. Regulatory compliance. 	<ul style="list-style-type: none"> Responsible and inclusive financing. Economic development additionality. Good corporate governance and ethical practices.
Local communities and non-Government Organisations (NGOs)	<ul style="list-style-type: none"> Briefings, meetings, volunteering programmes. Community programmes (as needed). 	<ul style="list-style-type: none"> Indirect economic contribution. Community contribution. 	Community investment employees volunteerism.
Media	Meetings, press releases and press briefings (as needed).	<ul style="list-style-type: none"> Good governance practices. Societal impact. 	<ul style="list-style-type: none"> Good corporate governance and ethics. Responsible and Inclusive financing. Community investment and development.

Stakeholder Engagement

OUR MATERIAL MATTERS

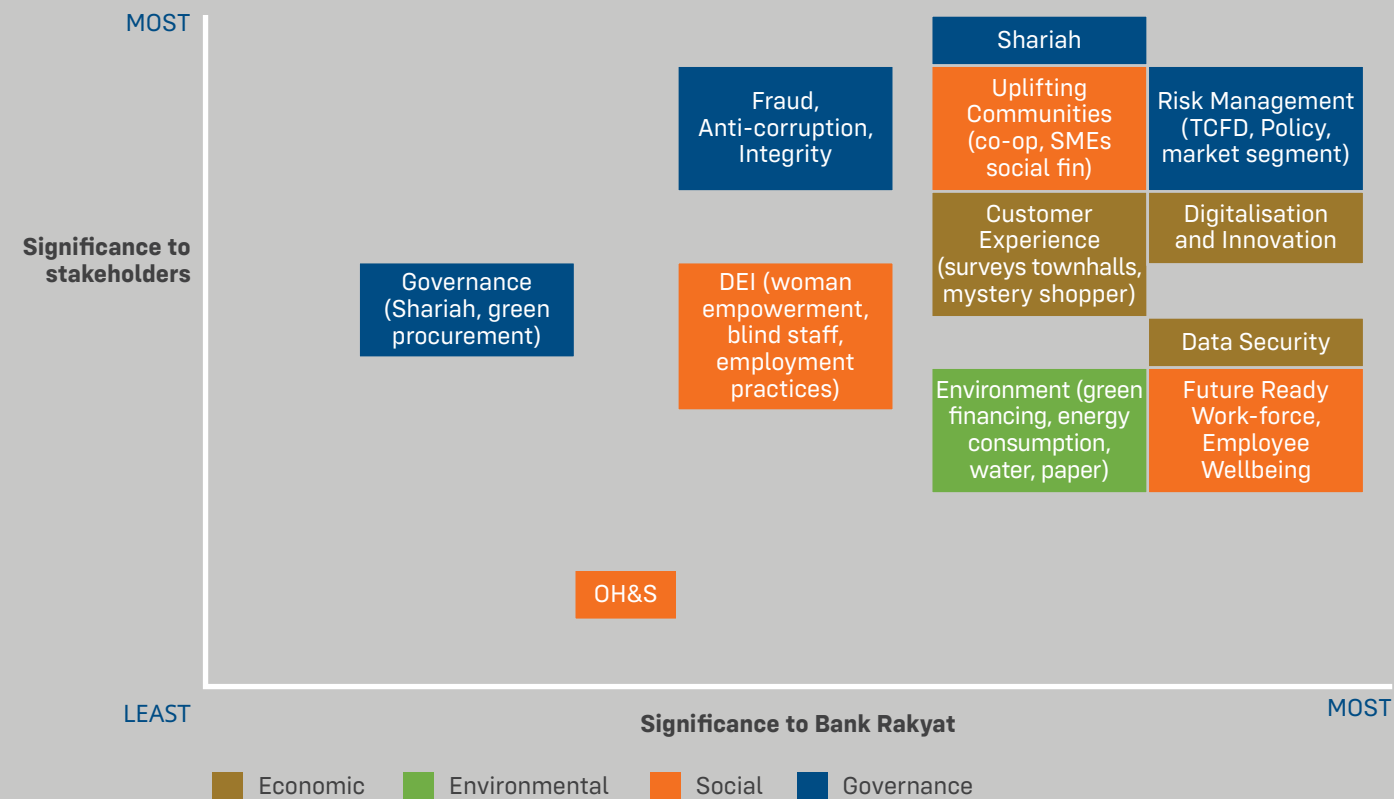
Identifying material matters is a critical process for Bank Rakyat as it ensures that the Bank focuses on the most significant sustainability issues that impact both its operations and stakeholders. Material matters represent the key ESG topics that influence the Bank's ability to create value, manage risks, and align with its sustainability objectives. These matters are integral to shaping the Bank's strategies and prioritising initiatives that drive meaningful and responsible growth.

By understanding these priorities, Bank Rakyat ensures that its resources are effectively allocated toward areas of highest relevance, enhancing its operational efficiency and stakeholder engagement. Moreover, addressing material matters enables the Bank to proactively manage risks, align with regulatory requirements, and contribute to long-term value creation, both for the organisation and the communities it serves.

In FY2022, Bank Rakyat engaged an external consultant to conduct a comprehensive materiality assessment. This exercise involved consultations with key internal stakeholders from various business units, ensuring that the Bank's material topics reflected insights from those directly involved in daily operations and stakeholder interactions.

The Bank reviews its material sustainability matters on an ongoing basis, with a full materiality assessment conducted every three years, unless significant changes occur in the business model or activities. An annual review of material topics—considering internal and external factors, the value chain, and updates in legislation—ensures continued relevance for both the Bank and its stakeholders.

This structured approach ensures that Bank Rakyat's material matters continue to address the evolving needs of stakeholders, reflect the broader sustainability landscape, and align with the Bank's BR25 strategic blueprint.



Stakeholder Engagement



The 12 material topics identified were evaluated in relation to our BRSFP and subsequently aligned with its three key pillars: Driving Socioeconomic Development for the Nation, Accelerating the Green Transition, and Strengthening Our Internal Foundations. The details for each material topic can be found on the relevant pages outlined below.



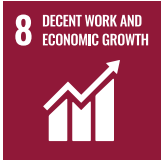
Sustainability Framework and Policy Pillar	Material Topic	Pages
Driving Socioeconomic Development for the Nation	Uplifting Communities	64 to 79
	Customer Experience	61 and 92
	Data Security	42 to 44
	Risk Management	39 to 42, 86 and 87
	Digitalisation and Innovation	56 to 58
Accelerating the Green Transition	Environment	82 to 87
Strengthening our Internal Foundations	Governance	38 to 44
	Fraud, Anti-corruption and Integrity	40 to 42
	Diversity, Equity and Inclusion	92 to 93
	Occupational Health and Safety	95
	Future-ready Workforce	90 to 95






Empowering businesses,
strengthening communities
– driving economic
prosperity for all

Our Approach: Building Economic Prosperity

CONTRIBUTING TO THE UNSDGs

UNSDGs	Targets	Our Contribution
	<p>1.4 Ensure equal rights to economic resources.</p> <p>1.5 Build resilience of the poor and those in vulnerable situations.</p> <p>1.A Ensure significant mobilisation of resources to end poverty.</p>	<p>Bank Rakyat enhances financial inclusion and resilience for underserved communities through initiatives like the Rural Economic Financing-i Scheme (SPED) and Micro Financing-i ME2, which provide affordable financing for small-scale enterprises. Programmes such as RAKYATpreneur and UNipreneur empower vulnerable groups, including <i>asnaf</i> and B40 entrepreneurs, with funding, capacity building, and mentorship to achieve sustainable livelihoods. Additionally, the Bank mobilises significant resources for poverty alleviation through zakat contributions and CSR initiatives, supporting education and long-term economic growth.</p>
	<p>4.3 Ensure equal access to affordable and quality technical, vocational, and tertiary education.</p> <p>4.4 Increase the number of youth and adults with relevant technical, vocational, and entrepreneurial skills for employment and decent jobs.</p> <p>4.5 Eliminate gender disparities in education and ensure equal access for vulnerable populations.</p> <p>4.7 Ensure that all learners acquire the knowledge and skills needed to promote sustainable development.</p> <p>4.B Expand the number of scholarships available to developing countries for enrolment in higher education</p>	<p>The Bank offers financing solutions for tertiary education and vocational training, ensuring affordability and accessibility. Through programmes like RAKYATpreneur and UNipreneur, it equips youth and adults with technical, vocational, and entrepreneurial skills for meaningful employment. The Bank actively works to eliminate gender disparities by targeting vulnerable groups, including women and underserved communities, for education and training opportunities. Additionally, Bank Rakyat integrates sustainability into its financial literacy programmes, fostering knowledge of sustainable practices. Scholarships and funding further demonstrate the Bank's commitment to expanding access to higher education and empowering future generations.</p>
	<p>8.3 Growth of micro, small and medium-sized enterprises, including through access to financial services.</p> <p>8.10 Encourage and expand access to banking, takaful and financial services for all.</p>	<p>The Bank aids in the growth of micro, small, and medium-sized enterprises (MSMEs) through access to tailored financial services, such as the Micro Financing-i ME2 and Rural Economic Financing-i Scheme (SPED), which provide affordable financing solutions. The Bank also empowers entrepreneurs through capacity-building initiatives like RAKYATpreneur, offering funding, training, and mentorship to enhance their business capabilities. Additionally, Bank Rakyat promotes financial inclusion by expanding access to banking and takaful services for underserved and unbanked communities through digital platforms like iRakyat and mobile banking initiatives, ensuring that financial services are accessible to all segments of society.</p>

Our Approach: Building Economic Prosperity

UNSDGs	Targets	Our Contribution
	<p>9.3 Expand access to affordable credit for small enterprises and integrate them into value chains and markets.</p> <p>9.4 Upgrade infrastructure and industries for sustainability, improving resource efficiency and adopting clean technologies.</p> <p>9.A Facilitate sustainable and resilient infrastructure development in developing countries through financial, technological, and technical support.</p> <p>9.C Increase access to information technology and ensure universal, affordable internet connectivity.</p>	<p>The Bank provides access to affordable credit for small enterprises through initiatives like RAKYATpreneur and Micro Financing-i ME2, enabling their integration into value chains and markets. The Bank supports infrastructure upgrades for sustainability by promoting green financing products and adopting energy-efficient solutions, such as its Green Building Index (GBI) certification efforts. Additionally, as part of its development financing role, Bank Rakyat facilitates the growth of sustainable and resilient infrastructure by providing financial and technical support, particularly in underserved areas. Through digitalisation initiatives like iRakyat and mobile banking, the Bank enhances access to financial services, information technology, and internet connectivity, fostering greater inclusion and progress for communities across Malaysia.</p>
	<p>10.1 Progressively achieve and sustain income growth of the bottom 40% of the population.</p> <p>10.2 Empower and promote the economic inclusion of all.</p>	<p>The Bank fosters income growth for the bottom 40% (B40) population through accessible financial solutions, such as Micro Financing-i ME2 and Rural Economic Financing-i Scheme (SPED). These initiatives empower underserved communities to achieve sustainable livelihoods and improve their economic status. The Bank also promotes economic inclusion by providing targeted programmes like RAKYATpreneur and UNipreneur, which equip marginalised groups, including women and <i>asnaf</i>, with funding, skills training, and mentorship.</p>
	<p>12.2 Achieve sustainable management and efficient use of natural resources.</p> <p>12.5 Substantially reduce waste generation through prevention, reduction, recycling, and reuse</p> <p>12.6 Encourage companies to adopt sustainable practices and include sustainability in their reporting.</p> <p>12.7 Promote sustainable procurement practices in accordance with national policies and priorities.</p> <p>12.8 Ensure information and awareness for sustainable development and lifestyles in harmony with nature.</p>	<p>The Bank implements initiatives that promote responsible consumption and production. We focus on the sustainable management and efficient use of natural resources by reducing energy and water consumption and minimising paper usage across operations. The Bank integrates sustainability into its operations and reporting, aligning with global standards and encouraging other organisations to adopt sustainable practices. Our procurement policies emphasise sustainable practices, prioritising vendors and suppliers that align with national sustainability goals. Additionally, the Bank raises awareness of sustainable lifestyles through financial literacy and community engagement programmes, fostering a culture of environmental responsibility among stakeholders.</p>

Our Approach: Building Economic Prosperity

SUPPORTING THE BACKBONE OF THE ECONOMY

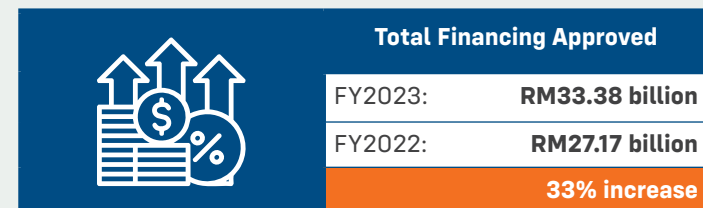
As Malaysia's leading DFI, Bank Rakyat is steadfast in our continuous efforts to foster socio-economic development, community empowerment, Shariah leadership, and digital transformation. Through a diverse portfolio of Islamic banking products and by prioritising accountability and transparency, the Bank strives to generate meaningful, positive outcomes for all stakeholders.

In 2023, Bank Rakyat expanded its Business Banking Division to better support Micro, Small, and Medium Enterprises (MSMEs), cooperatives, and commercial entities, focusing on service improvements to meet the unique needs of underserved groups, including the B40 segment. As part of its BR25 strategic vision, the Bank also aligned its goals with Bank Negara Malaysia's Financial Sector Blueprint (FSB) 2022 - 2026, supporting Malaysia's transition to a sustainable, inclusive financial ecosystem.

We also made strides in embedding ESG practices across our operations, aiming to build a sustainable future through environmental responsibility. Additionally, as an agency of the Ministry of Entrepreneur and Cooperative Development (KUSKOP), Bank Rakyat played a crucial role in advancing the National Entrepreneurship Policy 2030 (NEP2030). Through this, the Bank seeks to enhance the financial resilience of MSMEs and cooperatives, with an ambitious goal of accelerating financing to these sectors to RM5 billion by 2025.

Bank Rakyat's commitment to enhancing financial well-being of the rakyat is evident in its robust financing achievements for 2023, approving over RM33.3 billion financing for more than 833,600 individuals, marking a 33% year-over-year increase in value. This included RM6.6 billion for Bank members and RM18.8 billion dedicated to supporting the B40 low-income segment. Digitally, platforms like iRakyat, i-bizRAKYAT, and QR2E were enhanced to meet evolving customer needs. Additionally, over 39,000 individuals, primarily youth, participated in Bank Rakyat's financial literacy programmes, underscoring its role in advancing financial inclusivity and a cashless society in Malaysia.

Bank Rakyat's commitment is demonstrated through its counter-cyclical role, particularly in aiding recovery from economic challenges. With an emphasis on inclusivity and financial well-being, Bank Rakyat continues to support sustainable economic growth for its members, customers, and the nation, ensuring accessible, affordable, and quality financial services for all.



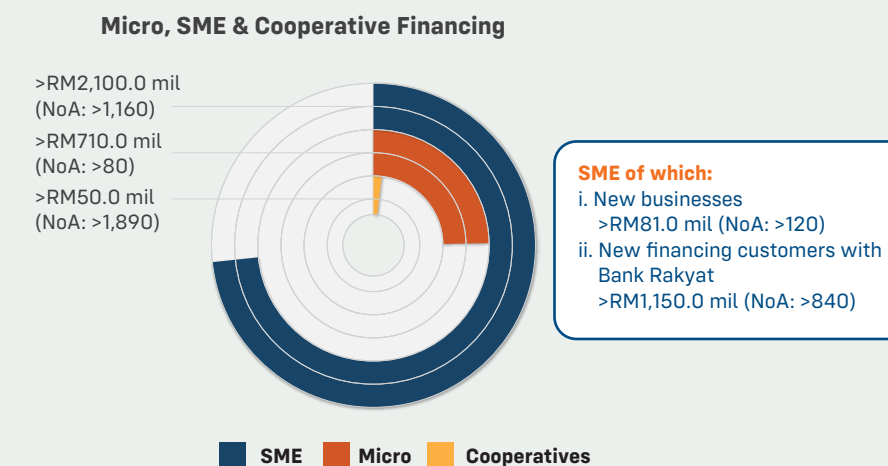
Our Approach: Building Economic Prosperity

Summary of FY2023 Development Output – Financial Additionality

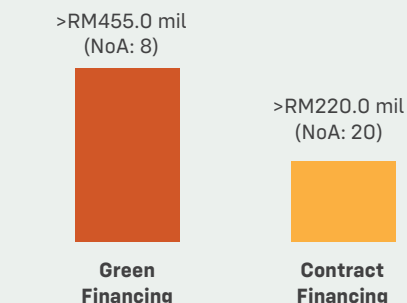
Development Outcome: Financial Additionality

Financing Approved to Businesses

Micro, SME & Cooperative Financing

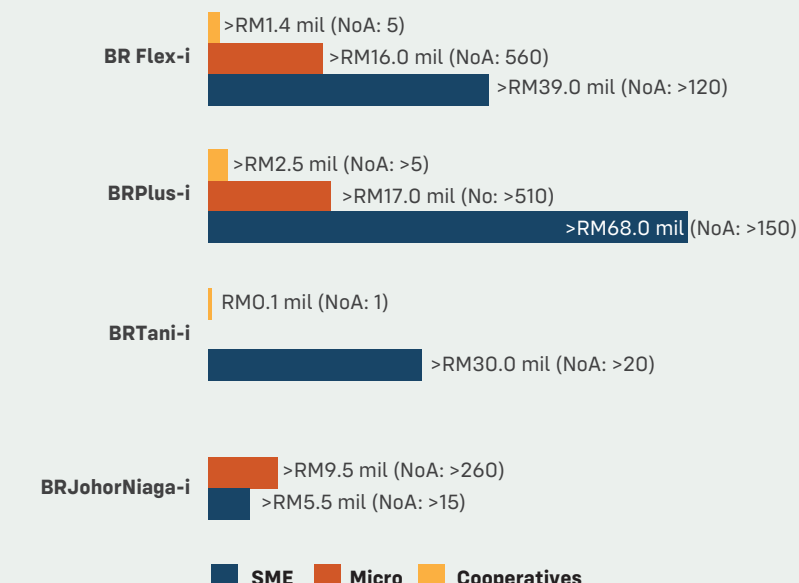


Green & Contract Financing



Bank Rakyat's Programme Financing & Government-led Initiatives

Bank Rakyat's Programme Financing



BNM & Government Funds



Note: NoA = No. of accounts

Our Approach: Building Economic Prosperity

	FY2023 (RM)	FY2022 (RM)
Cooperatives	714.10 million	372.18 million
SMEs (Ex-Micro):	2.11 billion	1.63 billion
of which new businesses	81.23 million	47.06 million
of which first time customers	1.16 billion	849.77 million
Micro, Small and Medium Enterprises (MSMEs)	51.27 million	123.38 million

SMEs comprise approximately 97% of Malaysia's economy, contributing 38% to the GDP and providing 48% of the country's employment, underscoring their importance to national prosperity. Recognising this, the Malaysian Government has prioritised support for SMEs to help achieve the objectives of the National Investment Master Plan (NIMP) 2030. Bank Rakyat plays a critical role in advancing this agenda by offering targeted programmes and services tailored to the needs of SMEs. Through these initiatives, Bank Rakyat empowers SMEs to grow, innovate, and create employment, thereby strengthening Malaysia's economic foundation and fostering inclusive growth. Financing Support for MSMEs and Cooperatives

As an agency under KUSKOP, Bank Rakyat is entrusted with fostering the growth and resilience of MSMEs and cooperatives through tailored financing solutions, advisory, and training programmes. In 2023, the Bank approved over RM2.8 billion in financing for more than 3,100 MSMEs and cooperatives, which included RM81.0 million for approximately 120 startups (operating under three years) and RM1.1 billion for more than 840 first-time Bank clients.

The Bank actively supports the cooperative ecosystem by contributing to Suruhanjaya Koperasi Malaysia (SKM) through the Cooperatives Education Trust Fund (CETF) and the Cooperatives Development Provident Fund (CDPF). In FY2023, these contributions totalled over RM52.5 million, derived from 3% of the Bank's annual Profit Before Zakat (PBTZ), respectively.

Driving Green Financing

In FY2023, the Bank advanced its commitment to Environmental, Social, and Governance (ESG) financing by aligning with the FSB's green economy priorities, offering tailored financing solutions for MSMEs, cooperatives, and corporate clients. Approximately RM460.0 million in financing was approved to eight customers under the Green Financing and CCPT classification.

Post-Pandemic Recovery Programmes

Bank Rakyat continues to support recovery for MSMEs and cooperatives post-pandemic, through the BR Flex-i programme. This programme is structured to provide nine-month payment moratoriums, minimal documentation requirements, discounted financing costs, competitive rates, and no collateral requirements. With financing up to RM50,000 for micro-entrepreneurs and RM1.0 million for SMEs and cooperatives, the Bank approved RM57.0 million for over 680 businesses by December 2023. Following this success, the Bank introduced BRPlus Financing-i (BRPlus-i), targeting business sustainability, employment, and increased female entrepreneurship. As of December 2023, BRPlus-i had approved over RM88.0 million to more than 670 MSMEs and cooperatives.

Support for the Rural Economy and Agriculture

Bank Rakyat is committed to uplifting rural economies through the Skim Pembiayaan Ekonomi Desa 2.0 (SPED 2.0) in partnership with the Ministry of Rural and Regional Development (KKDW). In FY2023, RM0.7 million was approved for six micro-entrepreneurs under this initiative. Additionally, to strengthen food security and the agro-industry, the Bank introduced BRTani-i, approving approximately RM30.0 million for over 20 agricultural entrepreneurs by December 2023.

Collaborative Initiatives with Johor State and BNM

Through the BRJohorNiaga-i programme, Bank Rakyat supports MSMEs in Johor with financing limits of up to RM50,000 for micro-entrepreneurs and RM500,000 for SMEs, backed by Johor State Government subsidies. As of December 2023, the Bank approved RM15.0 million for over 280 Johor-based entrepreneurs. In addition, Bank Rakyat supports the MSME sector through various government-led initiatives. Under BNM's Disaster Relief Facility (DRF), the Bank approved RM1.3 million in FY2023 to support SMEs affected by floods, totalling over RM5.0 million in aid to 15 SMEs since 2022.



Our Approach: Building Economic Prosperity

Micro Financing Initiatives for Informal Entrepreneurs

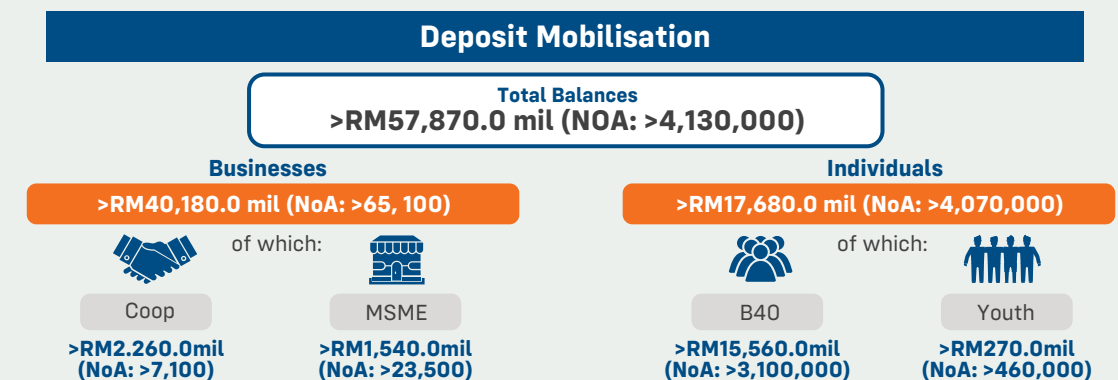
In 2022, KUSKOP revitalised the Skim Pembiayaan Mikro Penjaja dan Peniaga Kecil (MPPK), allocating RM50.0 million for post-pandemic recovery of micro and informal entrepreneurs. Featuring a 12-month moratorium, 0% profit rate, and no collateral requirement, this fund has benefited over 2,400 entrepreneurs, including RM3.1 million approved for more than 390 micro-entrepreneurs in FY2023. Notably, more than 1,300 women entrepreneurs have participated in this impactful initiative.

HELPING MALAYSIANS FULFILL THEIR ASPIRATIONS

At Bank Rakyat, we believe our success is deeply connected to the well-being and prosperity of the communities we serve. Recognising our role in fostering economic empowerment and social inclusion, we focus on providing essential financing access, particularly to individuals from lower-income backgrounds, in alignment with the SDG 1: No Poverty and SDG 10: Reduced Inequalities.

Our commitment to serving our mandated and targeted community segments, including individuals and families, is reflected in substantial financing achievements. As of the reporting period, Bank Rakyat's total approved financing has surpassed RM33.3 billion, supporting over 833,600 individuals, representing a 33% increase in value and an 18% growth in the number of accounts, underscoring our expanding impact in financial inclusion.

For our members specifically, approved financing amounted to over RM6.6 billion, benefiting more than 128,200 members. The Bank also extended more than RM18.8 billion in financing to over 678,800 accounts from the B40 income segment. Additionally, affordable home financing, which supports housing for lower-income families and aligns with SDG 11 Sustainable Cities and Communities, reached over RM0.9 billion, benefiting more than 4,700 accounts for homes valued at RM300,000 and below, marking a 25% rise in financing value and 17% growth in accounts.



Deposit mobilisation is a cornerstone for Bank Rakyat, strengthening financial stability while empowering the Bank to reinvest in the community, drive economic growth, enhance financial inclusion, and support underserved segments. The Bank has fostered a savings culture among both current and potential customers through targeted marketing and promotion of deposit products. As a result, Bank Rakyat's total deposits exceeded RM57.8 billion, with over RM17.6 billion mobilised from more than 4.0 million individual customer accounts.

Among targeted individual segments, deposits from B40 customers and youth (aged 18 and below) surpassed RM15.5 billion and RM270.0 million, respectively, across more than 3.5 million accounts. In the non-individual segment, deposits totalled over RM40.1 billion from 65,100 business accounts, with RM2.2 billion from 7,100 cooperative accounts and over RM1.5 billion from 23,500 MSME accounts.

Our Approach: Building Economic Prosperity

Crowd-in Funding

In FY2023, Bank Rakyat partnered with seven institutions, Majlis Agama Islam dan Adat Melayu Terengganu (MAIDAM), Kolej Profesional Baitulmal Kuala Lumpur, Surau Al-Barakah Bank Rakyat, Universiti Kebangsaan Malaysia (UKM), Universiti Sains Islam Malaysia (USIM), Yayasan Waqaf Malaysia, and Kolej Universiti Islam Perlis to facilitate the collection of waqf funds. Acting as an intermediary, the Bank enabled both public and private entities to contribute to these funds through online or physical banking channels.

In the year under review, the total waqf funds raised from the public exceeded RM1.4 million, with the Bank itself contributing over RM110,000. This collaboration achieved a 1,239% crowd-in efficiency ratio, indicating robust participation from the private sector compared to contributions from DFIs.

BUILDING RELATIONSHIPS THROUGH DIGITALISATION

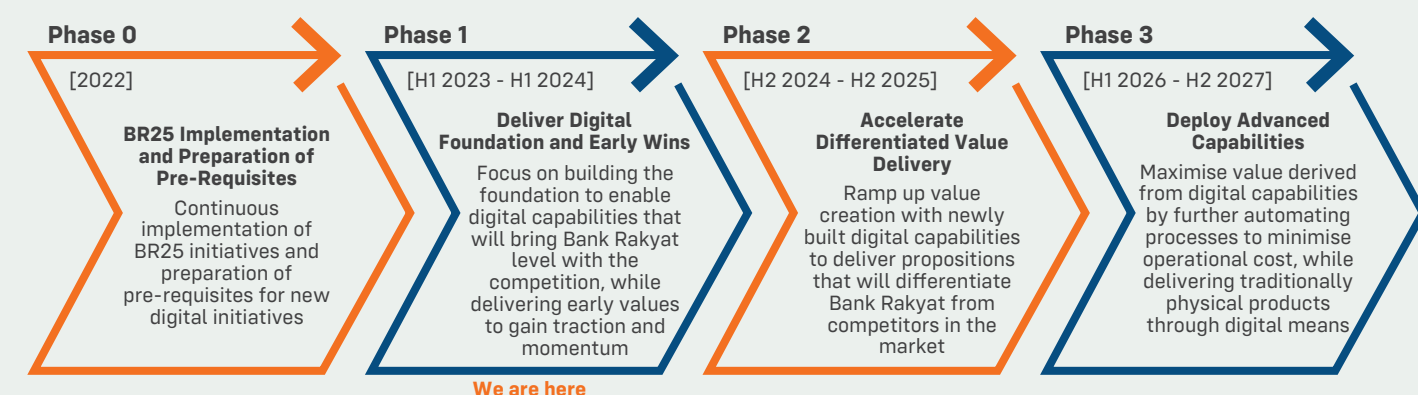
Bank Rakyat's Digitalisation Journey

Digital transformation is reshaping how economic and social activities are conducted, presenting immense opportunities to advance the SDGs. Bank Rakyat recognises the pivotal role digital technology plays in accelerating progress toward these goals and is dedicated to fostering a robust technology ecosystem and integrating innovation throughout its operations. This commitment aligns with the national digital economy agenda, supporting the Malaysian Digital Economy Blueprint (MyDigital) initiative.

In 2022, Bank Rakyat launched its Digital Transformation Blueprint, a strategic five-year roadmap (FY 2023–2027) that positions the Bank on a structured digitalisation journey. This blueprint outlines a phased approach to digitalise core business mechanisms, aligning with our mission to deliver improved business outcomes through technology.

Phased Digital Journey

Currently, we are progressing through Phase 1 of our digital transformation journey, extending through the first half of 2024. This phase is crucial for laying a strong digital foundation, positioning Bank Rakyat to adapt and excel in an increasingly digital landscape.



In this phase, we are focusing on implementing foundational technologies essential to the financial industry, including:

- **eKYC for Enhanced Customer Onboarding:** Ensuring secure, seamless, and convenient customer identity verification, reducing friction in onboarding.
- **API Integration Hub:** Enabling streamlined data exchange and connectivity across systems for a more agile and responsive banking ecosystem.
- **Cloud Computing Adoption:** Building scalability, security, and operational flexibility to meet evolving customer needs and support future digital growth.

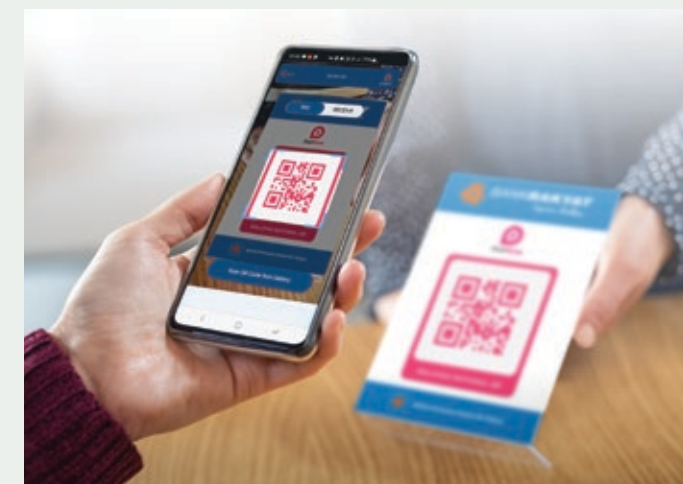
Our Approach: Building Economic Prosperity

Phase 1 Objectives

Our primary objectives in Phase 1 are to:

1. **Achieve Industry Parity:** Ensuring we operate at industry standards, meeting customer expectations and remaining competitive.
2. **Deliver Immediate Value:** Rapidly implementing these technologies to realise early benefits, including improved operational efficiency, cost savings, and enhanced customer interactions.

These initial achievements will fuel our digital momentum, setting a solid groundwork for the next phases of our transformation journey. With a focus on early wins, Phase 1 establishes the foundation for a future-proof digital ecosystem that will drive impactful, sustainable change across the Bank's operations and services in the years to come.



Digital Platforms

In FY2023, Bank Rakyat made substantial strides in its digitalisation journey, introducing new digital channels and elevating the customer experience through an integrated Islamic banking system powered by advanced technology. This initiative forms a core part of the Bank's BR25 Digitalisation agenda, which seeks to remain competitive in the market by embracing digital transformation.

A key addition to this digital push is the iRakyat mobile application, launched in September 2021 as a complement to the Bank's iRakyat online banking web platform. The app empowers customers to manage their banking products with ease and offers a variety of features beyond standard retail banking, including integrations with Lembaga Tabung Haji, DuitNow, 1PAY, and JomPay. Customers can also make zakat, waqf, and charitable contributions directly through the app, aligning with government initiatives to encourage digital payments and cashless transactions.

In FY2023, the iRakyat mobile app saw impressive growth, attracting over 342,000 new users, while the web platform welcomed an additional 152,000 users. This expansion drove over 42.1 million transactions, totalling more than RM14.9 billion, showcasing the platform's role in advancing Bank Rakyat's digital transformation goals and enhancing the convenience and accessibility of financial services for customers.

Bank Rakyat Quick (BRICK)

Launched in 2021, Bank Rakyat Quick (BRICK) is a digital platform designed to offer retail customers easy access to a range of banking products, including Saving-i Accounts, Home Financing-i, Credit Cards-i, Vehicle Financing-i, and Personal Financing-i. Serving as an alternative channel for exploring and applying for these offerings, BRICK plays a key role in Bank Rakyat's digital transformation, streamlining the customer journey for both retail and business customers and providing an efficient platform that guides users through financing solutions, from initial inquiries to application submission.

The platform enables seamless digital onboarding for products like savings accounts and home financing, with features such as pre-eligibility assessments that allow customers to understand their financing potential early on. BRICK also features a centralised digital document repository, which improves the efficiency of the application process by allowing both customers and bank employees easy access to required documents, thereby accelerating approval times.

Additionally, BRICK integrates with partner services like Perodua's UFirst platform, enabling customers to apply for Vehicle Financing-i directly through Perodua's site, highlighting its role in expanding financing accessibility through digital partnerships. With a strong focus on security, BRICK ensures secure data handling with robust authentication measures and complies with regulatory standards to protect customer information throughout the process.

BRICK Panel Developer Partners:



Our Approach: Building Economic Prosperity

Since its launch, BRICK has significantly improved the customer onboarding and financing experience, particularly for home financing. In 2023, it saw a remarkable 5.7-fold increase in applications, driven by customer demand and platform improvements. This enhanced efficiency not only accelerates service delivery but also aligns with Bank Rakyat's goal to offer accessible, customer-centric banking solutions.

Through BRICK, Bank Rakyat continues to bridge the gap between traditional banking and the evolving needs of today's tech-savvy customer base, further solidifying its commitment to a seamless, digitally empowered banking experience.

Quick Response to Entrepreneur (QR2E)

The Quick Response to Entrepreneur (QR2E) platform, launched by Bank Rakyat, is a digital onboarding service designed to help the Bank's Business Banking Centre (BBC) clients access financial assistance and business management support. Combined with the eBiz Suite, QR2E offers a streamlined approach to helping micro, small, and medium enterprises (MSMEs) manage their operations and secure funding. In FY2023, the platform was enhanced with the eBiz Tools Marketplace, which provides business solutions in areas like Human Resources, Accounting, and e-Commerce Management, developed in partnership with leading fintech firms to improve productivity for MSMEs and cooperatives.

Fintech Partners:



QR2E aims to empower MSMEs by providing rapid access to financing and essential digital tools to simplify business management. Key features include fast and accessible financing options, enabling entrepreneurs to secure capital to grow or stabilise their businesses.



Driven by increasing user demand and platform enhancements, eBiz Suite applications experienced a significant 278.19% growth in 2023. This surge highlights the platform's expanding user base and its continually evolving capabilities. By equipping entrepreneurs with crucial digital resources, QR2E furthers Bank Rakyat's commitment to financial inclusion and economic growth, supporting MSMEs as key drivers of innovation and progress in Malaysia.

i-MerchantRAKYAT

In October 2023, Bank Rakyat launched the i-MerchantRAKYAT application, a tailored platform for MSME entrepreneurs and cooperatives, designed to enable quick and secure payments through DuitNow QR. This platform reflects the Bank's commitment to promoting e-payment solutions and supporting the shift towards a cashless society. In 2023, the platform gained more than 5,100 new subscribers.

iRakyat Internet Banking

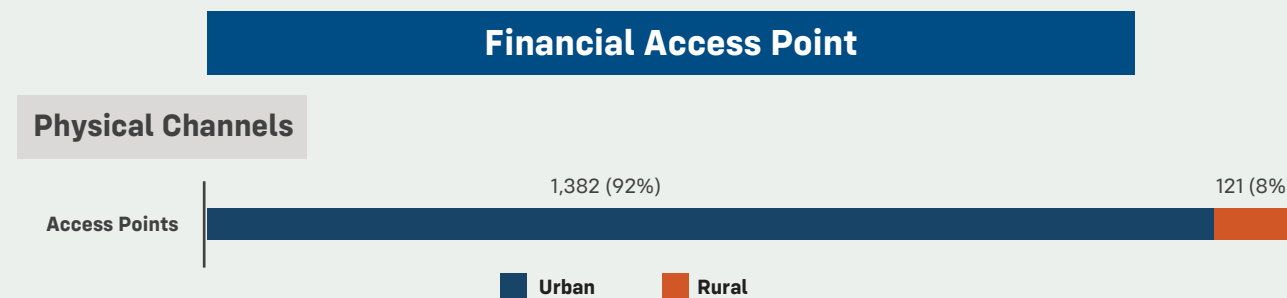
iRakyat Internet Banking is another key initiative in Bank Rakyat's digital transformation, offering a comprehensive digital banking platform that allows customers to access a wide range of services securely and conveniently. The platform is available on both web and mobile, giving users the flexibility to manage their finances from anywhere. iRakyat supports essential banking functions like balance inquiries, fund transfers, bill payments, and Islamic banking services, such as zakat and waqf contributions. With integrations for DuitNow QR and JomPAY, it facilitates cashless transactions, supporting national initiatives for a digital economy.

In FY2023, iRakyat saw substantial growth, with over 342,000 new mobile users and more than 152,000 new web users. The platform processed over 42.1 million transactions, totaling more than RM14.9 billion, demonstrating its effectiveness in meeting the growing demand for digital banking. iRakyat exemplifies Bank Rakyat's focus on digital transformation and financial inclusion, offering a secure, user-friendly experience that contributes to a digitally integrated banking landscape in Malaysia.

Our Approach: Building Economic Prosperity

EMPOWERING INDIVIDUALS

Total Access Points



	Total No.	of which: Urban		of which: Rural			
		No.	Transaction Volumes	Transaction Values	No.	Transaction Volumes	Transaction Values
Agent Bank	284	244	>72,100	>RM9.3 mil	40	>4,700	>RM0.4 mil
Bank Bergerak and ARROW	9				9	>14,300	>RM29.3 mil

Strengthening Financial Inclusivity and Community Empowerment

Bank Rakyat remains dedicated to enriching lives and communities through a wide array of products and services, with a strong focus on the underserved B40 segment. This commitment to financial inclusivity supports both individuals and communities, advancing their economic well-being while aligning with Malaysia's broader agenda for resilience and social welfare. Over the years, Bank Rakyat has continually expanded its financing and support services to these vital economic players, fostering financial literacy through targeted programmes and broadening access points to reach every community segment.

In FY2023, Bank Rakyat achieved a total of 1,503 financial access points, a 1.1% year-on-year growth through constant enhancements to its physical channels, particularly in underserved rural areas. Under the BNM Agent Banking Policy, the Bank prioritises reaching "unserved" mukims with no access points and "underserved" mukims with fewer than five access points. Bank Rakyat currently operates 148 branches and 985 self-service terminals, including 72 in rural areas. Additionally, 4 Rakyat Xcess, 27 Ar-Rahnu X'Change, 22 Rakyat Xcess and Ar-Rahnu X'Change locations, and 1 Rakyat X'Lite offer further touchpoints across the nation.

Notable highlights in 2023 include the launch of new Rakyat Xcess and Ar-Rahnu X'Change facilities in Ranau and expanded Ar-Rahnu services at Bank on Wheels locations in Temerloh, Alor Setar, and Kota Bharu.

New cash recycler machines and an upgraded branch design in Penampang demonstrate Bank Rakyat's commitment to corporate social responsibility and service enhancement. Through these initiatives, Bank Rakyat consistently advances Bank Negara Malaysia's financial inclusion agenda, embodying its mission to empower communities and drive sustainable economic growth.

For further details on Financial Inclusion, please refer to pages 71 to 74 of this report.



Our Approach: Building Economic Prosperity



Agent banking (Rakyat C.A.R.E)

Bank Rakyat's Agent Banking service, Rakyat C.A.R.E., underscores the Bank's commitment to inclusive banking by delivering a comprehensive range of banking facilities and essential financial services to communities nationwide, especially in areas without branches. Conveniently located within community hubs, Bank Rakyat has 284 active agents nationwide with 40 in rural areas. Please refer to page 72 of this report for more information.

Education Financing-i

Bank Rakyat's Education Financing-i facility is a Shariah-compliant financing option based on the Tawarruq concept, designed to support Malaysians in achieving educational goals without the financial burden. By offering up to RM1,000,000 in financing, with tenures up to 20 years (including a grace period of up to four years), this facility empowers students to focus on their studies, while the bank manages the financing aspect.

Accessible to Malaysian citizens aged 18 to 70 with a minimum monthly income of RM2,000, it provides inclusive educational financing that helps drive socio-economic transformation, making quality education attainable across communities. Additionally, collateral requirements vary by financing amount, ranging from no collateral needed for financing below RM250,000 to 75% collateral for amounts exceeding RM500,000. Eligible collateral includes mortgages, Term Deposit-i accounts, and ASB unit trusts.

This facility underscores Bank Rakyat's commitment to fostering equitable access to education and empowering individuals to contribute meaningfully to community and economic development.

Ar-Rahnu X'Change

Ar-Rahnu, Bank Rakyat's Shariah-compliant short-term financing product based on Islamic pawnbroking principles, offers individuals access to immediate funds by pledging gold as collateral. This service allows customers to secure short-term or micro-financing in alignment with Islamic principles, providing an alternative to conventional pawnbroking. It is founded on three key Islamic concepts: Qardhul Hasan, where the borrower repays only the amount borrowed; Ar-Rahnu and Al-Wadi'ah, which requires collateral for securing the financing and ensuring repayment; and Al-Ujrah, permitting a fee for safekeeping. Bank Rakyat's Ar-Rahnu offers fast, accessible financing up to RM350,000, covering up to 80% of the pledged asset's value, typically gold or jewellery, at low-profit rates under Shariah principles.

Unlike traditional pawnbroking, Bank Rakyat's Ar-Rahnu safeguards the customer's interests under Shariah law, with flexible payment terms that can be renewed every six months for up to 18 months. Should financing remain unpaid, the bank may auction the collateral, and any surplus after repayment and fees is returned to the customer. If unclaimed, the surplus is forwarded to unclaimed funds, which the customer may retrieve in the future. This Shariah-compliant pawnbroking system is particularly valuable in promoting financial inclusion and poverty reduction, offering underserved, low-income, and rural communities access to affordable credit without the need for traditional collateral. In FY2023, Bank Rakyat's Ar-Rahnu service secured a leading 36% market share, with financing balances reaching RM2.88 billion (FY2022: RM2.34 billion), available through 140 branches and 48 Ar-Rahnu X'Change outlets.

Bank Bergerak and ARROW

The Bank's Bank Bergerak and Ar-Rahnu on Wheels (ARROW) initiative, extends access to financial services to customers in underserved or rural areas through a fleet of modified vehicles. As of FY2023, Bank Rakyat operated one Bank Bergerak in Kuala Lumpur, and eight ARROW units in multiple locations nationwide, facilitating transaction value exceeding RM29.3 million. Bank Bergerak and ARROW are covered on page 71 of this report.



Our Approach: Building Economic Prosperity

MANAGING CUSTOMER EXPERIENCE

In 2023, we continued to elevate our customer interactions by enhancing service quality and operational excellence, progressing steadily toward achieving an exceptional customer experience. We implemented a series of engagement sessions at regional offices, branches, and business units, both physically and virtually to seek avenues to elevate customer experience (CX). These sessions allowed Bank Rakyat to discuss its latest CX performance, ongoing initiatives, and strategic plans in preparation for the Malaysian Banking Industry Customer Satisfaction Survey (MBICSS). The dialogues from these sessions provided actionable insights, enabling swift responses and strengthening customer connections. These insights are foundational to the bank's CX strategy for the coming year, embodying a proactive approach to boost customer satisfaction.



	FY2023 (%)	FY2022 (%)
Customer Satisfaction Score	89.67	81

Through the BR25 Great Customer Experience (GCX) Blueprint, Bank Rakyat has advanced its commitment to CX excellence. In 2023, 50 participants across diverse business units earned the Certified Customer Experience Professional (CCXP) credential, enhancing their skills across six key competencies. Additional initiatives, such as Customer Service Excellence training and Train the Trainer sessions, focused on strengthening communication skills, active listening, and feedback techniques, reinforcing a culture of service excellence.

Bank Rakyat has reinforced this customer-focused culture through a series of campaigns. For example, the "Salam, Smile, and Thank You" initiative, conducted with the Syariah team, encouraged employees to greet customers warmly, nurturing a friendly culture rooted in positive values. The "BR Product Champion" campaign, in collaboration with the Digital team, deepened employee understanding of Bank Rakyat's products, ensuring they could effectively promote the bank's unique offerings.




Additionally, "CX Week" provided a platform for employees to address challenges, gain industry insights through forums and knowledge-sharing sessions, and engage in sales and promotional activities, with the highlight being the CX Award that recognised branches and employees embodying CX culture.

Branch Service Rating Score 95%	CX A Category: 141 branches
	CX B Category: 7 branches

In 2019, we introduced the Branch Service Rating, providing an ongoing assessment of each aspect of the customer journey. This process involves engaging with all touchpoints to gain deeper insights, enabling us to identify and implement actionable improvements.

The Bank's commitment is evident in the 95% score achieved in the Branch Service Rating, with 141 branches earning the top CX A category and only seven branches in the CX B category, reflecting a consistently high standard of service. The Contact Centre, now in its 17th year, managed over 2 million incoming calls in 2023, marking an 11.79% increase from the previous year and reinforcing Bank Rakyat's dedication to handling customer inquiries promptly. In order to understand customer demands and preferences, a Customer Satisfaction Survey was conducted to measure customer satisfaction towards services provided by Contact Centre's CXP. From the survey conducted, 89.67% of customers expressed satisfaction with the services provided.

This comprehensive approach to customer experience has firmly positioned Bank Rakyat as a leader in customer satisfaction, with a strategic focus on continuous enhancement and fostering a culture of service excellence at every touchpoint. For additional information on Customer Service/Experience Management, refer to pages 74 to 76 of the Annual Report 2023.

A fisherman wearing a traditional conical hat is shown mending a large, intricate fishing net. He stands on a wooden structure, possibly a pier or boat deck, with the net draped around him. The background features a vast, open landscape under a dramatic, cloudy sky with a low sun, creating a silhouette effect on the fisherman. The overall color palette is dominated by blues and greys, with a strong contrast between the dark foreground and the bright, hazy sky.

**Uplifting lives through
financial inclusion and
social empowerment**

Our Approach: Empowering Communities Through Social Development

Bank Rakyat is committed to fostering social development and empowering communities across Malaysia, particularly the underprivileged. Through a diverse range of Corporate Social Responsibility (CSR) programmes, the Bank actively works to uplift communities, promote financial literacy, and enhance access to financing, helping to build a more financially inclusive society.

Key initiatives in FY2023 include the Yayasan Bank Rakyat outreach programmes, which support educational and community development projects nationwide, along with the Nuri Nutrisi programme, which focuses on improving nutrition among school children, helping to promote their wellbeing and readiness to learn. The Bank also provides annual zakat contributions, distributing resources to those in need while the Surau Al-Barakah activities bring communities together, creating a supportive environment that encourages spiritual and personal growth.

Aligned with its dedication to social development, Bank Rakyat actively contributes to the United Nations Sustainable Development Goals (UNSDGs), prioritising six SDGs that resonate strongly with its operations (see pages 50 and 51 for a full description):



Bank Rakyat is committed to ensuring that all individuals, particularly the poor and vulnerable, have equal access to economic resources and financial services, aiming to empower communities.



The Bank is dedicated to advancing literacy and numeracy among youth and adults, helping them achieve essential skills and contribute meaningfully to society.



Bank Rakyat promotes policies that foster productive activities, job creation, entrepreneurship, and innovation, encouraging the growth of micro, small, and medium-sized enterprises through enhanced access to financial services.



The Bank expands affordable credit access for micro-entrepreneurs and SMEs, promoting sustainable infrastructure through green financing and energy-efficient solutions, and fostering inclusion via digitalisation initiatives.



Bank Rakyat is committed to promoting the social, economic, and political inclusion of all individuals, regardless of age, gender, disability, race, ethnicity, or economic background, aiming to empower every member of society.



Bank Rakyat promotes sustainable resource management by reducing energy, water, and paper usage, aligning its operations and reporting with global standards. Its procurement policies prioritise sustainability, and through financial literacy and community programmes, the Bank fosters environmental responsibility and awareness among stakeholders.

SOCIAL SUSTAINABILITY INITIATIVES

Bank Rakyat's social sustainability initiatives address critical social challenges while fostering inclusivity, equality, and broad access to financial services. By leveraging strategic partnerships, community engagement, and innovative programmes, the Bank aims to create a brighter future where individuals and communities can thrive together. In its commitment to advancing financial literacy, Bank Rakyat promotes a savings culture among customers and potential customers alike.

Through targeted marketing and the promotion of deposit products, Bank Rakyat's efforts have resulted in a total deposit balance of over RM57.8 billion, comprising RM17.6 billion from more than 4 million individual customer accounts. Among these deposits, RM15.5 billion was from the B40 segment and over RM270.0 million from youth (aged 18 and below), collectively spread across more than 3.5 million accounts. This strategic focus underscores the Bank's role in empowering underserved groups and promoting sustainable financial growth.



Our Approach: Empowering Communities Through Social Development

Year	Deposit Balance (RM Billion)	Number of Accounts
2023	57.87	4,136,809
2022	57.55	4,092,131

Promoting financial literacy remains a key approach for Bank Rakyat, especially to encourage savings habits among youth and foster digital banking adoption. In FY2023, over 40,000 individuals, including more than 31,200 youth, participated in the Bank's financial literacy programmes. These initiatives include electronic payments education (Cashless School and Digital Desa), youth savings programmes (NURI), and more. Aligned with BNM's financial inclusion priorities, these initiatives aim to expand access to digital financial services, improve convenience and efficiency, and reduce banking costs for underserved segments. Additionally, financial education efforts ensure that newcomers to the financial system practice responsible financial behaviours, avoiding over-indebtedness.

46 Cashless Schools	25,580 Nuri Programme Participants
>11,000 secondary school students onboarded	129,000 Nuri account holders (new and existing)

Total participation for Financial Literacy for Youth (age below 18 y.o.): 31,238 participants.

Throughout FY2023, Bank Rakyat conducted a range of advisory and capacity-building programmes to support cooperatives and entrepreneurs. Key initiatives include the Cooperative/Entrepreneur Advisory Desk, Kursus Memperkasakan Bangsa Usahawan: Santai Namun Sampai, the Graduate Mentoring Programme, Business Matching Programme, Cooperative eCA-i Tour, RAKYATpreneur, and the Bank Rakyat UNIPreneur Series. This commitment has been further strengthened with the introduction of the Islamic Financing Workshop. Collectively, these programmes attracted over 1,300 cooperative participants and more than 5,400 MSMEs.

Detailed impacts of these efforts are discussed in the previous section, Building Economic Prosperity, on pages 54 to 65.

Training, outreach, and advisory services conducted	
2023 Total number of participants	6,818
2022 Total number of participants	7,191

Advancing Social Finance

Bank Rakyat places significant emphasis on entrepreneurship, recognising its vital role in enhancing social wellbeing and advancing a needs-based economy that aligns with the government's vision for a high-income nation. In 2023, we furthered our commitment to philanthropy through RAKYATpreneur 4.0 and Bank Rakyat UNIPreneur 3.0, initiatives designed to empower *asnaf* micro-entrepreneurs and *asnaf* student-preneurs, supporting their advancement across the business value chain.

These programmes form part of a broader social finance initiative in alignment with BNM's iTEKAD programme, which is dedicated to assisting low-income micro-entrepreneurs by strengthening their financial management and business acumen to ensure sustainable income generation. Through this initiative, we provide seed capital of RM5,000 – RM10,000 under the RAKYATpreneur programme and RM3,000 under the UNIPreneur programmes to assist entrepreneurs acquire essential business assets, strengthen financial management practices, and sharpen their business intelligence, all with the goal of fostering long-term income sustainability.

Under the National Budget 2024, the government announced it would provide an additional RM25 million in matching grants with financial institutions to support more entrepreneurs. Since the programme's launch in 2022, Bank Rakyat has demonstrated unwavering commitment to this initiative by allocating RM7.5 million in seed funding through the RAKYATpreneur, RAKYATpreneur B40, and Bank Rakyat UNIPreneur programmes.

These programmes are specifically tailored to support *asnaf* entrepreneurs who have received zakat contributions from the Bank. Assistance includes competency-building workshops, advisory services, network development, and regular follow-up monitoring, all delivered in partnership with UiTM Technoventure Sdn. Bhd. (UTVSB) and 20 other local higher education institutions.

The primary objective of these programmes is to enhance the competencies of *asnaf* entrepreneurs, enabling them to identify and seize opportunities to remain competitive. Through this, we aim to nurture these entrepreneurs as potential future MSME clients of the Bank.

To support these efforts, the RAKYATpreneur, RAKYATpreneur B40, Bank Rakyat UNIPreneur, and Asnafpreneur programmes benefit from capacity-building initiatives and monetary contributions sourced from both the Bank's zakat funds and BNM iTEKAD funds. As part of our outreach, we also organised the "Karnival Jualan Lestari Usahawan RAKYATpreneur & Bank Rakyat UNIPreneur" at Universiti Teknikal Malaysia Melaka (UTeM), providing a platform for showcasing the achievements and impact of these entrepreneurial programmes.

Our Approach: Empowering Communities Through Social Development



RAKYATpreneur

RAKYATpreneur is focused on empowering individuals within the local community, particularly those who come from underserved or lower-income backgrounds. This initiative is aimed at providing tools, knowledge, and resources to help individuals become successful entrepreneurs, enabling them to contribute to their local economies and improve their standard of living. RAKYATpreneur programmes focus on developing practical business skills in areas such as financial literacy, marketing, and entrepreneurship.

These entrepreneurs are given access to capital, mentorship, and networks that may not be available through traditional channels. By supporting community-based entrepreneurs, RAKYATpreneur seeks to stimulate local economies, create jobs, and foster economic independence as well as encourage entrepreneurs to align their businesses with social causes, ensuring that their entrepreneurial efforts also contribute positively to the community.

The RAKYATpreneur 4.0 programme (June 2023 – November 2023), engaged 300 *asnaf* entrepreneurs operating micro-businesses with monthly revenues ranging from RM1,000 to RM8,000. Each participant received RM5,000 in seed funding. Through a series of competency-building workshops, advisory services, networking opportunities, and ongoing follow-up monitoring, participants experienced a notable 63% increase in sales revenue, with 37.7% reporting monthly revenue growth between RM1,000 and RM5,000.

Furthermore, 69% (208 participants) began accumulating monthly savings in their Saving-i Accounts, marking a positive shift towards financial stability.

The RAKYATpreneur programme has seen a marked rise in participation since the launch of RAKYATpreneur 2.0 in September 2021. The programme has consistently empowered microentrepreneurs to boost their business performance, as reflected in the increase in sales revenue across its iterations. From June to November 2023, 63% of the 300 participants in RAKYATpreneur 4.0 experienced higher sales revenue. Similarly, RAKYATpreneur 3.0 (July to December 2022) saw a 60% success rate among 300 participants, while RAKYATpreneur 2.0 (September 2021 to February 2022) achieved a 62.5% success rate, accentuating the programme's effectiveness in driving tangible business growth.

RAKYATpreneur programme	Participants	Experienced increase in Sales Revenue
RAKYATpreneur 4.0 (June 2023 to November 2023)	300	63%
RAKYATpreneur 3.0 (July 2022 to December 2022)	300	60%
RAKYATpreneur 2.0 (September 2021 to February 2022)	170	62.5%

Our Approach: Empowering Communities Through Social Development

RAKYATpreneur

RAKYATpreneur Success Story

AZIAN LAWATI JAAFAR
Sugar cane (*tebu telur*) supplier



Perseverance in the Face of Adversity

Despite the severe challenges posed by flooding, which destroyed a large portion of her sugarcane crop, Puan Azian Lawati Jaafar remained undeterred in her mission to cultivate sugarcane and meet the demand of her loyal customers across Kuala Lumpur, Selangor, and Negeri Sembilan. Puan Azian has not only continued her harvest but also supplies fresh sugarcane juice for events.

With the funding received through the RAKYATpreneur programme, she was able to purchase fertiliser and pesticides. She was also able to install an electric fence around her plantation to prevent wild animals from damaging her crops.



Our Approach: Empowering Communities Through Social Development



Bank Rakyat UNIPreneur

The Bank Rakyat UNIPreneur initiative is designed to uplift *asnaf* micro-entrepreneurs, individuals eligible for zakat assistance, by strengthening their business competencies and financial management skills. Participants in this programme are nominated by universities, ensuring the selection of young *asnaf* and aspiring entrepreneurs with the potential to grow. The programme focuses on fostering entrepreneurial capabilities, building self-confidence, and promoting self-reliance, equipping participants with skills for future careers. Through comprehensive coaching, mentorship, branding support, and targeted funding, the initiative helps these entrepreneurs enhance their business operations and achieve financial sustainability.

The UNIPreneur initiative aligns with the government's vision to establish a holistic and conducive ecosystem that supports the National Entrepreneurship Policy 2030 (DKN 2030). This initiative underscores Bank Rakyat's commitment as a socially responsible financial institution, dedicated to the welfare and sustainability of *asnaf* entrepreneurs, in alignment with the values of Malaysia Madani. Additionally, the programme supports the UNSDGs, especially in eradicating poverty by 2030 through inclusive funding and mentorship.

In FY2023, 500 participants from 20 institutions of higher learning were selected for this programme, with each awarded RM3,000 in seed funding. Participants underwent comprehensive entrepreneurship training and mentorship provided by partner universities, aimed at developing the entrepreneurial capabilities of these aspiring entrepreneurs. Following their training, 67% of participants reported increased sales revenue, with 69.2% reporting average monthly earnings of circa RM1,000. Additionally, all participants gained access to banking services through eCurrent Account-i, with over 90% indicating the initiation of consistent monthly savings.

Bank Rakyat UNIPreneur programme	Participants	Seed Funding	Experienced increase in Sales Revenue
Bank Rakyat UNIPreneur 3.0 (June 2023 to November 2023)	300	RM3,000	63%
Bank Rakyat UNIPreneur 2.0 (July 2022 to December 2022)	500	RM3,000	66%
Bank Rakyat UNIPreneur (September 2021 to February 2022)	100	RM2,000	67%

Our Approach: Empowering Communities Through Social Development



Bank Rakyat UNIPreneur Success Story

SYED ABDUL RAZAK SYED RADZUAN
Khat calligraphy artist



A Journey of Art and Ambition

What began as a passion for Syed Abdul Razak Syed Radzuan, a second-year student in Economics and Management Sciences, has blossomed into a meaningful and profitable venture in Jawi calligraphy. Driven by his love for Islamic art, Syed Abdul Razak decided to turn his talent into an opportunity to inspire others, especially young people, to appreciate khat calligraphy as a timeless Islamic heritage worth preserving.

With the vision of spreading this art, he sought financial support through Bank Rakyat's UNIPreneur programme, which allowed him to expand his small business. The funding provided him with the means to set up exhibition and sales booths at the Economic Festival, a recurring event organised each semester by the Kulliyah of Economics and Management Sciences at the International Islamic University Malaysia (IIUM). Through this opportunity, Syed Abdul Razak not only shares the beauty of khat with a broader audience but also grows his business, honouring Islamic artistry and tradition with each stroke of his pen.



Our Approach: Empowering Communities Through Social Development

FINANCIAL LITERACY: EMPOWERING THE COMMUNITY

Bank Rakyat is dedicated to empowering individuals and communities with essential financial knowledge and skills. Through practical financial education such as budgeting, saving, and debt management workshops, seminars, and outreach initiatives, the Bank promotes sound financial habits and helps Malaysians make informed financial decisions. By offering resources and personalised guidance, Bank Rakyat not only serves as a financial service provider but also as an advocate for financial literacy.

This commitment extends beyond individual support, aligning with BNM's Financial Inclusion Agenda to provide accessible, affordable, and quality financial services for all. These initiatives aim to enhance economic stability, reduce poverty, and improve financial inclusion, particularly for women, contributing to balanced and sustainable economic growth.

Financial Literacy Programmes

Bank Rakyat places strong emphasis on financial literacy as a foundation for cultivating a savings culture, especially among young Malaysians. In FY2023, over 39,000 individuals, primarily youths (more than 31,200), participated in Bank Rakyat's financial literacy programmes, which aim to equip them with essential money management skills. Key initiatives include the Cashless School and Digital Desa programmes under the electronic payment agenda, as well as youth-focused savings initiatives like NURI. These efforts align with BNM's financial inclusion priorities, which focus on expanding access to digital financial services and providing underserved communities with more convenient, efficient, and cost-effective banking options.



Programmes	No. of Programmes Conducted	No. of Participants
NURI programme	i. Karnival NURI Madani at 11 schools	13,000 participants
	ii. Pertandingan Bicara Berirama dan Choral Speaking Nuri Madani 2023	1,000 participants (10 secondary schools, 10 primary schools)
Cashless School	46 cashless schools	14,608 participants (11,178 students onboarded)
Digital Desa	5 Digital Desa programmes executed	2,857 participants

Bank Rakyat also prioritises financial education for those new to banking, helping them enter the financial system responsibly and avoid the risks of over-indebtedness. This suite of programmes supports our broader goal of promoting digital banking services and advancing a cashless society, underscoring our commitment as a proactive DFI to drive financial inclusion across Malaysia.

Nuri Savings-i Account

The NURI Savings-i Account is designed to encourage children to develop a savings habit from a young age. With a low initial deposit requirement of just RM20, it provides children up to age 12 with a simple and accessible way to start saving. Account holders also gain exclusive membership to the NURI Club, which hosts various events throughout the year to promote financial awareness, including:

- Karnival Ramadan NURI: Organised in partnership with selected secondary schools, this event takes place during Ramadan, fostering community and financial values in line with the season.
- Karnival NURI Madani: A nationwide event that promotes the NURI Club and the Bank's savings products, aiming to instil a savings culture and boost financial literacy.
- NURI Teenpreneurship: This programme introduces high school students to entrepreneurship. Selected participants receive initial capital from the Bank to start small food and beverage ventures, gaining hands-on business experience.
- Jom Menabung Campaigns and Colouring Contests: Held nationwide with support from local educational bodies and agencies, these activities encourage savings in a fun, engaging way.

Through these initiatives, the NURI Savings-i Account and NURI Club foster financial responsibility, helping young Malaysians build healthy saving habits early on.

Our Approach: Empowering Communities Through Social Development

DEVELOPING RESILIENT COMMUNITIES THROUGH FINANCIAL INCLUSION

Aligned with its commitment to fostering financial inclusivity and supporting sustainable economic growth, Bank Rakyat consistently advances BNM's financial inclusion agenda. By ensuring accessible, affordable, and high-quality financial services, the Bank aims to reach all societal segments, particularly underserved and unserved communities, guaranteeing that financial progress is universally achievable.

This focus on inclusivity is a key pillar in the Bank's development-oriented mandate, reflecting a strong commitment to promoting equitable economic development across Malaysia.

The Bank's inclusive offerings encompass a wide range of products, services, and innovative touchpoints tailored to address the unique needs of underserved segments. These include specialised youth savings accounts such as NURI, cashless initiatives like Cashless School and Digital Desa, and accessible banking options through Bank Bergerak and Ar-Rahnu on Wheels (ARROW).

To extend our reach, Agent Banking (Rakyat C.A.R.E.) provides banking services in rural areas, while various accessible service options, including Rakyat Xcess, Ar-Rahnu X'Change, Rakyat Xcess and Ar-Rahnu X'Change (which combine Rakyat Xcess and Ar-Rahnu X'Change services within a single location), and self-service terminals, enhance convenience.

Currently, Bank Rakyat has 4 Rakyat Xcess, 27 Ar-Rahnu X'Change, 22 Rakyat Xcess and Ar-Rahnu X'Change, and one Rakyat X'Lite outlet nationwide, including in the Borneo region.

In addition to its own Ar-Rahnu X'Change, 82 other Ar-Rahnu X'Change outlets are managed by various cooperatives under a franchising licence from Rakyat Management Services Sdn Bhd (RMS), Bank Rakyat's subsidiary. This franchise model not only extends financial services to more communities but also supports income growth and job creation within the participating cooperatives.

These inclusive initiatives underscore the Bank's role as a dynamic and responsive DFI, driving comprehensive financial inclusion and contributing to Malaysia's economic resilience.

Bank Bergerak and ARROW

Bank Rakyat's Bank Bergerak and Ar-Rahnu on Wheels (ARROW) initiatives embody a transformative approach to making banking services accessible for rural communities. As a key CSR effort, this initiative ensures both urban and rural customers can conveniently access a range of banking services, contributing to Bank Rakyat's commitment to financial inclusion.



As of FY2023, Bank Rakyat operated one Bank Bergerak in Kuala Lumpur, and eight ARROW units strategically placed in areas such as Temerloh (Pahang), Kota Bharu (Kelantan), Kota Tinggi (Johor), Bintulu (Sarawak), and multiple locations in Sabah, including Sandakan, Keningau, and Kota Marudu, including an expansion into the Langgar district in Alor Setar. By setting up in community-centric areas such as public community centres, FELDA settlements, and local morning markets, Bank Bergerak and ARROW bring critical banking services closer to underserved communities.

The services available through Bank Bergerak include the opening of electronic Current Account-i (eCA-i) and Savings-i (CASA) accounts, various counter banking services, wealth management, and financial advisory, along with the latest updates on the Bank's products.

ARROW, an upgraded version of Bank Bergerak introduced in 2020, provides these services alongside Ar-Rahnu (Islamic pawnbroking) services, which include storage fee payments, jewellery redemption, cleaning, and testing.

By December 2023, Bank Bergerak and ARROW had collectively facilitated over 14,000 transactions, with a transaction value exceeding RM29.3 million, reflecting a year-over-year increase of 11% in volume and a significant 47% growth in transaction value. This impactful initiative exemplifies Bank Rakyat's commitment to bridging gaps in financial accessibility, providing essential banking services where they are needed most, and fostering economic resilience across Malaysia.

Bank Bergerak and ARROW	9 (FY2022: 7)
Total transaction value	RM29.33 million (FY2022: RM18.36 million)

Our Approach: Empowering Communities Through Social Development

Agent Banking (Rakyat C.A.R.E.)

Bank Rakyat's Agent Banking services, known as Rakyat C.A.R.E., represents our commitment towards inclusive banking, providing critical financial services to communities across Malaysia, particularly in areas without bank branches. Initiated in alignment with BNM's Agent Banking initiative, Rakyat C.A.R.E. has been operational since July 2015 and has since grown into a robust network of accessible banking points, ensuring that essential banking services reach even the most remote locations.

Rakyat C.A.R.E. agents offer a comprehensive range of banking facilities, including savings deposits, cash withdrawals, interbank fund transfers, bill payments, and financing payments, in addition to utility payments and other everyday transactions. Conveniently located within community hubs like sundry shops, Rakyat C.A.R.E. empowers residents to conduct banking transactions without the need for extensive travel, a service that is particularly valuable for unserved and underserved communities.

Beyond enhancing customer convenience, Rakyat C.A.R.E. generates mutual benefits for both the Bank and appointed agents. Through these localised banking points, Bank Rakyat not only extends essential financial services but also taps into new markets and increases its retail deposit base, all while keeping operational costs lower than with traditional banking branches. Agents, in turn, receive additional income through transaction fees and commissions, strengthening their local businesses and supporting community economic health.



BUILDING A SUSTAINABLE FUTURE FOR THE COMMUNITY

Bank Rakyat has long prioritised Corporate Social Responsibility (CSR) to support the communities it serves, firmly embedding social development into its operational culture. With a commitment to aligning all initiatives with Shariah principles, Bank Rakyat places a high value on giving back to the community, supporting those in need, and fostering long-term value. Over the past 70 years, Bank Rakyat has maintained a holistic approach, addressing social, economic, and environmental dimensions through its CSR programmes. Guided by the Bank Rakyat Sustainability Framework and Policy, CSR initiatives are integral to the Bank's mission of creating sustainable futures for its stakeholders, with a strong focus on underserved communities and national stability.

In FY2023, the Bank dedicated substantial resources to targeted CSR projects designed to foster community engagement and address pressing social and environmental challenges. This includes exploring new technologies and building partnerships that drive meaningful change for its stakeholders. Each year, a portion of the Bank's profits is channelled into impactful CSR initiatives. These efforts are carried out through various platforms, including the award-winning Kebun Nuri Nutrisi programme, community outreach by Yayasan Bank Rakyat, zakat and waqf contributions, activities at Surau Al-Barakah, and CSR programs by Rakyat Management Services (RMS), the franchisor of Bank Rakyat's Ar-Rahnu X'Change Islamic pawnbroking brand.

In total, Bank Rakyat's CSR programmes in FY2023 have benefitted more than 10,400 families and individuals, with a financial outlay of more than RM864,000. Through these initiatives, Bank Rakyat remains steadfast in its commitment to creating a positive social impact and fostering a sustainable future for all.

Active Agents Serving Communities		Transaction Value	
284 (FY2022: 273)		RM9.7 million (FY2022: RM7.4 million)	
244 Urban	40 Rural	RM9.3 million Urban	RM1.8 million Rural

In FY2023, Rakyat C.A.R.E. handled over RM9.7 million in transactions, with rural areas contributing RM0.4 million. A total of 76,000 transactions were conducted across 284 active agent banking channels nationwide, with rural agents accounting for over 6% of this activity. Year-over-year, transaction volumes rose by 29%, and transaction values increased by 32%. These numbers reflect the expanding impact of Rakyat C.A.R.E., a critical component of Bank Rakyat's commitment to financial inclusivity, community sustainability, and economic resilience for a better future.

Our Approach: Empowering Communities Through Social Development

No.	Programme Description	Date	Amount (RM)	Beneficiary
1	Kebun Nuri Nutrisi at SMK Haji Abdul Rahman Limbong, Terengganu	29 May 2023	40,000	1,000 students
2	Kebun Nuri Nutrisi at SMK Limbanak, Sabah	16 April 2023 (Ongoing)	53,000	1,360 students
3	Program Jelajah Ramadan Bank Rakyat-FAMA 2023: Distribution of food baskets to <i>asnaf</i> families	23 March - 22 April 2023	600,000	4,000 <i>asnaf</i> families
4	Bantuan Bank Rakyat Cakna: One-off financial assistance to upgrade school facilities in 4 rural schools	29 May 2023	40,000	1,000 students
5	Saya Mau Kaamatan dan Mok Sambut Gawai 2023: Distribution of food baskets to the underprivileged	1 May 2023	75,000	1,500 B40 families
6	Kasih HAWANA 2023 (BERNAMA): Financial assistance to 20 media practitioners in need	29 May 2023 (Ongoing)	10,000	20 media practitioners
7	Kebun Nuri Nutrisi at Universiti Kebangsaan Malaysia (UKM)	12 May 2023 (Ongoing)	22,060	200 students
8	Kebun Nuri Nutrisi at SMK Air Kuning	4 June 2023 (Ongoing)	24,000	616 students
9	Kebun Nuri Nutrisi at SMKA Haji Mohd Yassin Muar	14 September 2023 (Ongoing)	10,000	582 students
10	Kebun Nuri Nutrisi at SK Petra Jaya	2 November 2023 (Ongoing)	10,000	923 students
11	Kasih Wira Negara: Tribute to 8 fallen heroes in Lahad Datu	4 Oct - 19 Nov 2023	10,000	8 families
TOTAL			864,060	10,409

Nuri Nutrisi Programme

As a bank dedicated to serving the community, Bank Rakyat prioritises social responsibility beyond profit and reputation, making sustainability a core element of its mission. One such impactful programme is Nuri Nutrisi, launched to improve nutritional access and well-being for Malaysia's B40 community, where malnutrition issues such as obesity, stunting, and anaemia are prevalent. Through this programme, Bank Rakyat provides nutritious food to underprivileged school children, raising awareness about health and wellness.

To ensure the programme's sustainability, Bank Rakyat introduced Kebun Nuri Nutrisi, a project that partners with schools and universities to establish vegetable gardens and urban farms. This initiative creates a continuous food supply for students, supporting their nutritional needs and fostering a self-sustaining model for community wellness.

Kebun Nuri Nutrisi

In FY2023, Bank Rakyat strengthened its award-winning community outreach initiative, Kebun Nuri Nutrisi, through the integration of digital innovation and strategic partnerships.

Embracing an Internet of Things (IoT) solution, the programme now supports smart farming practices, developed in collaboration with Universiti Malaysia Perlis (UniMAP). This adoption of precision agriculture not only enhances sustainability and efficiency but also enables real-time monitoring of crops and soil conditions by students. This advancement highlights Bank Rakyat's commitment to evolving its CSR initiatives to be both impactful and adaptive to a changing world.



Our Approach: Empowering Communities Through Social Development

Sustainable Impact Aligned with UNSDGs

Since its inception in 2019, Kebun Nuri Nutrisi has been dedicated to fostering sustainable livelihoods for underprivileged children, a commitment that aligns with Bank Rakyat's prioritised UNSDGs and ESG principles. Through this initiative, the Bank supports schools and universities in creating community gardens and farms, enabling them to produce fresh, nutritious food. The programme's goal is to generate additional income for B40 student initiatives, with produce from Kebun Nuri Nutrisi sold to fund critical social support programmes.

Promoting Shared Prosperity

Now in its sixth year, Kebun Nuri Nutrisi continues to expand its reach, collaborating with schools and universities across the nation to cultivate vegetable gardens and urban farms. These community projects help ensure a steady supply of nutritious food for underprivileged students, while some schools have successfully developed commercial products from their yields, such as chilli sauce, crispy fried bitter melon, and *solok lada*. To date, Kebun Nuri Nutrisi has positively impacted over 15,000 recipients across 30 educational institutions.

Driving Financial Inclusion

To enhance financial inclusion, the programme operates on a revolving fund model, stimulating local economies and providing schools and universities with sustainable income sources. The revenue generated from produce sales goes beyond profit—it is reinvested into sustainable initiatives within each institution. This reinvestment has enabled programmes such as traditional Raya clothing distribution, pocket money for students, and provision of essential food supplies.



Fostering Social Inclusion

Kebun Nuri Nutrisi is transformative not just financially but also in the lives it touches. By involving students in the programme, it fosters a comprehensive understanding of food systems, agriculture, and entrepreneurship. It encourages critical thinking, creativity, and the development of healthy eating habits, all while promoting food security. This socially inclusive initiative provides young people with skills and experiences that support their personal and professional growth.

Zakat Contribution for 2023

During the year, Bank Rakyat contributed RM28.3 million from its zakat fund to realise numerous programmes in education from primary to tertiary level, support the entrepreneurship endeavours of B40 community and implement numerous projects to enhance the wellbeing and living standards of the underserved community.

Bank Rakyat's Zakat contributions are pivotal to advancing social equity across essential areas such as education, entrepreneurship, and living standards for underserved communities. In 2023, the Bank allocated more than RM7.6 million in Zakat to benefit more than 14,000 recipients.

This funding has driven impactful programmes aimed at community upliftment, focusing on entrepreneurship development, educational support, health and wellness, including Zero Hunger initiatives, as well as sustainable city and community projects such as housing, shelters, and disaster relief.

Our Approach: Empowering Communities Through Social Development

Through these Zakat contributions, Bank Rakyat actively fulfils its mission to serve not only as a financial institution but as a force for nation-building. By leveraging Zakat to provide inclusive opportunities, the Bank addresses educational gaps, ensures access to essential resources, and helps create sustainable improvements in living standards. This approach aligns with global objectives, such as those of the World Bank Group, to end extreme poverty and promote shared prosperity, reaffirming the Bank's dedication to using its resources and influence to foster lasting positive impacts within underserved communities.

Yayasan Bank Rakyat (YBR) and Surau Al-Barakah

Yayasan Bank Rakyat (YBR) was established to elevate the educational standards of Malaysians, aligning with the National Education Policy and the 1961 Education Act, by providing scholarships and funding to underprivileged Malaysians who are qualified to pursue studies at Higher Education Institutions (HEIs).



The Foundation's funding is sourced from a 0.5% contribution from each Bank Rakyat member's shareholding, comprising individuals and cooperatives, deducted from their annual dividends, matched by a 0.5% contribution from Bank Rakyat on a 1:1 basis.

The Foundation is committed to improving the education levels of underprivileged Malaysians, regardless of race, religion, or background, and to enhancing socioeconomic standards through education. It also seeks to foster a spirit of support among Malaysians.

Categories	Contributions
Bank Rakyat Members	RM14,200,457.00
Bank Rakyat	RM14,200,457.00
TOTAL	RM28,400,914.00

In 2023, YBR conducted 772 programmes in partnership with government and non-government agencies, benefiting 99,320 Malaysians. A total of RM14.62 million in scholarships were provided to 357 students. In addition, RM2.55 million in financial aid was disbursed to 3,580 students from underprivileged backgrounds.



Surau Al-Barakah, established to provide spiritual strength and support for all Bank Rakyat employees, has been a cornerstone in uplifting the well-being of the Muslim community within the Bank. Through the Jāriah Al-Barakah initiative, the surau has established a structured platform to facilitate charitable giving, enabling employees and the wider community to contribute to meaningful causes.

In 2023, Jāriah Al-Barakah witnessed significant growth, with total waqf collections reaching RM1,243,116.99. This substantial increase allowed for the distribution of RM550,628.15 to 442 individuals and 23 qualifying agencies in 2023, compared to RM272,867.15 in the previous year.

Additionally, Jāriah Al-Barakah collected RM406,488.55 through the Bank's collection facilities and the Surau Al-Barakah Fund Collection. A portion of these funds, RM28,300, was allocated to the Jelajah Zon Barakah programme, which involved knowledge-sharing sessions and outreach activities in Bahau, Negeri Sembilan, and Sarikei, Sarawak. Furthermore, RM30,000 was contributed to the Heart and Lung Centre at Hospital UiTM.

By empowering individuals and communities, Jāriah Al-Barakah aligns with Bank Rakyat's mission to provide Shariah-compliant financial solutions with integrity and accountability. Through initiatives like this, Bank Rakyat continues to strengthen its commitment to social responsibility and community engagement.

Our Approach: Empowering Communities Through Social Development



BAKTIKARYAT: EMPOWERING COMMUNITIES THROUGH VOLUNTEERISM

In 2023, we carried out 15 BaktiRAKYAT initiatives, totalling 3,144 volunteer hours (2022: 2,612 hours) with the involvement of 698 employees (12%), which translates to approximately 393 working days. Over RM150,000 was allocated towards community development, education, health, socioeconomic support, and environmental care, reinforcing our commitment to community and sustainable growth.

Our BaktiRAKYAT initiative cultivates a sense of community service, teamwork, and cooperation among employees, reflecting the Bank's commitment to uplifting local communities. Through this corporate volunteerism programme, we aim to foster care, empathy, and collaboration, contributing to the UNSDGs 1 (No Poverty), 8 (Decent Work and Economic Growth), 9 (Industry, Innovation, and Infrastructure), and 17 (Partnerships for the Goals). Key programme objectives focus on developing and prioritising activities that advance economic progress and sustainable development within stakeholder communities.

BaktiRAKYAT activities are organised with input from various external collaborators, including non-governmental organisations, local authorities, hospitals, and schools. These initiatives, aligned with Shariah principles and Bank Rakyat's core values, fall under three main categories: community, environment, and public service.

Through the years, these activities have supported vulnerable groups in orphanages, elderly care homes, and shelters, providing essentials such as clothing, educational resources, food, and support to upgrade public facilities in mosques, hospitals, bus stations, and schools.

Bank Rakyat's commitment towards the BaktiRAKYAT programme shapes our people to become empathetic leaders and offers leadership opportunities as project leaders, fostering creativity and professional growth. It strengthens team spirit, boosts morale, and enhances productivity, collaboration, and leadership skills. Bank Rakyat's strong community engagement not only impacts the lives of beneficiaries but positions the Bank as a purpose-driven employer of choice.

Our Approach: Empowering Communities Through Social Development

The following table summarises the BaktiRAKYAT programmes carried out in FY 2023:

No.	List	Title	Collaborator	Total Volunteers Hours
1	February BaktiRAKYAT Ibu Pejabat	Program Ceria Kasih Harmoni Community	SEKATARAKYAT, Surau Al-Barakah and Balai Bomba dan Penyelamat Sungai Buloh	58 volunteers x 4 hours = 232 hours
2	March BaktiRAKYAT Johor	Program Gotong Royong Pembersihan Kesan Banjir Public services	SK Seri Dayong, SK Seri Gading and SK Parit Sulong	23 volunteers x 4 hours = 92 hours
3	March BaktiRAKYAT Rawang Bubur Lambuk	Karnival Ramadan Nuri Community	MRSM Kuantan, MRSM Langkawi, SMAP Kajang, SM Sains Selangor and SM Sains Sabah	-
4	May BaktiRAKYAT Sabah	Program Inspirasi Ceria SMK Limbanak Public Services	SMK Limbanak	24 volunteers x 4 hours = 96 hours
5	May BaktiRAKYAT Perak	Program Mengindahkan Masjid dan Pembersihan Tanah Wakaf Public services	Majlis Daerah Kerian and Balai Bomba dan Penyelamat Bagan Serai	31 volunteers x 4 hours = 124 hours
6	June BaktiRAKYAT Johor	Program Kebersihan dan Keindahan Taman Eko Rimba Public Services	Jabatan Hutan Segamat	73 volunteers x 4 hours = 292 hours
7	September BaktiRAKYAT Kedah/ Perlis/Pulau Pinang	Program Restorasi Karang dan Pembersihan Pantai Environment	Majlis Daerah Yan, Agensi Penguatkuasaan Maritim Malaysia, Jerai Geopark and Jabatan Bomba dan Penyelamat Malaysia	45 volunteers x 6 hours = 270 hours
8	September BaktiRAKYAT Pahang	Program Pemuliharaan dan Keceriaan Pusat Konservasi Gajah Public Services	Jabatan Perlindungan Hidupan Liar dan Taman Negara (PERHILITAN)	74 volunteers x 4 hours = 296 hours
9	October BaktiRAKYAT WP Kuala Lumpur/ Putrajaya	Program Kebersihan dan Keindahan Taman Botani Perdana Public Services	Jabatan Pembangunan Landskap dan Rekreasi, Dewan Bandaraya Kuala Lumpur	80 volunteers x 4 hours = 320 hours
10	October BaktiRAKYAT Melaka/Negeri Sembilan	Program Keceriaan dan Penanaman Pokok Environment	Jabatan Perhutanan Negeri Sembilan	60 volunteers x 4 hours = 240 hours
11	October BaktiRAKYAT Terengganu/Kelantan	Program Ceria Komuniti Teluk Renjuna Community	Pejabat Penggawa Tumpat, Hospital Tumpat and Pejabat Kesihatan Daerah Tumpat	70 volunteers x 6 hours = 420 hours
12	October BaktiRAKYAT Sabah	Program Gerobok Rezeki Community	UiTM Kota Kinabalu	42 volunteers x 6 hours = 252 hours
13	October BaktiRAKYAT Sabah	Program Keceriaan Hentian Bas dan Susur Gajah Public Services	Majlis Daerah Ranau	38 volunteers x 5 hours = 190 hours
14	November BaktiRAKYAT Selangor	Program Pemuliharaan Taman Mini Kaki Bukit Jugra Public Services	Majlis Perbandaraan Kuala Langat	47 volunteers x 4 hours = 188 hours
15	December BaktiRAKYAT Sarawak	Program Gotong Royong dan Pemasangan Lampu Solar Public Services	Lembaga Amanah Kebajikan Islam Lutong and Masjid An Naim Lutong	33 volunteers x 4 hours = 132 hours
TOTAL				Volunteers = 698 Volunteerism Hours = 3,144

Our Approach: Empowering Communities Through Social Development

Festive Celebrations and Community Support Initiatives

During the festive months of Ramadan, Eid, and Aidiladha, Bank Rakyat extended its support to underprivileged groups through several meaningful initiatives. For the second year of its Jelajah Ramadan Bank Rakyat collaboration with Federal Agricultural Marketing Authority (FAMA), the Bank provided food baskets worth RM600,000 to 4,000 *asnaf* recipients across Malaysia and carried out community activities such as gotong-royong, bubur lambuk distribution, iftar gatherings, and Tarawih prayers at 30 selected mosques nationwide.

Bank Rakyat also continued its annual iftar food pack distribution to media practitioners in recognition of their role as strategic partners. Festive celebrations also included community Qurban sponsorship and events, further strengthening Bank Rakyat's dedication to fostering community bonds and supporting those in need during these important months.

Additionally, the Bank distributed RM75,000 worth of essential food supplies to 1,500 B40 families through the Saya Mau Kaamatan and Maok Sambut Gawai initiatives during the Kaamatan and Gawai festivals. Now in its second year, this programme exemplifies Bank Rakyat's steadfast commitment to fostering social harmony and alleviating the hardships faced by underprivileged communities in Sabah and Sarawak. The Bank prioritises strong relationships with customers of all backgrounds, demonstrating unwavering support for underserved communities during the festive season.



RMS CSR Initiatives

As a wholly owned subsidiary of Bank Rakyat and the franchisor of the Bank's Islamic pawnbroking brand, Ar-Rahnu X'Change, Rakyat Management Services Sdn Bhd (RMS) embodies a CSR philosophy rooted in gratitude for over 17 years of customer support. RMS is dedicated to giving back by allocating a portion of its profits to community-driven CSR programs, with a commitment to uplift underprivileged individuals from diverse backgrounds.

In 2023, RMS aligned its CSR initiatives with the Ar-Rahnu X'Change Product and Brand Marketing Plan 2023, implementing impactful programmes through three primary avenues: Corporate Sponsorships and Contributions, Asnaf Contributions, and Franchise Initiatives.

Under Corporate Sponsorship and Contributions, RMS actively supports community projects, events, and programmes, providing financial or in-kind contributions. This approach addresses the immediate needs of vulnerable groups and contributes to societal betterment.

The Asnaf Contributions programme collaborates with charitable organisations and foundations to support those facing financial challenges. This initiative seeks to uplift the lives of Asnaf individuals by providing essential resources and access to opportunities. Meanwhile, the "Ar-Rahnu X'Change We Care" franchise initiative, empowers Ar-Rahnu X'Change franchisees to engage in local community CSR activities. Franchisees are encouraged to identify areas of need in their community and proactively address them through educational support, welfare programmes, and environmental conservation efforts.

With these comprehensive approaches, RMS reaffirms its commitment to social responsibility, making a tangible difference in the lives of those in need and fostering an inclusive, compassionate society.



Our Approach: Empowering Communities Through Social Development



CSR Programme Initiatives and Allocation by RMS in 2023

In FY 2023, RMS allocated RM100,000 from the National Marketing Fund to support its 'Ar-Rahnu X'Change We Care' CSR programme. This funding enabled various sponsorships, contributions, and donations directed towards individual and community welfare programmes across Malaysia. Key initiatives include:

- Jelajah Zon Barakah: Allocation of RM28,300 to support this programme in collaboration with Bank Rakyat and Surau Al-Barakah, providing knowledge-sharing and charitable outreach events in Negeri Sembilan and Sarikei, Sarawak.
- Community Qurban Events: RM8,500 was allocated to support Aidiladha events at local mosques in Selangor, benefitting community members through religious activities.
- Education Support for Schools: RMS contributed RM40,500 to five schools for initiatives such as motivational camps, installations of educational equipment, and aid for underprivileged students.
- Orang Asli Community Qurban Sponsorship: RM9,300 was dedicated to Aidiladha Qurban activities for the Orang Asli community in Gua Musang, Kelantan.
- Drug-Free Malaysia Family Campaign: RM10,000 was directed toward supporting the 2023 Drug-Free Malaysia Family Campaign, alongside the Kembara Mengenal Pencipta programme, fostering positive community values.

Contributions to Asnaf and Ar-Rahnu X'Change Franchise Initiative in 2023

As of December 2023, RMS directed over RM550,000 in Zakat Wakalah allocations toward supporting *asnaf* categories, focusing on students and underprivileged communities. Key contributions included:

- Educational Support: RMS donated RM301,350 to 13 schools, benefitting more than 2,000 *asnaf* students with essential school supplies. SMK Kebangsaan Pangkal Kalong in Kelantan received RM60,000, the largest allocation. Other recipients included SK Datuk Akhir Zaman, SMK Tinggi Perempuan Melaka, and SK Bukit Bandaraya, Bangsar.
- Religious Institutions: RMS provided RM30,000 each to Maahad An-Noer in Janda Baik, Pahang and Madrasah Anwar Al-Batul in Shah Alam, Selangor, funding tuition fees for 57 *asnaf* students.
- Community Aid: A contribution of RM84,300 was allocated to four mosques and suraus, benefitting 281 *asnaf* families from the Orang Asli community at Pos Tuel, Kelantan. Additionally, RM30,000 supported religious institutions to continue community programs.

Under the Ar-Rahnu X'Change Franchise Initiative, RMS encouraged franchisees to enhance community engagement, allocating RM15,000 across 82 franchisees for CSR-focused brand marketing. Activities included back-to-school support for *asnaf* students organised by the Semenyih and Banting Ar-Rahnu X'Change outlets in partnership with local mosques and community institutions.



A greener tomorrow
begins with responsible
choices today

Our Approach: Fostering Sustainable Development

UNSDGs



Bank Rakyat promotes sustainability by reducing resource use, integrating global standards, and fostering environmental responsibility through financial literacy and community programmes.

As a responsible financial institution, Bank Rakyat recognises the importance of addressing environmental challenges and contributing to a sustainable future. In this section, we present our environmental objectives, strategies, and performance metrics for FY2023, highlighting our commitment to reducing ecological impact and creating long-term value for all stakeholders.

We believe that a healthy environment is essential for the wellbeing of current and future generations. We incorporate environmental considerations into our business operations, aiming to balance financial growth with resource conservation. Our efforts focus on reducing greenhouse gas emissions,

conserving resources, and minimising waste. Additionally, we are committed to sustainable financing practices, integrating environmental risk assessments into our financing and investment decisions to support a greener, more resilient future.

MINIMISING OUR ENVIRONMENTAL IMPACT

Bank Rakyat is dedicated to minimising its environmental impact as part of its commitment to sustainability. The Bank monitors the environmental effects of its business activities and consistently strives to lower its carbon footprint and impact on the environment. This is achieved primarily by reducing energy consumption, conserving water, and minimising paper use within the organisation.

To enhance these efforts, Bank Rakyat's 3R Campaign, in place since 2019, encourages practices focused on reducing, reusing, and recycling waste. The campaign features green initiatives such as "no plastic" awareness, recycling bins, carpooling, mindful consumption of water and energy, and volunteering for environmental conservation.



Our Approach: Fostering Sustainable Development

SUSTAINABLE CONSUMPTION OF RESOURCES

As part of our sustainability efforts, we continued to implement energy-saving initiatives designed to reduce our carbon footprint. These include upgrades to lighting and ventilation systems and rolling out employee awareness programmes.

Our campaigns to promote environmental awareness and mindful consumption of energy resulted in a declining trend in energy consumption throughout the year in review. Our staff are responsible for turning off lights and electrical appliances when not in use and ensuring that cool air from the air conditioning is not wasted by closing doors and curtain blinds.

Our flagship building, Menara Kembar Bank Rakyat (MKBR) comprises two towers (Tower 1 and Tower 2). The Bank's sustainability initiatives are focused on Tower 1 of MKBR as this is where our operations are based. The office space in Tower 2 is leased out to other businesses.

Since FY2022, Bank Rakyat has been systematically replacing traditional lighting with energy-efficient LED bulbs at MKBR. To date, a total of 12,000 LED light fixtures have been installed across various areas, including common spaces, parking lots, toilets, staircases, corridors, and meeting rooms.

Additionally, LEDs offer several benefits, including a longer lifespan, no heat or UV emissions, and a lower Building Energy Intensity (BEI), which contributes to the Green Building Index (GBI) certification criteria that the Bank is pursuing for MKBR. This initiative is part of the Bank's broader commitment to reducing energy consumption and environmental impact.

As a result of our energy-saving initiatives, we have reduced energy consumption in Tower 1 by 2.7% to 10,015,139 kWh, from 10,297,023 kWh in FY2022.

To further our efforts in reducing energy consumption, the Bank will launch two pilot projects in FY2024 for the installation of solar PV panels at our branches. Water conservation remains a priority for Bank Rakyat, and we are committed to enhancing our efforts in this area. Our facilities management team collects water usage and cost data for all our branches, as well as for MKBR.

Water consumption for all Bank Rakyat branches	
FY2023	
Total water usage	263,755 m ³

Water consumption for Tower 1 MKBR	
FY2023	
Total water usage	135,485 m ³

We enhanced energy and water efficiency by upgrading our centralised air conditioning system to an eco-friendlier model. The new air conditioning system has been engineered to significantly reduce water usage, potentially achieving annual savings of up to 260,000 litres.

In FY2024, the Bank will strengthen its focus on water management by implementing robust monitoring systems to log and analyse usage trends across our facilities. This initiative will provide valuable insights into consumption patterns, enabling us to identify irregularities, optimise resource use, and reduce waste.

Paper Usage and Waste Management

We actively foster sustainable practices among our employees as part of our journey toward a paperless system. In FY2023, we continued to focus on reducing paper consumption through digitalisation, efficient paper usage policies, and increased recycling efforts.

Digitalisation has been a key strategy in reducing paper consumption, complemented by various paper-saving initiatives that have enhanced cost efficiency. Our efforts include utilising an e-document system wherever feasible and limiting printing and photocopying to essential needs only, ensuring responsible use of resources across our operations. Where possible, paper is reused for photocopying.

Bank Rakyat's HQ total paper consumption for FY2023 was 9,590 reams of A4 paper, while for A3 paper, the usage stood at 235 reams. The A4 paper usage rose by about 7.5% while the A3 paper usage dipped by 9.6%, when compared to paper usage in FY2022.

The increase in usage of A4 paper is directly related to the increase in business activity as reflected in financing and operating income (see Bank Rakyat Annual Report 2023, page 15).

In FY2023, our recycling programmes collected 4,853 kg of paper waste, successfully diverting it from landfills. Additionally, we collected 445 kg of plastic and 6 kg of various metals, further contributing to our waste reduction efforts.

Our Approach: Fostering Sustainable Development

SUSTAINABLE DESIGN FOR THE FUTURE: MENARA KEMBAR BANK RAKYAT

To exemplify our commitment to eco-friendly practices, Bank Rakyat has embarked on a journey to achieve GBI certification for MKBR. This iconic headquarters serves as a testament to the Bank's dedication to sustainability, balancing innovation, functionality, and environmental responsibility to create a model for sustainable infrastructure.

The building incorporates energy-efficient materials, optimal natural lighting, and efficient space utilisation, ensuring a balance between functionality and environmental responsibility. Its orientation is strategically planned to maximise daylight penetration, reducing the reliance on artificial lighting during the day and significantly minimising energy consumption. This focus on energy efficiency is further supported by the installation of 100% LED lighting and advanced heating, ventilating, and air conditioning (HVAC) systems to optimise performance while minimising environmental impact.

Four EV charging points have been installed at MKBR, encouraging employees and visitors to transition to electric vehicles, promoting sustainable transportation, and further reducing carbon emissions.

A key feature of MKBR's design is its emphasis on biophilic elements, which integrate natural components to enhance both the environment and the wellbeing of occupants. The building includes indoor plants and a vertical garden system that not only creates a visually appealing atmosphere but also provides functional benefits such as filtering pollutants, capturing CO₂, and improving air quality. By balancing live and artificial plants, MKBR combines aesthetic value with environmental functionality. Complementing this, the building employs advanced air filtration and ultraviolet germicidal irradiation (UVGI) systems to maintain high indoor air quality, fostering a healthier workspace.

Our primary focus is on reducing energy consumption, conserving water, enhancing indoor environmental quality, and creating functional and aesthetically pleasing spaces that contribute positively to the environment and wellbeing of our employees and visitors.

Through a range of impactful initiatives, including energy-efficient upgrades, water conservation measures, comprehensive waste management practices, and a focus on enhancing indoor environmental quality, Bank Rakyat is transforming our headquarters into a model of sustainable building design. These efforts reflect the Bank's broader commitment to creating environmentally conscious spaces that align with its sustainability goals.

Our Approach: Fostering Sustainable Development



Resource Efficiency Measures at MKBR

By implementing strategic upgrades and embracing sustainable energy practices, the Bank has significantly reduced its carbon footprint while enhancing operational efficiency.

Key initiatives included the installation of new energy-efficient HVAC systems and transitioning to 100% LED lighting throughout MKBR. The Bank also optimised its centralised air conditioning system, which now operates selectively during peak and off-peak hours, and remains shut down on weekends and public holidays. To maintain staff comfort in critical areas, 10 independent air conditioners were installed in Surau Al Barakah and an additional four units in the data centre. In a further step toward sustainability, the centralised air conditioning system in the Call Centre and Collection Centre was upgraded to a Variable Refrigerant Flow (VRF) system, which is expected to reduce water usage by up to 260,000 litres annually.

These enhancements demonstrate Bank Rakyat's commitment to integrating sustainable practices into its operations, contributing to energy conservation, resource efficiency, and environmental stewardship.

Concurrently, the Bank regularly runs energy-saving campaigns encouraging employees to turn off lights, appliances, and equipment when not in use. Other practices include adjusting air conditioning and closing curtains to manage indoor temperatures more sustainably.

By continuing to implement these initiatives, the Bank aims to further decrease energy consumption in Tower 1 of MKBR to 9,916,833 kWh in FY2024.

These initiatives reflect Bank Rakyat's commitment to investing in green energy solutions and its emphasis on indoor environmental quality supports the wellbeing of our staff. This aligns with its sustainable building strategy and long-term sustainability objectives.

SUPPORTING THE NATION'S TRANSITION TO A LOW-CARBON ECONOMY

The increasing frequency of extreme weather events and the global drive to reduce carbon emissions have made climate change a critical focus for financial institutions. In response, Bank Rakyat is committed to aligning with Malaysia's Climate Change and Principle-based Taxonomy (CCPT), supporting the nation's transition to a low-carbon and resilient economy.

The CCPT framework guides financial institutions in assessing and categorising economic activities based on their environmental impact and contribution to climate change mitigation and adaptation. Financing is classified according to the C1-C5 scale under the CCPT based on their contribution to the low-carbon economy. This classification helps financial institutions, including Bank Rakyat, determine how well a business or project aligns with sustainability goals and whether it qualifies for green financing or needs support for transition. In addition, it allows the Bank to gradually reduce financing for unsustainable sectors.

Since July 2022, Bank Rakyat has submitted biannual reports to BNM, updating them on the green financing we provide to our customers. In FY2023, the Bank continued to identify ESG financing opportunities that could be provided to MSMEs, cooperatives, and commercial customers. ESG financing approvals reached RM459 million, with 60% allocated to environment-focused projects under the green financing classification. Our green financing includes support for renewable energy infrastructure, electric vehicle (EV) financing, and green-certified building projects, encouraging our clients to adopt sustainable practices.



Bank Rakyat has established Shariah-compliant financial products to encourage the use of green energy. The Bank offers Vehicle Financing-i for the purchase of hybrid and electric vehicles, including fuel-efficient models. The emphasis on expanding the EV/Hybrid vehicle segment is a strategic move to support ESG goals. By leveraging Bank Rakyat's eight Auto Finance Centres, we are optimistic about growing this segment. Homebuyers can also access services such as Home Financing-i to purchase properties or residences recognised as having green building status by the GBI or GreenRE.

Sustainability Initiatives

 MAIN LINE DROPPER UPGRADING	 ULTRA VIOLET GERMICIDAL IRRADIATION INSTALLATION	 INDOOR AIR QUALITY ASSESSMENT	 3-IN-1 RECYCLE BINS	 VERTICAL GARDEN
 LED UPGRADE	 EV CHARGING STATIONS	 ENERGY MONITORING SYSTEM	 GREEN BUILDING INDEX CERTIFIED	 VRF INSTALLATION/MULTI-SPLIT AC
 RFID STICKERS	 POWER SAVINGS AND PAPER CONSUMPTION	 E-STATEMENT FOR BULKMAILING		

 **GBI Points - 38/50**

Our Approach: Fostering Sustainable Development

CLIMATE-RELATED RISK MANAGEMENT AND DISCLOSURE

BNM's Climate Risk Management Scenario and Analysis (CRMSA) is a framework to help financial institutions systematically assess and manage climate-related risks and opportunities. Full compliance is expected from 2024 onwards.

The Bank has prepared for this in FY2023 by conducting a gap analysis between our existing practices in managing the climate-related risks and opportunities and the requirements of the CRMSA and developing an implementation plan in addressing the identified gaps. The Bank has strengthened our governance by enhancing the roles of the previous Sustainability Task Force (STF), which is now known as the Sustainability Task Committee (STC) (see Sustainability Governance on page page 33). In addition, we are upskilling our staff to ensure effective integration of sustainability elements within the Bank's overall strategy.

In FY2024, the Bank will fully integrate climate-related risks and opportunities into our business strategies and risk appetite framework, ensuring comprehensive identification, measurement, and control of these risks.

We are committed to aligning our sustainability reporting with the Task Force on Climate-Related Financial Disclosures (TCFD) framework to enhance transparency, accountability, and resilience in managing and disclosing climate-related risks and opportunities. The TCFD framework provides a comprehensive approach to addressing the financial implications of climate change by focusing on the disclosure of four key areas: governance, strategy, risk management, and metrics and targets. These climate-related disclosures will facilitate more informed financial and business decision-making in addressing climate-related risks and opportunities. The Bank aims to comply with TCFD reporting by FY2024, aligning with BNM's climate risk guidelines and the broader push for climate-related financial transparency.

GREENHOUSE GAS (GHG) EMISSIONS

Measuring and monitoring greenhouse gas (GHG) emissions is a foundational element of Bank Rakyat's sustainability strategy, enabling the Bank to align its operations with national and global climate action objectives while driving progress across our sustainability commitments.

The Bank has begun the initial steps for collecting and analysing data on Scope 1 (direct emissions) and Scope 2 (indirect emissions from purchased electricity). In FY2024 the Bank will use the data collected to identify our largest emissions sources and establish a baseline and GHG inventory. The inventory data will form the basis for our decarbonisation strategy, enabling us to set measurable targets for reducing emissions and progressing towards net zero emissions by 2050.

The GHG inventory aligns with international frameworks and regulatory expectations, such as those outlined by BNM. Establishing a comprehensive GHG emissions inventory is a critical component of holistic and effective climate risk management.

Scope 1: Direct Emissions Reduction Efforts

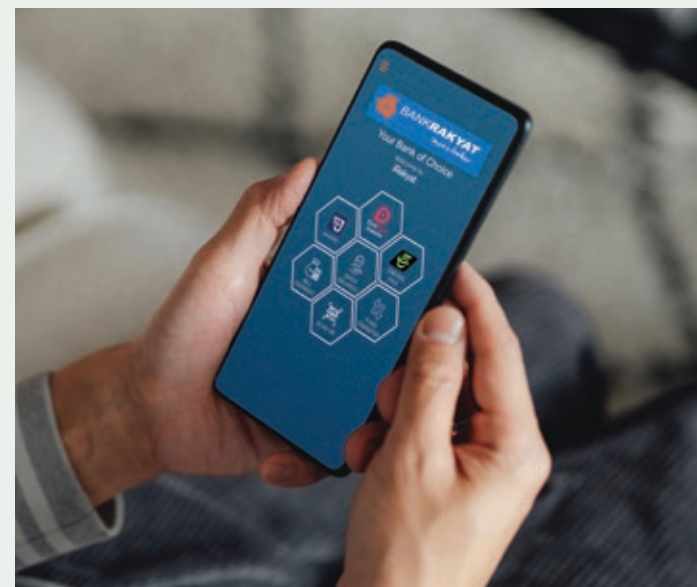
In FY2023, Bank Rakyat focused on managing Scope 1 emissions, which are direct greenhouse gas emissions from its operations nationwide. Recognising the importance of reducing these emissions, the Bank has launched several impactful initiatives to curb its environmental footprint.

Energy-efficient practices have been widely adopted across our branches and headquarters, successfully reducing power consumption.

Scope 2: Indirect Emissions Management Through Purchased Energy

Scope 2 emissions stem from the indirect greenhouse gases generated by the electricity, heating, and cooling Bank Rakyat relies on. In response, the Bank took substantial steps to optimise energy use in its facilities. LED lighting, enhanced HVAC systems, and intelligent energy management are now implemented across branches to reduce energy demand.

Since 2021, the Bank has reduced its carbon footprint by transitioning employees from desktop computers to more energy-efficient laptops. These measures are supported by ongoing internal awareness programmes that educate employees on sustainable energy practices, reinforcing a culture of responsible energy use.



Our Approach: Fostering Sustainable Development

STRENGTHENING RISK RESILIENCE

Bank Rakyat remains committed to fostering a culture of responsible risk management that supports prudent decision-making across all operations. In FY2023, we advanced our efforts to incorporate ESG factors and climate-related risks and opportunities into our overall risk management strategy.

This integration aligns with global and national standards, including the CRMSA, and Joint Committee on Climate Change (JC3) guidelines, ensuring that our approach reflects industry best practices.

To enhance the resilience of our risk management framework, we've begun embedding climate-related risk considerations into our existing processes. Our approach aims to identify, assess, and mitigate these risks and opportunities effectively across various operational areas.

By doing so, we strengthen our ability to navigate both current and emerging challenges related to environmental impacts, regulatory requirements, and social responsibilities.

Bank Rakyat's risk management framework is structured around a "three lines of defence" model to ensure comprehensive oversight and accountability. The first line of defence involves business and operational units, which are responsible for internal controls, strict adherence to policies, and compliance with established procedures. These teams act as the frontline in maintaining high standards of operational integrity and regulatory compliance.

The second line of defence is the Risk Management, Shariah, and Compliance Division, which provides continuous assessments of risk and compliance controls while monitoring adherence to internal policies and relevant legal requirements.

Our Internal Audit team forms the third line of defence, evaluating the effectiveness of our internal control systems and making recommendations for improvement. This layered approach ensures that ESG and climate risks are thoroughly managed and aligned with Bank Rakyat's overall strategic objectives.

COMMUNITY OUTREACH AND PARTNERSHIPS

Our commitment to climate action extends beyond internal practices. Bank Rakyat engages with the broader community through partnerships with local environmental organisations, supporting tree-planting events, and conducting public climate awareness campaigns. These efforts underscore our dedication to creating a positive environmental impact (see page 82).



GOALS AND FUTURE CLIMATE COMMITMENTS


Bank Rakyat is committed to achieving net zero emissions by 2050. To achieve these goals, we will continue investing in renewable energy, enhancing energy efficiency, and exploring carbon offset programmes.

We are also focused on identifying ESG financing opportunities for MSMEs, cooperatives, and corporations, in alignment with the BNM's VBIAF Sectoral Guides for key industries such as renewable energy, energy efficiency, agriculture, and waste management. This approach aims to accelerate the adoption of eco-friendly practices among our clients while fostering sustainable growth.

Looking forward, Bank Rakyat will continue its journey toward a low-carbon future with the following goals:

- Increased Renewable Energy Integration - Expand solar panel installations across additional branches, further increasing the proportion of renewable energy in our operations.
- Achieving Full Green Building Certification - Complete the requirements to achieve GBI certification for MKBR, setting a benchmark for green infrastructure in Malaysia's banking sector.
- Enhanced Employee Engagement in Sustainability - Launch further initiatives to promote sustainable practices among employees, including workshops and campaigns on energy savings, waste reduction, and eco-friendly commuting.

Bank Rakyat's dedication to environmental stewardship drives our commitment to a green transition, fostering a sustainable future for our communities, clients, and stakeholders.

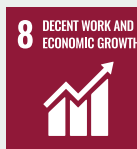
A person in a dark suit and white shirt is walking on a staircase. The person's right hand is resting on a bright blue handrail. The staircase has grey metal railings and steps. The background is a plain, light-colored wall.

Empowering people,
fostering talent, and
building a future-ready
workforce

Our Approach: Nurturing Excellence



The Bank is dedicated to advancing literacy and numeracy among youth and adults, helping them achieve essential skills and contribute meaningfully to society.



Bank Rakyat promotes policies that foster productive activities, job creation, entrepreneurship, and innovation, encouraging the growth of micro, small, and medium-sized enterprises through enhanced access to financial services.

EMPOWERING OUR PEOPLE

Our people are our most important asset. Their wellbeing, job satisfaction, and growth are integral to the Bank's mission of achieving sustainable growth, enhancing service quality, and building a resilient, forward-looking organisation.

To ensure a highly competent and skilled workforce, the Bank prioritises comprehensive training programmes that empower employees to develop their capabilities and stay current with industry best practices.

These training initiatives span a wide range of areas, including technical expertise, leadership skills, customer service, and compliance. By investing in continuous learning, Bank Rakyat fosters a culture of professional growth and innovation, enabling employees to adapt to evolving challenges and excel in their respective roles.

The Bank conducts training and certification programmes, including those for upskilling or reskilling, through our Centre of Excellence (COE).

Programme Type (Physical and Virtual)	No. of Sessions	No. of Participants
Certification	2	3
Functional	1	24
External	27	102
Overseas	3	12
TOTAL	34	141



Professional Development

Alongside training programmes at our COE, employees in specific roles are required by Bank Negara Malaysia (BNM) to obtain professional certification. In FY2023, 105 Bank Rakyat employees completed their respective courses and received professional certification.

Professional Certification
Moody's Analytic
Certified Credit Executive
Business Credit Professional
Retail Credit Professional
Certification for Bank Auditors
Bank Risk Management
Advanced AMLA
Certification in AMLA
Certified Anti-Money Laundering & Counter Financing of Terrorism Compliance Officer
Advanced Regulatory Compliance
Certification Regulatory Compliance
Pasaran Kewangan Malaysia Certificate
Professional Banker

Our Approach: Nurturing Excellence

Digital Skills and Technology

Recognising the impact of digital transformation on the Bank's role as a DFI, Bank Rakyat collaborates with notable institutions of higher education to enable our employees to develop their skills, in addition to organising events and training programmes aimed at cultivating their interest in technology.

In collaboration with Universiti Tun Abdul Razak (UNIRAZAK), Bank Rakyat offers the BR-UNIC programme, which provides undergraduate and graduate courses aimed at upgrading employees' qualifications. This initiative empowers staff to enhance their skills and knowledge in various areas of banking, including digital competencies, ensuring continuous improvement and business longevity.

Bank Rakyat organised the Technology Week 2023 (BRTW '23) event, themed 'Bank Rakyat of Tomorrow,' featuring digital forums and tech talk sessions with industry experts. This event served as a platform for employees to gain insights into the latest technological advancements and digital innovations in the banking sector, and to learn from the best in the field.

Supporting Lifelong Learning

Bank Rakyat encourages employees to pursue certifications and further studies aligned with their career goals. The Bank provides financial assistance for certifications in banking, risk management, and finance. In FY2023, 118 employees enrolled in various upskilling programmes and certifications in areas critical to the Bank's strategic goals and for their own personal development. Employees pursuing advanced degrees also receive support for tuition and resources.

Certification	UNIRAZAK	Others	Total
Degree	28	62	90
Masters	15	4	19
Phd	7	1	8
CPA	-	-	-
Diploma	-	1	-
TOTAL	50	68	118

Building Careers with Bank Rakyat

Bank Rakyat is committed to fostering career growth through a variety of programmes focused on individual advancement and skill development. Our strong internal promotion policy provides employees with clear pathways to progress within the Bank, encouraging growth and rewarding high performance.

Bank Rakyat has built a reputation for being a place where employees build their careers. We reward our longest-serving employees to acknowledge their invaluable contributions. In FY2023, the Bank awarded 731 staff a total of RM1.285 million, recognising service of between 5 and 40 years.

In FY2023, approximately 4% (236) of our employees were promoted, largely based on rigorous merit-based assessments and performance reviews, reflecting our dedication to recognising and rewarding talent. Additionally, of the 5,500 employees eligible for performance bonuses, 1,806 (or 33%) received the Commendable and Distinguished Award, a testament to the high standards and exceptional contributions made by our team. This structured approach to career development underscores our commitment to supporting employees' long-term success and strengthening our internal talent pool.

We aim to provide a conducive working environment for those just entering the field, where they receive hands-on experience and guidance. In FY2023, we welcomed 209 internship students.



Training for Directors

The Bank's newly appointed Directors undergo a comprehensive induction programme within three months of their appointment, receiving briefings on the Bank's organisational structure, operations, and responsibilities. The Bank also recognises the relevance and value of ongoing training and development and allocates sufficient resources in this area.

In 2023, 11 directors participated in 48 training programmes covering corporate governance, financial updates, digital transformation, leadership, risk management, sustainability and climate risk, and more (see Bank Rakyat Annual Report 2023, pages 140 to 143).

Shariah and Risk Training

To support the Bank's commitment to Shariah compliance and operational risk management, the Shariah Review Department conducted 207 Shariah awareness sessions, focusing on risk management and compliance within Shariah banking. The Operational Risk Department held risk awareness training, including sessions on Shariah risk management, involving more than 30 participants per session at branches nationwide.



CREATING A CULTURE OF EXCEPTIONAL CUSTOMER EXPERIENCE

Under the BR25 Great Customer Experience (GCX) Blueprint, Bank Rakyat has focused on continuous training to upskill employees and deliver exceptional customer experiences. The Certified Customer Experience Professional (CCXP) initiative is a key component of the GCX Blueprint and 50 participants from various business units have been certified. These certified employees now possess six international professional competencies to ensure high-quality services, contributing to a customer-centric culture within the Bank.

The Customer Service Excellence Programme is aimed at enhancing employee competency in understanding and executing high-impact CX strategies. Additionally, the Train the Trainer Coaching Sessions equipped CX personnel with advanced communication skills, covering verbal and non-verbal communication, active listening, and feedback techniques.

In 2023, the Branch Service Rating achieved an outstanding score of 95%, with 141 branches attaining the prestigious CX A category. This reflects the dedication of our employees to consistently deliver excellent customer experiences. While seven branches were rated in the CX B category, the majority of branches displayed exceptional service standards. We remain committed to fostering a customer-centric culture and setting new benchmarks for excellence in CX.

STRENGTH IN DIVERSITY AND INCLUSIVITY

Inclusivity stands as a cornerstone of Bank Rakyat's commitment to creating a fair, equitable, and supportive workplace. We recognise that a diverse workforce—encompassing different backgrounds, abilities, experiences, and perspectives—drives innovation, enhances decision-making, and strengthens our organisation's overall performance.

Bank Rakyat's inclusivity initiatives reflect our dedication to establishing a work environment where all employees, regardless of background, feel valued, respected, and empowered to contribute meaningfully to our mission. The Bank hires people with disabilities, supporting an inclusive workplace that values diversity and equal opportunity for all.

Our focus on diversity extends to gender representation, where women make up 45% of our workforce and hold 30.5% of senior leadership roles, reflecting our commitment to breaking barriers and advancing opportunities for women in leadership.

Equitable Remuneration

At Bank Rakyat, inclusivity begins with a transparent and equitable remuneration structure. The Employee Remuneration Framework (ERF) aligns with our values of fairness, performance-based rewards, and compliance with statutory requirements. Our framework is designed to ensure that all employees are compensated fairly based on their skills, experience, and contributions to the Bank's objectives, without discrimination.

The ERF provides for six remuneration components: base salary, fixed allowances, contractual bonuses, performance bonuses, sales incentives, and benefits. This structure allows for flexibility and rewards based on individual and team achievements, fostering an inclusive culture where employees are recognised for their performance and contributions. Regular benchmarking through industry surveys ensures our compensation is competitive, further promoting inclusivity by attracting and retaining diverse talent in a fair and transparent manner.

Safe and Respectful Workplace

Bank Rakyat's commitment to inclusivity extends beyond remuneration to encompass a respectful and safe workplace for all employees. Through policies like the Poison-Pen Letter Policy, we actively prevent discrimination, harassment, and malicious misconduct, reinforcing our zero-tolerance stance on actions that compromise our inclusive culture. The policy enables employees to report misconduct confidently and anonymously, safeguarding their personal information and protecting them from potential retaliation.

This policy, along with our established grievance channels, empowers employees to address concerns without fear, fostering an environment of trust and accountability. Employees who report misconduct in good faith are given full protection, including confidentiality and exemption from retaliation, which encourages a culture where every individual feels safe to voice concerns. This proactive stance supports inclusivity by ensuring fair treatment and maintaining a respectful environment across all departments.

Our Approach: Nurturing Excellence



Promoting Inclusive Growth

Bank Rakyat believes in continuous development as a means to drive inclusivity, focusing on providing equal access to professional growth opportunities. Our ERF emphasises the importance of fair performance assessments, applying key performance indicators (KPIs) and a scorecard system that is consistent across various roles. These metrics are designed to ensure that promotions, rewards, and recognitions are based on merit and align with the Bank's goals, creating equal advancement opportunities for all employees.

Furthermore, Bank Rakyat's training initiatives prioritise inclusivity through comprehensive onboarding and continuous learning for all employees. For instance, newly appointed directors are provided with a detailed induction programme within the first three months, covering key aspects of the Bank's operations and functions. This approach ensures that each new team member is well-equipped to contribute to the Bank's mission and values from the start, reinforcing our commitment to an inclusive and collaborative culture.

Gender Equality

Bank Rakyat is deeply committed to gender equality and creating a workplace that empowers women to thrive at all levels. Acknowledging the role women play in the Bank's success, Bank Rakyat places strong emphasis on equitable hiring practices and pathways for advancement. The Bank ensures women have equal access to career growth, leadership roles, and promotion opportunities.

To support women's professional journeys, Bank Rakyat has implemented mentoring programmes, targeted training, and inclusive policies that foster an environment conducive to their growth. Additionally, the Bank's inclusivity extends to providing meaningful employment opportunities for differently abled and visually impaired individuals. By championing these diverse perspectives, Bank Rakyat reinforces its commitment to a diverse and inclusive workforce.

Women play a vital role in Bank Rakyat's workforce, comprising 45% of its total employees, with 2,745 women among 6,114 staff members. This reflects the Bank's commitment to fostering gender diversity and inclusion across all levels of its organisation. Recognising the value of diverse perspectives, Bank Rakyat actively promotes female representation in leadership roles. As of 2023, women hold 30.5% of senior leadership positions, accounting for 155 of 508 roles.

Position	Female	Male	Total
Board of Directors	1	8	9
CEO		1	1
Deputy CEO		2	2
Chief Officer		14	14
Senior Vice President	5	23	28
Vice President	26	45	71
Regional Head		10	10
Branch Manager	44	148	192
Department Head	79	102	181
TOTAL	155	353	508



This commitment to empowering women is evident in the Bank's policies and initiatives that support career development, equal opportunities, and work-life balance for female employees. Through training programmes, mentorship, and leadership development initiatives, Bank Rakyat ensures that women are equipped to advance their careers and contribute meaningfully to the organisation's growth and success.

Our Approach: Nurturing Excellence

COMMUNICATION AND TRANSPARENT REPORTING

Transparency in communication is essential to Bank Rakyat's inclusivity framework. Our policies mandate that employees are well-informed about expectations, performance metrics, and their rights within the organisation. The Malus and Clawback Policy further underscores our commitment to ethical behaviour and fairness, with clearly outlined procedures and performance expectations. In cases of significant misconduct, the policy provides for adjustments to variable remuneration, ensuring accountability across all levels and promoting a culture of integrity and trust.

Our inclusivity strategy also extends to open channels of communication for employees to raise grievances or report misconduct, including options to engage with our Industrial Relations, Fraud & Integrity Examiner, and Whistleblowing channels. These avenues empower employees to address concerns without fear of discrimination or reprisal, promoting an environment where everyone can feel safe to share their views.

POLICY REVIEW AND ADAPTATION

Bank Rakyat is committed to continuous improvement, regularly reviewing policies to align with industry standards and evolving workplace needs. Our policies, including those related to remuneration and workplace conduct, are reviewed periodically to ensure they reflect the Bank's ongoing commitment to inclusivity. The Poison-Pen Letter Policy, for example, is reviewed every two years to ensure its effectiveness in maintaining a respectful work environment, with additional reviews as needed to address specific issues or organisational changes.

By embedding inclusivity into our policies, remuneration practices, and communication channels, Bank Rakyat fosters a supportive and dynamic workplace that values diversity. We remain dedicated to creating a culture where all employees feel respected, motivated, and valued, supporting our mission to deliver equitable and sustainable growth across the organisation.

EMPLOYEE WELFARE AND BENEFITS

As part of its commitment to supporting lifelong learning and development, Bank Rakyat provides education incentives to both employees and their children. These incentives underscore the Bank's dedication to fostering a culture of learning and supporting employees' efforts to pursue higher education for themselves and their families.

In 2023, Bank Rakyat allocated funds to encourage staff members to continue their education across various qualification levels. These educational support grants covered employees obtaining professional certifications, diplomas, degrees, and advanced degrees, ensuring they have the resources to enhance their skills and expertise.

Additionally, the Bank extends financial support to the children of employees, offering scholarships and allowances to ease the financial burden of education for tertiary education. This initiative aligns with Bank Rakyat's inclusive vision, aiming to support educational access and provide opportunities for future generations.

Education Incentives Breakdown (2023)

Category	Qualification	Number of Recipients	Incentive per Recipient (RM)	Total Amount (RM)
Employee	Master's Degree	12	3,000	36,000
	Degree (First Class)	3	2,500	7,500
	Degree	56	2,000	112,000
	Diploma	2	1,000	2,000
	Professional Certificate	59	700	41,300
TOTAL		132		198,800

Our Approach: Nurturing Excellence

Category	Qualification	Number of Recipients	Incentive per Recipient (RM)	Total Amount (RM)
Employee Children	Degree	90	500	45,000
	Diploma	73	400	29,200
	STPM	4	400	1,600
	SPM	43	300	12,900
TOTAL		210		88,700

Total Incentive Amount for 2023: RM287,500



CHILDCARE FACILITIES AND GYM

Recognising the importance of balancing work and family, Bank Rakyat provides a subsidised childcare centre located within its headquarters. This on-site facility eases the childcare responsibilities for parents, allowing them to focus on their work with the reassurance that their children are nearby and well-cared-for. For the year 2023, the childcare centre has served 53 employees, demonstrating its impact on supporting working parents. In 2022, 16 employees used the facility while in 2021, 22 employees used it.

To promote healthy lifestyles and support employees in achieving work-life balance, Bank Rakyat had also set up a fully equipped gym on its premises. This facility provides convenient access to fitness resources, encouraging staff to integrate wellness into their routines. This initiative reflects the Bank's commitment to employee health and well-being.

COLLECTIVE BARGAINING

Bank Rakyat respects the right to freedom of association and actively supports employees through collective bargaining agreements. The Bank recognises agreements with two key employee unions, which are the Kesatuan Pegawai-Pegawai Bank Kerjasama Rakyat Malaysia Berhad (PEBARA) and Kesatuan Sekerja Kakitangan Bank Kerjasama Rakyat Malaysia Berhad (KSKBR).

These agreements cover a substantial portion of our workforce, ensuring that employee voices are represented, and their concerns are addressed through structured channels. Our ongoing collaboration with union representatives allows Bank Rakyat to better understand and respond to employees' needs, upholding a fair and inclusive workplace for all.

OCCUPATIONAL HEALTH AND SAFETY

Bank Rakyat is fully committed to maintaining a safe and healthy workplace, adhering to all relevant Occupational Health and Safety (OHS) regulations. The Bank's Occupational Safety & Health (OSH) Policy and Manual serve as comprehensive guidelines for the OSH Unit, which is responsible for overseeing safety and well-being across the Bank.

The Main OSH Committee (MOC), chaired by the Chief People Officer, regularly reviews OSH performance. Reports on safety and health metrics are presented to the MOC quarterly, ensuring a systematic approach to monitoring and enhancing workplace safety.

To promote employee health, the OSH Unit organises annual health screenings in phases. These screenings assess various factors, including physical symptoms, indoor air quality, noise levels (particularly for Call Centre staff), and chemical exposure (specifically for Ar-Rahnu operations). Regular internal audits also review OSH compliance through scheduled department inspections, supporting continuous safety improvement.

Bank Rakyat also prioritises emergency preparedness by offering technical competency training for first responders. Floor marshals at headquarters and branches participate in first aid, CPR, and AED training, equipping them with vital skills to respond effectively in emergency situations.

GRI Content Index

Statement of use Bank Kerjasama Rakyat Malaysia Berhad (Bank Rakyat) is reporting with reference to the GRI standards for the period 1 January to 31 December 2023

GRI 1 used GRI 1: Foundation 2021
GRI sector standards Sector standards are not applicable

GRI Standard	Disclosure	Page Numbers
GRI 2: General Disclosures 2021	2-1 Organisational details	6 to 14 (About Us)
	2-2 Entities included in the organisation's sustainability reporting	6 to 14
	2-3 Reporting period, frequency and contact point	6 to 14
	2-4 Restatements of information	None
	2-5 External assurance	Not applicable
	2-6 Activities, value chain and other business relationships	6 to 14
	2-7 Employees	6 to 14
	2-8 Workers who are not employees	Information not available
	2-9 Governance structure and composition	33 (Sustainability Governance), Annual Report 136 to 177
	2-10 Nomination and selection of the highest governance body	Annual Report 139 to 140
	2-11 Chair of the highest governance body	Annual Report 136
	2-12 Role of the highest governance body in overseeing the management of impacts	33, 38 to 42
	2-13 Delegation of responsibility for managing impacts	33, 38 to 40
	2-14 Role of the highest governance body in sustainability reporting	33
	2-15 Conflicts of interest	Not applicable
	2-16 Communication of critical concerns	42 to 43, 94, Annual Report 171 to 175
	2-17 Collective knowledge of the highest governance body	Annual Report 98 to 109
	2-18 Evaluation of the performance of the highest governance body	Annual Report 150 to 153
	2-19 Remuneration policies	Annual Report 150 to 153, 160 to 163
	2-20 Process to determine remuneration	Annual Report 150 to 153, 160 to 163
	2-21 Annual total compensation ratio	Not available
	2-22 Statement on sustainable development strategy	33 to 37 (BRSFP)
	2-23 Policy commitments	33 and 34, 39 to 44
	2-24 Embedding policy commitments	31 to 43
	2-25 Processes to remediate negative impacts	44, Annual Report 171 to 173
	2-26 Mechanisms for seeking advice and raising concerns	46 to 48
	2-27 Compliance with laws and regulations	No significant incident
	2-28 Membership associations	31
	2-29 Approach to stakeholder engagement	45
	2-30 Collective bargaining agreements	95

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GRI Standard	Disclosure	Page Numbers	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	46 and 47 (Material Topics)	
	3-2 List of material topics	Material topics are listed on page 47	
	GRI Topic Standard	Our material topics	Our material topics
	201	Economic Performance	Risk management,
	203	Indirect Economic impacts	Shariah and Uplifting communities
	205	Anti-corruption	Shariah, Governance, Fraud, Anti-corruption and integrity
	204	Procurement practices	Governance including green procurement
	301	Materials	Environment
	302	Energy	Environment
	305	Emissions	Environment
	401	Employment	Future Ready Workforce
	403	Occupational Health and Safety	Occupational, Health and Safety
	404	Training and Education	Future Ready Workforce
	413	Local communities	Uplifting communities
	405	Diversity and Equal Opportunity	Diversity, Equity and Inclusion
	418	Customer privacy	Customer experience, digitalisation and innovation, data security
	3-3 Management of material topics	46 and 47	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	52 to 69	
	201-2 Financial implications and other risks and opportunities due to climate change	Not applicable	
	201-3 Defined benefit plan obligations and other retirement plans	Not applicable	
	201-4 Financial assistance received from government	Not applicable	

GRI Content Index

GRI Standard	Disclosure	Page Numbers
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	52 to 60, 64 to 75, 83 to 86
	203-2 Significant indirect economic impacts	64 to 79
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Data not available
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	41 and 44
	205-2 Communication and training about anti-corruption policies and procedures	40 to 42, 44, Annual Report 38
	205-3 Confirmed incidents of corruption and actions taken	No significant incident
GRI 301: Materials 2016	301-1 Materials used by weight or volume	83
	301-2 Recycled input materials used	Not available
	301-3 Reclaimed products and their packaging materials	Not available
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	87
	302-2 Energy consumption outside of the organisation	Not available
	302-3 Energy intensity	Not available
	302-4 Reduction of energy consumption	83
	302-5 Reductions in energy requirements of products and services	83
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Not available
	303-2 Management of water discharge-related impacts	Not available
	303-3 Water withdrawal	Not related
	303-4 Water discharge	Not available
	303-5 Water consumption	83
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	86 (partial), Scope 1, Scope 2 and Scope 3 to be published in SR2024
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Other indirect (Scope 3) GHG emissions	
	305-4 GHG emissions intensity	
	305-5 Reduction of GHG emissions	
	305-6 Emissions of ozone-depleting substances (ODS)	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	

GRI Content Index

GRI Standard	Disclosure	Page Numbers
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	94 and 95
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	95
	403-2 Hazard identification, risk assessment, and incident investigation	95
	403-3 Occupational health services	
	403-4 Worker participation, consultation, and communication on occupational health and safety	
	403-5 Worker training on occupational health and safety	
	403-6 Promotion of worker health	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
	403-8 Workers covered by an occupational health and safety management system	
	403-9 Work-related injuries	No significant incident
	403-10 Work-related ill health	No significant incident
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Not applicable
	404-2 Programs for upgrading employee skills and transition assistance programs	90 and 91
	404-3 Percentage of employees receiving regular performance and career development reviews	Not available
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	92 and 93
	405-2 Ratio of basic salary and remuneration of women to men	Not available
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	64 to 79, 87
	413-2 Operations with significant actual and potential negative impacts on local communities	No negative impacts identified
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Not available

www.bankrakyat.com.my

BANK KERJASAMA RAKYAT MALAYSIA BERHAD (Reg No. 2192)

Menara 1, Menara Kembar Bank Rakyat
No.33, Jalan Rakyat, KL Sentral, 50470 Kuala Lumpur