# SUSTAINABILITY



# **Corporate Sustainability**

As a leading institution in the Pakistan's banking sector, MCB Bank has a great legacy in preserving and safeguarding the interests of all our stakeholders. This legacy has been established by our senior management and is carried forward by our hard working employees, who fully uphold our values of service and quality.

Through careful evaluation and selection, the Bank selects and promotes projects and services that benefit the Pakistani economy and society in the most effective manner. Particular emphasis is placed upon the need to promote environmental sustainability and social welfare.

# Our Approach to Sustainability

Sustainability is the umbrella that covers both Environmental, Social, and Governance (ESG) and Corporate Social Responsibility (CSR). ESG and CSR are both ways that the Bank can demonstrate its commitment to sustainable business practices.



# Board's statement on adoption and review of CSR best practices

MCB's Board of Directors affirms its commitment to integrating Corporate Social Responsibility (CSR) principles into the Bank's core business strategy and operations. As a financial institution, being a steward of customer's trust and a vital contributor to the economic and social well-being of its stakeholders, the Bank recognizes its responsibility to serve the communities and operate sustainably and ethically.

The Board is committed to a process of continuous improvement in the Bank's CSR practices. This commitment is driven by the belief that CSR is a dynamic and an evolving field that requires ongoing adaptation and refinement. The Board of the Bank has approved Corporate Social Responsibility Policy covering major areas of SECP's CSR guidelines 2013. The Bank strives to stay abreast of best practices, emerging trends, and stakeholder expectations to ensure the relevance and effectiveness of its CSR program.

### CSR Program

#### **Clear CSR Policy**

A comprehensive CSR policy approved by the Board Bank's outlines the commitment to key areas such as ethical conduct, environmental sustainability, community engagement, and responsible lending practices. This policy serves as a guiding document for developing, implementing, and monitoring the Bank's CSR strategy and plays a crucial role in ensuring alignment with its overall business strategy.

#### **Regular Stakeholder Engagement:**

The Bank actively engages with its stakeholders, including customers, employees, community members and investors, to understand their concerns and expectations.

To ensure the effectiveness of its CSR program, the Bank has established a structured framework for implementation, monitoring, and review.

# Performance Measurement and Reporting

The Bank closely tracks key performance indicators (KPIs) related to CSR initiatives and measures the impact of its program for future decision-making.

# Transparency and Accountability:

The Bank is committed to transparency in its CSR reporting and communication. The Bank believes that open and honest communication with the stakeholders is essential for building trust and demonstrating our commitment to responsible corporate citizenship.

#### Integration with Business Strategies:

The Bank strives to integrate CSR considerations into all aspects of its business operations, from product development & service delivery to risk management & supply chain management.

# Board's statement on Bank's strategic objectives and intended impact on ESG reporting.

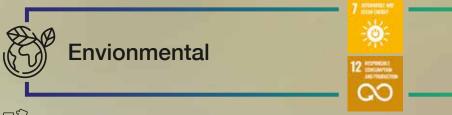
The Board is committed to integrating ESG factors into the Bank's strategic objectives. These strategic objectives are designed to deliver sustainable growth and positive outcomes for all its stakeholders, including customers, employees, shareholders and communities the Bank serve; underpinning the belief that strong ESG performance is intrinsically linked to financial performance and contributes to a more resilient and equitable future.

In alignment with its commitment to transparency and accountability, MCB is dedicated to provide clear and comprehensive sustainability-related financial information, adhering to the principles and requirements outlined in IFRS S1 'General Requirements for Disclosure of Sustainability-related Financial Information' and IFRS S2 'Climate-related Disclosures'.

### ESG Strategy

ESG is gaining momentum globally. However, priorities vary significantly across stakeholder groups and geographies. The need to balance environmental and social initiatives is more pronounced in Asia than in the more developed regions.

At MCB, we want to drive measurable, material change in our communities in a way that brings our purpose to life, differentiates us and strengthens our business. To do this, we have identified various ESG focus areas where the Bank shall continue to invest for delivering sustainable value for its stakeholders.



# Strategic Objectives

- Respect for culture, customs, history and laws as the Bank constantly searches for safer, cleaner and better practices that meet the growing needs of the society.
- Minimize environmental footprint to coexist harmoniously whilst encouraging minimum wastage of resources.

# Intended Impact

Mitigate climate-related risks, enhance operational efficiency, and support the transition to a low-carbon economy.

# Initiatives Overview

Sustainable finance, incorporating climate-change risk into the business, net-zero targets, biodiveresity, energy efficiency water & waste management, sustainable procurement and shifting branch banking network to alternative modes of environmentally viable & energy efficient sources.

# 📩 Key Highlights

- Launched a comprehensive paperless initiative, transitioning to digital processes across branch operations.
- Launched a comprehensive "Green Awareness" Campaign to mark key environmental events, including World Water Day, Mother Earth Day, and World Environment Day.
- Offering Green Ghar Finance, which promotes environmentally friendly housing solutions.
- Campaigns commemorating environmental days, reaching approximately 130,000+ views
- Successfully conserved over 320,000 KWh of energy, contributing to a more sustainable and efficient operations.
- Remarkable reduction of approximately 250 tons of CO2e emissions, contributing to a greener future.
- Transitioned 275 branches/offices and 252 ATMs to Solar Energy. The total yearly power output exceeded 2,700 MWh.
- Recycled over 8 tons of dry waste, reinforcing our commitment to environmental stewardship.
- Green Banking trainings provided to over **2,600 employees** during the year.





# Strategic Objectives

- Business operations are conducted with honesty and integrity
- Engagement in social welfare activities that help strengthen communities and contribute towards the uplift of society.
- Support and promote Financial Inclusion and Literacy.
- To build and maintain sound relationships with customers and other stakeholders through open and fair communication in order to contribute towards sustainable image building.

# Intended Impact

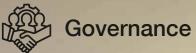
Enhance social equity, attract & retain talent and strengthen our relationships with local communities.

# Initiatives Overview

Inclusive financial services for SMEs & Agriculture sector, women & youth, support for education, health & skills development, support for communities, employees & clients in need & championing diversity & inclusion.

# \star Key Highlights

- Bank wide 51,414 participants successfully attended different training sessions in 2024.
- Successfully completed training of "Women Champions" exceeding the target of 75%, that was assigned from SBF
- Achieved an impressive complaint resolution rate **98.89%**, ensuring customer service and responsiveness.
- Carried out service monitoring sessions across **1,371 branches** using advanced security camera systems to ensure the delivery of exceptional customer service
- Achieved an overall customer satisfaction score of 84%, reflecting strong trust and confidence in our services.
  Sponsored BCCI Foundation for Advancement, FAST NUCES Chiniot Faisalabad campus, with a donation of Rs.
- Sponsored BCCI Foundation for Advancement, FAST NUCES Chiniot Faisalabad campus, with a donation of Rs.
   10 million to support their campus and help deserving students in the area.





# Strategic Objectives

Compliance with relevant laws & regulations, in letter and spirit

# Intended Impact

Ensure transparency, accountability, and effective risk management.

# Initiatives Overview

Governance & risk management, fair outcomes, transparency & resilient and a robust control environment.

# \star Key Highlights

- Regulatory trainings provided to employees covering following themes:
  - AML / CFT / CPF > **14K participants**
  - Fair Treatment of Customers > 8K participants
  - Cyber Security Awareness > **3K participants**
- Conducted **14,500** comprehensive service monitoring sessions across **1,371** branches to ensure the delivery of exceptional customer service.
- Real-time observation and detailed analysis of customer interactions, staff performance, and operational efficiency.
- Achieved an overall rating of 1.86 (Cautious/Average Zone) in self-assessment under Conduct Assessment Framework (CAF)"
- Successfully implemented latest policy updates in the Service Quality Manual and the Customer Experience and Consumer Protection & Grievance Handling Policy



### ESG Related Supply Chain Disruptions and Risk Mitigation

Local and international trends have transformed the way banks operate, affecting their capital positions and profitability. In particular, ongoing digitalization and technological innovation continue to add pressure on the traditional banking models, including the supply chain. While management's focus on capital preservation, profitability and growth for shareholders remain, operational risks have intensified.

# Environment

#### **Natural Disaster Risks**

#### **Overview**

Environmental risks like earthquakes, hurricanes, floods, or pandemics that harm infrastructure, disrupt logistics, or result in shortages.

#### **Risk Mitigation**

The Bank has business contingency plans and disaster recovery (DR) sites to help address these risks.



#### Geopolitical Risks

#### Overview

Social uncertainties arising from political changes, cross-border conflicts, trade disputes, and regulatory shifts.

#### **Risk Mitigation**

The Bank addresses these risks by staying informed on global events and political developments, maintaining geographically diversified branch network to provide services to its customers and adopting flexible vendor sourcing in the era of globalization.

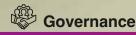
#### **Man-Made Risks**

#### Overview

Supply chain disruptions occur due to various artificial risks from human actions, such as strikes, terrorism, vandalism, or intellectual property theft.

#### **Risk Mitigation**

To address these risks, The Bank utilizes comprehensive due diligence, established security protocols, vendor scrutiny & approval process and have contingency response plans to minimize disruptions' impact.



#### **Cybersecurity Risks**

#### Overview

Threats such as hacking, phishing, malware, and ransomware can disrupt operations, cause data breaches, or compromise sensitive data

#### **Risk Mitigation**

The Bank has addressed these risks by undertaking strong supply chain security measures, including, encryption, thorough security audits and have in place a robust internal IT governance and cybersecurity framework.

# Sustainability Reporting & Challenges

#### 1. Measuring & Quantifying

#### No unified or "universal" standard

The absence of a unified sustainability reporting standard has resulted in the emergence of numerous sustainability reporting frameworks, surveys, and initiatives to engage shareholders and data providers, each with its own approach and prerequisites. Consequently, banks frequently find themselves in the position of having to determine which sustainability aspects to emphasize, what to disclose, and which metrics to use. This lack of standardized sustainability reporting metrics poses a significant challenge, hindering performance comparison and decision-making for organizations and investors.

#### Subjectivity and complexity

Sustainability factors encompass various performance measures. These are commonly referred to as qualitative and quantitative metrics or indicators that capture corporate sustainability performance. However, some of these factors are more subjective than others, making their measurement and quantification challenging; particularly relevant in the context of informal operating environments like in Pakistan.

#### 2. Data Collection and Management

#### • Data fragmentation and silos

Manually gathering relevant sustainability data from diverse sources within the organization can be complex, particularly if the data is dispersed across departments and systems. Indeed, fragmentation seems to be the name of the game. Spreadsheets are prone to error, and disparate systems often have no way of speaking to one another (at least, not in a way that a human can readily comprehend). And, because data banks are siloed, integration or system interoperability is not readily available.

#### Inefficient and convoluted workflows

Inefficient and complex workflows are one of the byproducts of the traditional siloing of sustainability related data. Because corporate sustainability is inherently a cross-functional exercise, nearly every department tends to oversee some aspect of it. From human resources to operations to finance, coordinating the data collection, reviews, and approval from these various teams can be arduous and prone to error.

#### Data complexity and scope

Sustainability reporting covers a broad spectrum of environmental, social, and governance issues, each with its own set of indicators and data requirements. Tracking and collecting data across these diverse dimensions can be complex and resource-intensive. In addition, relevant sustainability related data might be hard to come by: it may be proprietary, confidential, or difficult to access, particularly when it comes to supply chain information or indirect environmental and social impacts.

#### 3. Stakeholder Engagement and Communication

#### Diverse stakeholder groups

Sustainability reporting involves engaging with a wide range of stakeholders, including investors, employees, customers, communities, NGOs, and regulatory bodies. Each stakeholder group has unique interests, perspectives, and information needs, making it challenging to communicate and engage with all of them simultaneously.

#### Varying levels of knowledge & complexity

Stakeholders have different levels of familiarity and understanding of sustainability issues, reporting frameworks, and terminology. Communicating complex sustainability topics—and large volumes of data—in a way that is accessible and meaningful to diverse stakeholders can bee challenging. Moreover, making the data understandable and relevant requires careful interpretation, analysis, and contextualization, which can't be achieved overnight.

#### Transparency and trust concerns

Stakeholders increasingly demand transparency and assurance regarding sustainability performance. However, ensuring the accuracy, reliability, and consistency of reported data can be challenging, leading to concerns about greenwashing or misleading information. Indeed, a lack of robust data management, verification processes, and streamlined communication can make trust hard to come by.

#### Sustainability Reporting & Disclosures

Four core content pillars for sustainability reporting

#### Governance:

The Board of Directors is responsible for integrating sustainability considerations into the Bank's overall strategic planning process. The Board's Risk Management & Portfolio Review Committee is delegated with the responsibility to oversee Bank's

processes for identifying, assessing, and managing sustainability-related risks. The Board reviews and approves Bank's sustainability policy and monitors progress on ESG targets.

#### Risk Management:

The Bank has a robust framework for identifying, assessing, and managing sustainability-related risks; enabling it to protect itself from potential losses and capitalize on emerging opportunities in the transition to a sustainable economy. Key components of the framework include; governance & oversight, risk identification & assessment, risk measurement & monitoring, risk mitigation & control and transparent disclosure & reporting.

#### Strategy:

Recognizing that sustainability is not just an ethical imperative, but also a critical factor in achieving long-term financial stability and success, the Bank has been incorporating sustainability-related risks and opportunities into its strategic planning process.

Key focus areas include; integration of sustainability practices into risk management, developing sustainable finance products, financial inclusion, stakeholder engagement and enhanced transparency & sustainability reporting.

#### Metrics and Targets:

The Bank tracks performance against key sustainability metrics to ensure consistent, transparent, and reliable measurement of its environmental, social, and governance (ESG) impacts; in turn, enabling informed decision-making and continuous improvement. Key ESG targets have been disclosed in the preceding sections.

#### Sustainability-related risks and opportunities and their impact on the financial performance

The Bank has identified several key sustainability-related risks and opportunities that could impact its financial performance:

Short Term	Medium Term	Long Term
Reputational risk associated with financing projects with negative environmental or social impacts. Increasingly stringent ESG regulations can lead to fines and penalties for non-compliance	Credit risk emanating from loans to businesses in sectors most vulnerable to climate change impacts. Similarly, the transition to a low-carbon economy could impact the viability of certain industries the Bank finance's (e.g. stranded assets in the fossil fuel industry)	Systemic risks from climate change affecting the broader economy and financial system. Physical risks from climate change impacting the Bank's assets and operations (e.g., damage to branches from extreme weather events).
Loss of customer trust, negative media coverage, decreased brand value, potential regulatory fines.	Increased loan defaults, higher loan loss provisions, reduced profitability	Reduced economic growth, increased financial instability, potential losses on a large scale.
Growing demand for sustainable finance products, improved operational efficiency	Developing expertise in ESG risk assessment and management, creating a	Financing the transition to a sustainable economy, creating new markets and revenue

Opportunity

through resource reduction management and waste initiatives, augmentation of existing risk management framework to build resilience to the growing challenges of sustainability-related risks.

competitive advantage. Conversely financing green technologies and renewable energy projects presents substantial opportunities.

streams.

**Risk Mitigation** 

Inculcating sustainability considerations into the overall credit assessment process of the Bank within the purview of SBP's 'Environmental and Social Risk Management' implementation strategy

The Bank has developed innovative green loan products to attract new customers interested in sustainable investments, leading to increased loan volumes and revenue.

Building a resilient and sustainable business model challenges.

The Bank assess the potential financial impact of these risks and opportunities using scenario analysis, stress testing, and financial modeling, incorporating factors like probability, magnitude, and timeframe.

Risk

#### Sustainability-related risks and opportunities throughout Bank's value chain

The Bank recognizes the importance of addressing sustainability-related risks and opportunities across its value chain:

Upstream	Midstream	Downstream
The Bank engages with its suppliers to promote sustainable practices, including responsible procurement and ethical labor standards.	The Bank manages its own environmental and social footprint, and how it fosters a responsible and sustainable workplace.	The Banks' downstream value chain primarily involves its lending, investment, and customer-facing activities. Sustainability initiatives in this area focus on influencing clients and customers to adopt more sustainable practices
<ul> <li>Environmental degradation in the supply chain (e.g., deforestation, unsustainable resource extraction).</li> <li>Social issues in the supply chain (e.g., human rights violations, labor exploitation).</li> <li>Reputational risk from association with suppliers with poor ESG performance.</li> </ul>	<ul> <li>Negative environmental impact from Bank's operations (e.g., energy consumption, waste generation).</li> <li>Social risks within Bank's operations (e.g., employee well-being, diversity and inclusion).</li> <li>Reputational risk from poor ESG performance.</li> </ul>	<ul> <li>Credit risk from lending to businesses with poor ESG performance.</li> <li>Reputational risk from financing projects with negative environmental or social impacts.</li> <li>Missed opportunities to provide sustainable finance products and services to customers.</li> </ul>
<ul> <li>Cost savings from resource efficiency in the supply chain.</li> <li>Enhanced brand reputation from partnering with sustainable suppliers.</li> <li>Innovation and new product development through collaboration with sustainable suppliers.</li> </ul>	<ul> <li>Cost savings from resource efficiency in Bank's operations.</li> <li>Enhanced brand reputation from demonstrating strong ESG performance.</li> <li>Increased employee engagement and productivity through a focus on employee well-being and diversity.</li> </ul>	<ul> <li>Growth in demand for sustainable finance products and services.</li> <li>Enhanced customer loyalty through a focus on sustainability.</li> <li>Positive social and environmental impact from financing sustainable projects.</li> </ul>

• Launched a comprehensive 'Green Awareness' campaign to mark key environmental events, including World Water Day, Mother Earth Day, and World Environment Day. By amplifying environmental awareness, MCB Bank encouraged all stakeholders to adopt sustainable practices and contribute to a greener future. • Invested in renewable energy sources for Bank operations. The Bank has converted 275 branches/offices and 252 ATMs to solar energy.

• To reduce paper usage, launched a comprehensive paperless initiative, transitioning to digital processes across branch banking operations

 Green Banking training provided to over 2,600 employees during the year.
 Implemented robust

cybersecurity measures to protect customer data.

 The Bank created a dedicated Green Banking webpage on its Corporate Website under the "Social and Environmental Responsibility" section to provide a comprehensive overview of its environmental efforts.

• Facilitated overseas Pakistani's under the RDA initiative and other national financial inclusion/support initiatives.

• Started screening loan files on ESRM related requirements; in parallel to the conventional credit risk management procedures. The screening process has been completely rolled out on Bank's outstanding exposure in top 7 industries

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#### Climate-related risks and opportunities

The Bank has recognized that climate change presents both challenges and opportunities for its business, and the Bank is committed to proactively managing these factors to ensure long-term value creation and resilience. In line with IFRS S2, the Bank has identified and assessed the following climate-related risks and opportunities:

#### Physical Risks:



Acute Risk: Increased frequency and intensity of extreme weather events (e.g., floods, droughts, storms) could damage our physical assets (branches, data centers), disrupt operations, and impact the creditworthiness of our borrowers, particularly in sectors like agriculture and real estate.

**Chronic Risks:** Gradual changes in climate patterns, such as rising sea levels and increasing temperatures, could impact the long-term viability of assets and business models.

#### Transition Risks:

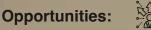


**Policy Risk:** Policy changes aimed at reducing carbon emissions (e.g., carbon taxes, regulations) could impact the creditworthiness of our clients in carbon-intensive sectors.

**Technological Risks:** The transition to a low-carbon economy could render some technologies obsolete and create new competitive landscapes. Clients who fail to adapt could face financial difficulties.

**Market Risks:** Shifting consumer preferences and investor sentiment could impact the demand for certain products and services, affecting our lending and investment portfolios.

**Reputational Risks:** Negative public perception regarding our financing of environmentally harmful activities could damage our brand and reputation.



**Green Finance:** Growing demand for sustainable finance presents opportunities to develop and offer green loans, sustainability-linked loans, green bonds, and other innovative financial products.

**New Markets:** The transition to a low-carbon economy will create new markets and business opportunities in areas such as renewable energy, green technology, and sustainable infrastructure.

**Cost Savings:** Investing in energy efficiency and renewable energy can reduce our operational costs and contribute to our sustainability goals.

**Enhanced Reputation:** Demonstrating a strong commitment to climate action can enhance our reputation, attract customers and investors, and improve employee engagement.

#### Key Sustainability related Initiatives

The Bank focuses on several key principles as an institution. It is committed towards fostering a better work place and cleaner environment through varied initiatives with measurable outcomes. By committing to a culture of excellence, good governance, transparency and integrity, it ensures that all activities are conducted in a manner that is ethically responsible and beneficial for all stakeholders. MCB Bank has a well-defined Code of Ethics and Conduct policy that serves as a guideline for the behavior and ethics of employees.



#### 1. Contributing to Sustainable Economic Growth

MCB Bank uses its core business of banking to promote sustainable development in all the markets it operates.



MCB Bank has one of the highest market capitalizations in the banking industry. In 2024, the Bank paid approx. Rs. 77.07 billion on account of income taxes to Government Treasury and collected over Rs. 56.86 billion for the National Exchequer as withholding tax agent under different provisions of Income Tax Ordinance 2001. In addition to that, the Bank has also paid Rs. 3.13 billion in respect of sales tax and FED. The contribution by the Bank to the national economy by way of value addition was Rs. 150.43 billion, out of which around Rs. 25.89 billion were distributed to employees and Rs. 42.66 billion to the shareholders.

Zakat is an essential component in delivering assistance to those most in need. The Bank supplemented and augmented the Zakat collection efforts of prominent public welfare organizations such as Shaukat Khanum and Edhi Welfare Organization through its communication channels including MCB Live, internal email, propagation via the MCB Bank corporate website and via the Bank's diverse 1450+ ATM network. MCB Bank also contributed to the national exchequer in Zakat Deductions to the sum of Rs. 498 million.

The Bank is making significant contribution to the development and growth of the country. An analysis of the Bank's value creation and allocation of value among key stakeholder groups is represented in the 'Statement of Value Added'.

#### Key financial highlights

Key financial figures and related ratios have been discussed in the 'Analyses of Financial Performance' section.

#### 2. Being a responsible organization

The Bank has a "Corporate Social Responsibility (CSR) Policy", which is approved by MCB Board of Directors. It envisions the strategic guidelines of incorporating CSR into the very core of all business practices and operations, across the Bank and areas it operates in. The Bank's short term and long term CSR goals are aligned to execute bank operations for the betterment of its stakeholders, which necessarily includes the general public and society of Pakistan. The aim of the Bank is to be well versed in CSR by being a sustainable organization. We do this by making the right investments in developing our human resources, protecting the interests of our customers, weighing environmental impact in our decision making and combating the scourge of corruption through implementation of ethical and responsible best practices.

Sustainability is therefore embedded in all policies of the Bank through direct and indirect means. All groups of the Bank work together to not only educate its employees regarding various facades of corporate sustainability and social responsibility, but to also ensure that its strategic CSR vision is met through operational objectives. The Bank's policies therefore address these key aspects:

- Driving Strategy Through Learning & Development:
- Banking on Equality
- Regulatory requirement programs
- Customized training programs for field staff
- Occupational Health and Safety
- Business Continuity Plan
- Business Ethics and Anti-Corruption Measures
- Customer Experience Management, Consumer Protection Measures and Grievance Handling
- Banking on Equality and Women Empowerment
- Investing in communities

The Bank's CSR activities are centrally monitored throughout to ensure that the Bank invests in the right places that magnify the goodwill of Bank and our community at large. The performance against sustainability and integration of various groups in achieving this are explained through this report.



#### a. Driving Strategy through Learning & Development

During 2024, Learning and Development strategy was to extend outreach of training and development programs across the Bank by using Classroom, Zoom and E-learning training platforms. Bank wide, 51,414 participants successfully attended different training sessions in 2024.

Being critical for the effective employee engagement at all levels and growth and sustainability of the Bank in terms of human capital enrichments and performance enhancements, Learning & Development Division offered specialized learning programs, designed in close partnership with business and specialized functions. Enhanced focus was also given on mobile learning programs to extend the coverage in remote areas. Year 2024 witnessed revamped learning agenda for developing our employees on four major pillars i.e. Product/Process Knowledge, Service, Compliance and Leadership. This year witnessed the learning initiatives for new joiners, existing employees from cross-functional teams. With our continuous and extended focus on capacity building towards regulatory framework and global compliance obligations, several programs were offered on Anti Money Laundering, Trade Based Money Laundering and Cyber Security awareness.

Realizing contemporary trends and future proofing of our employees, learning initiatives have been taken to enhance their digital quotient. Frontline teams were upskilled on Product & Process knowledge and enhanced levels of customer services according to their job roles requirements.

#### b. Banking on Equality & Women Empowerment

In keeping with SBP's Policy on Banking on Equality, the Bank has a Sub-Committee headed by the focal person in order to work towards this regulatory requirement, while focusing on related products, events, campaigns and initiatives to empower women both within the Bank as well as to encourage financial inclusion. The Bank's policy on gender mainstreaming was approved in December, 2022 and subsequently several campaigns and products were launched by the Marketing and Products teams. Revisions and improvements were made to Banks's 'Protection of Women Against Harassment Policy' and 'Gender Mainstreaming Policy' to align with broader objectives of safer and more inclusive workplace. Sessions on gender sensitization were conducted by internal and external trainers to foster an equitable and inclusive workplace.

- 'Mother's Day ', 'International Women's Day', 'Women Entrepreneurship Day ' and 'National Working Women Day' were celebrated for recognizing contribution of working women.
- Supercharged DEI Capability Building Training Sessions for senior leaders of the Bank were organized at Karachi, Lahore and Islamabad while 84% of staff members were trained for Gender Sensitization.
- MCB Bank has revamped and rebranded its Ladies Account as MCB Nayab Account, a tiered-based financial solution designed specifically for women.
- During the year the ratio of female staff members improved to 19.77% from 18.54% in the last year.

As a commitment towards inclusion and diversity, significant steps were taken to ensure equal opportunities. In line with the Bank's values as an equal opportunity employer, every job advertisement now explicitly encourages applications from Persons with Disabilities (PWDs) and females.

#### **Women Champion Certification**

A significant milestone was achieved towards SBP's Agenda of "Banking on Equality" where, a comprehensive rollout was initiated Pan Pakistan and successfully completed training of "Women Champions" exceeding the target of 75% i.e. training of total staff 1,762 (1,077 of 1,405 Branches Trained) that was assigned from SBP, started in 2022 and completed in 2024.

#### **Gender Sensitivity Training**

In the context of "Banking on Equality" development of comprehensive contents on "Gender Sensitivity", including e-learning and classroom training, encompassing the adult learning principles in the form of case studies, role plays, and audio video aids and subsequent rollout was another big initiative taken by Learning & Development Division during 2024. This special program helped employees to understand existing gender relations, eliminate implicit gender biases, and improve customer interaction at customer touch points. Through these channels Learning & Development Division completed the training of a total staff of 13,901 (Unique 11,778); beginning in 2022 and completing in 2024.

#### **Diversity, Equity & Inclusion Program for Senior Management**

Keeping in view the importance of cultivating a diverse, equitable and inclusive workplace, various tailored made sessions on the subject matter of "Supercharged DE&I Capability Building" were arranged for the senior leadership during 2024; across the learning and development centers. During these programs, participants gained valuable insights and tools to lead with a deeper understanding of DEI principles. These sessions not only enhanced their personal leadership journey but also contributed to strengthening MCB's organizational commitment to creating an environment where all individuals feel respected, valued, and empowered to thrive.

#### Workshop on Sensitization & Financial Inclusion of PWDs

Learning & Development Division arranged a workshop of "Sensitization and Financial Inclusion of PWDs" across the Bank. 110 participants have attended this workshop to get the awareness of Financial Inclusion of PWDs.

#### c. Regulatory Requirement Programs

Keeping in view the critical importance of staying ahead of regulatory changes and maintaining compliance with the ever evolving financial landscape, Learning & Development Division offered an array of regulatory trainings during 2024. The Bank has an immerse focus towards imparting regulator required training programs by using classroom and E-learning training platforms.

Regulatory Courses	Total Sessions	Number of Participants
AML CFT CPF	230	14,995
Fair Treatment of Customers	165	8,397
Gender Sensitivity at Workplace	72	7,494
Cyber Security Awareness	54	3,075
Mitigation of ML - TF - PF Risks	18	998
Sensitization & Financial Inclusion of PWDs	31	602
Women Champions	16	320
Total	586	35,881

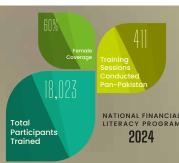
#### d. Customized Training Programs for Field Staff

Learning and Development Division designed specific training programs for the field staff to address their job role requirements and to develop necessary skills set for value addition.

Customized Courses	Total Sessions	Number of Participants
BM BootCame	54	1,210
RM BootCame	23	699
Potential BSM Development Program	3	57
Orientation for CSO's	1	33
Universal Services Officer Orientation & Beyond	10	159
Total	91	2,158

#### e. National Financial Literacy Program 2024

National Financial Literacy Program for Un-banked Population In line with SBP's initiatives towards increasing financial literacy in society and to include more of the unbanked population into the financial system through its National Financial Literacy Program (NFLP), MCB played its active role to support and achieve this aim again in its 8th year. During January 2024 till December 2024, MCB conducted 411 classroom training sessions and 62 street theaters across Pakistan with the inclusion of 18,023 total participants (classroom: 12,904 & street theater: 5,119) including 60% female coverage. Through these sessions our field trainers permeated financial literacy across the far-flung areas of Pakistan.



#### f. Occupational Health and Safety

At MCB Bank, the well-being of employees, customers, and visitors is a top priority. The Bank is dedicated to fostering a work environment that prioritizes health, safety, and adaptability to meet the unique demands of modern workplaces. By investing in occupational health and safety initiatives, MCB not only mitigates potential risks but also enhances productivity, service quality, and operational efficiency.

To address the ever-evolving nature of workplace challenges, MCB has implemented a range of proactive measures, strategies, and policies aimed at preventing, controlling, and eliminating occupational hazards. The Bank's comprehensive Occupational Health, Safety and Environment (HSE) policy and guidelines reflect its commitment to staying ahead of technological advancements, economic shifts, and safety requirements. The Bank's well-established policy guidelines undergo periodic reviews and approvals by the Board and senior management, ensuring they remain relevant and effective. Employees at MCB are not only well-versed in these standards but also play an active role in upholding them, ensuring a culture of safety and accountability.

MCB's unwavering commitment to health and safety is evident from implementation of robust controls, risk management strategies, and the senior management's emphasis on enactment of internal safety processes/initiatives. By prioritizing the well-being of its stakeholders, MCB Bank remains steadfast in its vision to create a safe, secure, and adaptable workplace for all.

MCB Bank leverages internal communication channels to reinforce protective measures against health, safety, and environmental risks. All bank premises are equipped with First Aid Kits, underscoring the Bank's focus on emergency preparedness and immediate response capabilities.

The Bank's readiness is further demonstrated through its Facility Level Plans and Crisis Response Plans, which are regularly updated to address potential emergencies. MCB has implemented stringent controls, advanced surveillance systems, and state-of-the-art security equipment to safeguard the physical safety of employees, customers, and visitors. Furthermore, MCB branches and buildings are equipped with modern fire safety systems, surveillance technology, and security equipment, reflecting a holistic approach to occupational health and safety. Trained security personnel ensure the effective execution of these measures, while external Safety and Security Audits help maintain alignment with industry best practices and drive continuous improvement for iconic buildings.

In essence, MCB Bank's proactive approach to occupational health and safety not only safeguards its people but also reinforces its position as a responsible and forward-thinking organization.

#### **Board's Policy on Employee Health, Safety & Protection:**

At MCB, the health, safety, and well-being of employees is at the core of everything we do. Management believes that a safe workplace is more than just meeting legal requirements—it's about going above and beyond to create an environment where everyone feels protected and valued. This commitment is reflected in our Board-approved "Health, Safety & Environment" policy, which underscores our promise to continuously improve health and safety practices.

Bank's approach to health and safety is proactive, not reactive. We don't wait for issues to arise; we work to prevent them. This mindset is woven into every aspect of our operations, from our corporate offices to our branches, ensuring that the same high standards of safety are upheld everywhere. At MCB, safety is a shared responsibility. Every employee is not only expected to follow safety protocols but also to actively look out for the well-being of their colleagues, customers, and anyone who walks through our doors.

By continuously enhancing policies, MCB build a workplace where everyone can thrive and succeed. MCB continuously tries to nurture a culture of health and safety by empowering teams to take ownership of safety and prepare themselves to tackle such situation effectively.

#### g. Business Continuity Plan (BCP)

At MCB Bank, Business Continuity Management (BCM) act as a shield against uncertainty. It's a proactive, forward-thinking framework designed to ensure seamless operations, no matter what the challenges are. By combining robust policies, actionable plans, and practical cutting-edge strategies, we protect critical processes, adapt to disruptions, and deliver uninterrupted service to our customers and stakeholders.

Our resilience starts at the top, the Board and Senior Management regularly review and approve our BCM Policy and Framework, ensuring alignment with evolving risks, emerging threats to meet stakeholders' expectations. The Business Continuity Management Committee (BCMC) translates these strategies into practical steps, safeguarding operations during outages or crises.

Banks invests in its employees by equipping them with the skills to manage crises effectively. Our tested BCM plans enabled us to maintain exceptional service and strengthen our preparedness to manage eventuality. Whether facing localized disruptions or global crises, we remain steadfast in our commitment to operational excellence.

For MCB, resilience isn't just about continuity—it's about trust. By embedding adaptability and innovation into our DNA, we don't just survive disruptions; we thrive through them, setting new standards for reliability in the banking industry.

In a world of constant change, MCB Bank stands as a pillar of stability, ready to face the future with confidence and resilience.

#### h. Business Ethics and Anti-Corruption Measures

A comprehensive "Code of Conduct and Business Ethics" guidelines have been disseminated for all staff of the Bank for information and signoff to mitigate and addresses the possible risks related to ethics and corruption.

The Bank is striving hard to maintain a strong compliance culture through its robust policies and procedures. Employees are expected to perform all Bank related task with due diligence and ethical manners. The code of conduct of the Bank comprehensively defines the values and minimum standards of ethical business conduct. Bank staff must ensure to follow ethical standards and guidelines while interacting with the clients, competitors, business partners, government and regulatory authorities, shareholders or with one another. It is the utmost responsibility of the Bank to ensure that employee's conduct is impeccable and within the Bank's defined Code of Conduct and business ethics.

MCB Bank strives to ensure a friendly and harassment free environment for all employees. The policy for protection of women harassment has been revisited and is circulated Bank wide every year. Zero tolerance for any form of harassment or discrimination is further covered in the Bank's existing Code of Conduct.

The Disciplinary Action Committee (DAC) is vigilant and takes vigorous actions to address any violation of policies & procedures, acts of fraud & forgery, breach of discipline and code of conduct, ethics & business practices, law of land and statutory regulations by an employee. To maintain a harmonious and efficient work environment in which the employees are assured a nondiscriminatory, transparent, harassment free and respectful atmosphere regardless of their caste, religion and gender, HRMG has issued a clear and non-discriminatory Code of Conduct; violation of which may lead to disciplinary action.

#### i. Service Quality Function & Grievance Handling Mechanism

2024 has been an intensive Service Quality (SQ) journey across the board at MCB Bank. Together with our business and support function stakeholders, we have managed to cover further ground on some critical customer experiential indicators across the process monitoring and optimization fronts. It has also been a year where special focus was paid to uplift courtesy and positive behavior across our customer dealing staff at branches for strengthening service health of the business and a rejuvenated will to drive enriched customer experience.

The Bank followed its roadmap for strategic transition from process centricity to customer centricity effectively. This strategic shift is supported by various programs and a robust analysis of customer journeys and satisfaction metrics, enabling us to effectively address critical customer requirements.

#### **Board's Oversight on Customer Experience**

The Compliance Risk Management Committee regularly monitored performance and provided an oversight to the Board on key performance indicators, this included tracking metrics related to Service Score Cards, Customer Satisfaction Scores, Net Promoter Score, Contact Center performance and resolution times for complaints. The committee also ensured that management invested in advanced technologies, digital banking solutions, and alternate delivery channels to provide personalized and efficient services to customers. This focus on leveraging technology and data-driven insights helped streamline customer interactions and imp overall service delivery.

By prioritizing these initiatives, the board played a key role in strengthening the organization's commitment to customer-centricity and driving long-term value.

#### Service Council

The Service Council, chaired by the President & CEO, serves as a forum uniting key stakeholder from across the bank. This platform prioritizes service through thought leadership, collaborative discussions, and the development of a clear roadmap for sustained service excellence. This council plays a pivotal role in fostering a culture of continuous improvement, innovation, and excellence in service delivery across the organization.

These high-level meetings are dedicated to reviewing and enhancing the organization's service quality and regulatory framework. Key activities include analyzing critical service indicators, Fair treatment of customers initiatives, identifying performance gaps, evaluating proactive and reactive feedback to drive data-driven decision-making.

#### Service Quality Manual and Policy Implementation

Successfully implemented the Service Quality Manual 2024 (Version 4.0) and the Customer Experience and Consumer Protection & Grievance Handling Policy (Version 5.0, 2024) across the entire organization. This initiative involved a comprehensive rollout strategy, including training sessions, workshops, and detailed communication plans to ensure seamless adoption by all departments and employees. The updated manual and policy were designed to align with the organization's commitment to delivering exceptional customer service, enhancing customer satisfaction, and ensuring robust consumer protection measures. Key focus areas included streamlining grievance resolution processes, improving service delivery standards, and fostering a customer-centric culture. Regular audits and feedback mechanisms were established to monitor compliance and identify opportunities for further refinement.

#### **Branch Service Ladder (BSL)**

The Branch Service Ladder (BSL) was introduced as a strategic initiative to ensure a consistent, high-quality customer experience across all MCB branches. The BSL is built on a foundation of Key Service Indicators (KSIs), which meticulously map out the customer journey from the moment they enter a branch to the fulfillment of their needs. These KSIs are designed to capture critical touchpoints in the customer experience, ensuring that every interaction is seamless, efficient, and aligned with MCB's service standards.

- Greeting and Welcome: Ensuring customers are warmly welcomed upon arrival.
- Queue Management: Minimizing wait times and providing clear guidance.
- Service Efficiency: Delivering prompt and accurate service.
- Staff Professionalism: Demonstrating knowledge, courtesy, and empathy.
- Issue Resolution: Effectively addressing customer concerns and complaints.
- · Facility Cleanliness and Ambiance: Maintaining a clean, organized, and welcoming branch environment.
- Proactive Engagement: Anticipating customer needs and offering tailored solutions.

To reinforce accountability and drive continuous improvement, BSL scores are integrated into staff performance appraisals. This integration ensures that employees at all levels are not only aware of the service standards but are also motivated to uphold and exceed them. By linking BSL performance to appraisals, MCB fosters a culture of ownership, where every team member takes pride in delivering exceptional service and contributing to the overall success of the branch.

Furthermore, the BSL serves as a valuable tool for identifying areas of improvement and sharing best practices across the branch network. Regular monitoring and analysis of BSL data enable MCB to implement targeted training programs, refine processes, and celebrate high-performing branches and individuals.

#### **Customer Experience Clinic**

Another cornerstone of MCB's 2024 strategy was effective utilization of the Customer Experience Clinic, with a redefined program aimed at empowering employees to deliver exceptional, personalized, and empathetic service. This initiative trained ~7,800 MCB employees, equipping them with the skills, behaviors, and attitudes necessary to exceed customer expectations and foster lasting loyalty. The program focuses on cultivating key competencies such as active listening, problem-solving, and emotional intelligence, ensuring that every interaction is not only efficient but also deeply customer-centric. By investing in the development of its workforce, MCB is laying a strong foundation for a culture that prioritizes customer satisfaction and builds meaningful, long-term relationships.

#### Live Service Monitoring

Bank's initiative of Live Service Monitoring at its customer touch points i.e., Branches and ATMs significantly matured during the year and its coverage extended to almost entire network. Service Quality team conducted

~14,500 comprehensive service monitoring sessions across 1,371 branches using advanced security camera systems to ensure the delivery of exceptional customer service. These sessions involved real-time observation and detailed analysis of customer interactions, staff performance, and operational efficiency. This proactive approach not only maintained service quality but also contributed to the development of targeted training programs for staff, fostering a culture of continuous improvement and excellence in customer service.

#### **Queue Management System (QMS)**

To further streamline operations and improve customer satisfaction, MCB equipped ~850 branches with the Queue Management System (QMS). This advanced system is designed to organize, optimize, and manage the flow of transactions within branches, effectively reducing wait times and enhancing the overall customer experience. By leveraging technology to monitor and adjust queue dynamics in real-time, the QMS ensures that customers are served efficiently, minimizing frustration and maximizing satisfaction. This initiative reflects MCB's dedication to leveraging innovation to meet the evolving needs of its customers.

#### **Contact Center Service Ladder**

Contact Center Service Ladder was launched as a comprehensive framework to evaluate and improve the quality of customer interactions. This innovative tool measures key performance indicators such as adherence to service scripts, the demonstration of empathic and active listening skills, and the accuracy and completeness of information provided to customers. By setting clear benchmarks, the Contact Center Service Ladder ensures that every interaction is consistent, professional, and aligned with the organization's commitment to delivering exceptional service.

#### **Complaint Management Function**

Following the Consumer Grievance Handling Mechanism guidelines, various measures were taken to strengthen the complaint management unit department. Monitoring of the closed complaints, their resolution turnaround times, mystery shopping, voice of customer and quality assurance programs for complaint handling were introduced.

Below are the key stats for year 2024:

- Total Complaint Received = 343,311
- Total Complaint Resolved = 339,490 (As of Dec 31st, 2024)
- Problem Incident Ratio (PIR) = 3.62% (Total book)
- Average within TAT Resolution = 99.9%
- Average Complaint Resolution Satisfaction Ratio (CRS) = 83%
- Average Complaint Resolution Time: 4 Working days

To enhance visibility and accessibility of the complaint lodging and handling process, awareness campaigns were conducted through social media, and periodic SMS notifications were sent to customers. These efforts informed customers about the various modes of complaint submission, including email, call centers, letters, Fax, Bank's websites, branches, walk-in centers etc. All complaints are promptly investigated and resolved with customers kept informed of progress via SMS, email, calls or letters. To further enhance customer satisfaction, the Bank performs detailed root cause analyses to identify gaps and consistently improve its processes, products, and services.

During the year, customers experienced major challenges related to fund transfer delays, non-receipt or delays in debit card renewals, excessive/duplicate fees on debit cards or issues with new account openings etc were received. To address these concerns, the bank has strengthened its systems for seamless fund transfers, improved card issuance and renewal processes, streamlined account opening procedure. SQ team regularly collaborated with relevant stakeholders for comprehensive Root Cause Analysis of top complaints and steps were taken to fix identified gaps. Continuous monitoring and enhanced customer support have been implemented to ensure smoother banking experiences.

#### Conduct Assessment Framework (CAF) & Fair Treatment of Customers (FTC)

In line with SBP guidelines, enhancements were made to deliverables related to the Financial Consumer Protection (FCP) Framework and Conduct Assessment Framework (CAF).

Key initiatives included:

- Training programs for frontline staff and support functions on customer handling, fair treatment of customers.
- Ongoing financial literacy programs to educate staff via internal forums.

• Circulation of Financial Consumer Protection and Prohibited Banking Conduct guidelines to ensure comprehensive awareness.

Fair Treatment of Customers (FTC) remains a keystone of our service quality objectives. MCB Bank is committed to ensuring that every customer interaction reflects respect, fairness, and transparency. This involves not only adherence to regulatory standards but also the consistent application of ethical practices to enhance trust and long-term relationships. By embedding the principles of FTC into our organizational culture, we aim to deliver equitable and customer-centric solutions across all touchpoints.

As part of our commitment to these frameworks, an annual self-assessment "Conduct Assessment Framework (CAF)" was conducted and submitted to the regulator. MCB Bank achieved an overall rating of 1.86 (Cautious/Average Zone) in CAF for 2024.

#### **Ethical Conduct Guidelines**

As per the guidelines for Compliance Risk Management issued vide BPRD Circular # 07 dated August 09, 2017 by SBP Banking Policy and Regulatory Department, Banks were advised to develop/revise their existing policies in order to promote ethical behavior in their day to day operations in the organization. In light of these SBP guidelines, Bank has deputed Ethical Conduct Unit under the ambit of Service Quality Department.

The Ethical practices like transparency, integrity, honesty and compliance go hand in hand when it comes to financial industry and this area has emerge to be an essential element of overall compliance culture in any Bank. There will be no compromise on ethical standards of the bank and an immoral act will not be tolerated at any case.

#### **Customer Satisfaction Surveys**

In compliance with the State Bank of Pakistan's directives, as outlined in BC & CPD Circular No. 1 dated February 29, 2016, regarding the Consumer Grievance Handling Mechanism (CGHM), and BC & CPD Circular No. 3 dated November 04, 2016, regarding the Conduct Assessment Framework (CAF), we are pleased to present the findings of our recently conducted Customer Satisfaction Survey. This initiative was carried out in collaboration with Abacus Consulting, a reputable independent research agency, to ensure transparency and credibility in the process.

The survey successfully captured feedback from approximately 3,500 customers across a wide range of segments, including Retail Banking, Privilege Banking, Commercial Products, Retail Lending, Bancassurance, Digital Banking, and Home Remittance. The results reflect our ongoing efforts to enhance customer experience and address their needs effectively.

Key highlights from the survey include:

• An overall customer satisfaction score of 84%, demonstrating a solid level of customer contentment with our services.

• A Net Promoter Score (NPS) of 74%, indicating a healthy level of customer advocacy and willingness to recommend our services.

• A loyalty score of 98%, showcasing the strong trust and commitment our customers have toward our brand.

Additionally, MCB achieved notable ratings across various customer service metrics, highlighting its commitment to excellence:

• 94% of customers rated MCB highly for its reputation of being "Fair & Honest" in all dealings, underscoring the bank's integrity and trustworthiness.

• 87% customer satisfaction was recorded for providing all relevant product information, demonstrating the bank's dedication to transparency and clarity.

• 92% satisfaction rate was achieved in explaining main product features, indicating that MCB's efforts to communicate accurate and comprehensive product details were highly effective.

• 96% achieved in Customer Satisfaction Score for the complaint handling process, reflecting positive customer perception regarding visibility and accessibility.

These ratings collectively emphasize MCB's success in fostering positive customer experiences and maintaining high standards of service delivery.

While these results are encouraging, we recognize that there is always room for improvement. We remain committed to building on these achievements, addressing areas for enhancement, and further elevating the quality of our services to meet and exceed customer expectations.

#### In-house VoC Platform

Our in-house surveys are a critical tool that enables us to maintain a close and proactive understanding of our customers' perceptions, identify areas for product improvement, and gather key insights into evolving customer demands. These surveys are meticulously designed to capture detailed feedback from ~10,580 customers, offering a comprehensive view of their experiences and expectations. The data collected provides invaluable insights into customer satisfaction levels, psychographic profiles, and potential attrition risks, allowing us to make informed decisions and tailor our strategies to better meet customer needs. By continuously monitoring these metrics, we can swiftly address concerns, enhance product offerings, and strengthen customer loyalty, ensuring that we remain aligned with market trends and customer preferences.

#### **Way Forward**

In 2025, we need to continue to "build momentum" around the customer experience value chains.

In this year, we aim to further stretch our arm and penetrate into building and implementing the monitoring mechanism for support functions. We also aim to reinvent our service standards from the results driven through external Customer Satisfaction Survey and work on the irregularities or defects in the system, identify weaknesses and evaluate possible improvements.

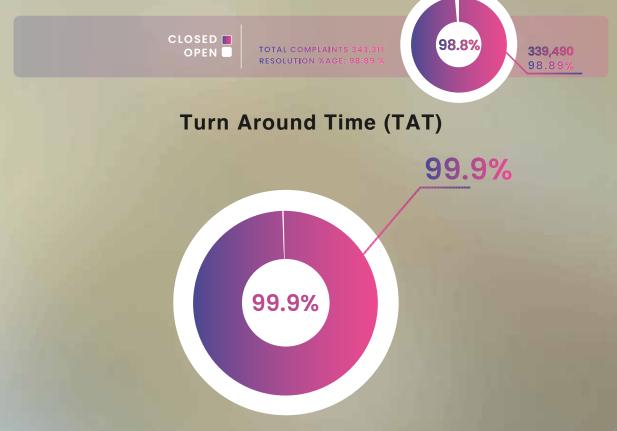
In order to ensure that MCB Bank delivers the best customer experience possible, we need to keep our finger on the pulse of the industry and remain flexible to change — that means constantly looking for ways to improve, keeping our solution ecosystem integrated & current, and embracing digital transformation.

	NUMBERS	PERCENTAGE
STATEMENT OF COMPLAINTS	343,311	
CLOSED	339,490	98.89%
OPEN	3,821	1.11%
AVERAGE RESOLUTION TIME	-	4WDS

1.11%

3,821

# **COMPLAINTS 2024**



#### 3. Investing in communities:

MCB Bank is committed to create sustainable economic and social development for our stakeholders. All groups of the Bank work throughout to identify and execute opportunities that cover health, community, recycling, green banking and environment protection, awareness and empowerment etc.

Following areas were addressed by the Bank in 2024:

- Support for education
- Healthcare awareness
- Privilege banking
- Energy Conservation
- Environmental Cleanliness & Protective Measures
- Solarisation
- Remittances services
- Green Banking

# Celebrating Excellence – Supporting Education in Remote areas & MCB Gold Medal Awarded to FAST University's Topper

MCB Bank acknowledges efforts made by leading universities expanding into areas that need advanced education facilities and during 2024, the Bank sponsored BCCI Foundation for Advancement, FAST - NUCES Chiniot Faisalabad Campus, with Rs. 10 million donation, to support their campus and help deserving students in the area.



The Bank sponsored the top student with a gold medal and a Rs. 100,000 cheque as a token of encouragement for their outstanding achievements, at The FAST University Chiniot Faisalabad Campus. This endeavor reflects MCB Bank's dedication to corporate social responsibility and our unwavering belief in the power of education to shape a brighter future. The Bank aims to continue this legacy to encourage more talent in the country.

#### Participated in 20th State Bank Governor's Cup Interbank Regional Cricket Tournament 2024

The Inter Bank Sports Activities serve as a platform for fostering solidarity, promoting a healthy lifestyle and strengthening professional relationship within the banking community. In 2024, the Bank Participated in 20th State Bank Governor's Cup Interbank Regional Cricket Tournament to share experiences and build lasting connections beyond the workplace.

#### **Creating awareness towards Noble Cause**

In 2024, continuing its support towards charitable organizations and noble causes, MCB Bank helped generate awareness for Edhi Foundation, Shaukat Khanum Memorial Cancer Hospital, Pink Ribbon through its internal and external communication ADC platforms; especially during the holy month of Ramadan and Pinktober.



#### Priority Banking Facilities to NGO/ NPO and Partnership with World Health Organization

MCB Bank continuously makes a positive impact in communities through its Corporate Social Responsibility (CSR) initiatives by offering priority payment services, through its Transaction Banking Division (TBD), to various non-profit organizations (NPOs) and non-governmental organizations with special focus on supporting NGOs, namely Bedari, Human Appeal, National Rural Support program, Sukkur Rural Support Organization, Rural community Development Program, KASHF Foundation, Thardeep, Damen Support, CSC empowerment, in order to elevate neglected communities and underprivileged women and orphans. Our goal is to help these organizations operate more efficiently and focus on their impactful work, while also ensuring that our fees remain minimal and aligned with our CSR objectives of fostering social good.

In addition to this, we are proud to be a trusted payment partner of World Health Organization (WHO) in their efforts to combat polio in Pakistan. Through this collaboration, MCB Bank facilitates timely and secure payments to polio workers all over the country, ensuring that they are compensated swiftly for their essential work in the global fight against the disease. Our partnership with WHO reflects our dedication to supporting global health initiatives and making a difference where it's needed most.

#### **Consumer Facilitation Services**

Privilege Banking has conducted regular engagement for its customers. HNW customers well informed of our product suite as well as MCB Bank's CSR initiatives. In this light, they are encouraged to also contribute towards the cause of social welfare.

#### **Energy Conservation:**

MCB Bank is fully aware of its responsibility towards conserving energy country-wide by exercising strict control over electricity lights, discipline whether in the bank branches or principal offices. MCB Bank accords priority to actions that contribute towards national obligations.

MCB Centre Lahore building has acquired & maintained WWF certification of Green Banking, which is a big achievement in-line with energy conservation by using solar energy, LED lights, paperless work and water conservation. WWF-Green Office is a practical environmental program designed for office/workplace, which helps to reduce the carbon footprint, achieve resource conservation and contribute towards slowing down climate change.

Moving towards improved monitoring & conscious utilization of fuel, water, electricity and paper etc. to help in own impact reduction, the bank has initiated baseline data collection for resource consumption in its main buildings. This will support in enhanced vision of in-house operational management of natural resources. The Bank also engages employees through its internal communication forum to follow the best practices and initiatives to inculcate consciousness to save energy.

#### **Energy Saving Measures**

MCB Bank is already conscious of controlling excessive electricity usage. The bank through its concerned departments & staff monitors power consumption and ensures that all unnecessary lights / gadgets are switched off if not required.

Natural light is utilized instead of artificial lights during day time wherever possible in the buildings. Windows/ blinds are kept open to capture sunlight for heating during winter. Almost, all the bank buildings have been switched over to the LED Lights. To exercise maximum control over building energy resources, a BULDING MANAGEMENT SYSTEM (BMS) is installed at MCB Bank Principal Buildings i.e. MCB House Lahore & MCB Center Lahore . The facility enables to control all the building fitted resources from a single point/ place. Scheduled cleaning of HVAC filters and air ducts is ensured to further support energy conservation.

#### **Environmental Cleanliness & Protective Measures**

Waste is a major hazard to health of employees and aesthetics of the organizations. MCB Bank focuses on waste reduction for environmental improvement and workforce productivity. Therefore, MCB Bank has segregated the building waste into recyclable and non-recyclable waste, for converting waste into recycling mode.

MCB Bank is moving towards paperless banking and resource efficiency in our operations. Some of our notable initiatives include reduction of environmental footprint in, energy efficiency in offices, greening of office premises and developing a culture of self-segregation of waste into dry and wet waste streams at source.

We ensure our wet waste including kitchen and organic materials are responsibly led to the landfills with minimum impact to the natural environment. To enhance awareness and behavior change of employees and staff, formal and informal channels of corporate communications and campaigns are run to encourage staff to take actions, such as tree plantation and awareness walks.

Partnership building is very important for environmental sustainability. Therefore, we are keen to develop impactful collaboration with civil society organizations such as Amal who are facilitating us to run MCB Bank's Green Office Program and achieve Net Zero objective.

Plantation with-in the commercial business premises / branches is encouraged by the Senior Management.

Emails through corporate communication are circulated to each staff, to maintain high standard of cleanliness inside/outside office buildings/ premises. The respective building Administrators & each building floor coordinators periodically emphasized to maintain high quality cleanliness.

#### **Solarization**

As a resolve to its commitment for energy conservation and green banking, the Bank continued to implement clean energy projects for solarization of branches during the year. Owing to the mega project launched in 2023, the total number of solarized branches soared to 275 at year end as compared to 43 last year with an accumulated installed solar capacity at 4.030 MW. This resulted in generation of approx.2,744 MW of clean energy, leading to a reduction of approx.1,646 tons of carbon dioxide emissions. The provision of solar systems will not only contribute to a cleaner environment but also reduce overall energy cost.

On the buildings side, we successfully commissioned a 60.5kW On Grid solar power plant at our iconic MCB Landmark building in Islamabad during the previous year. Advancing on this momentum, we solarized key buildings in Lahore and Karachi during 2024.Notably, our MCB building on Shahrah-e-Aiwan-e-Tijarat, Lahore, became our largest solarized site with the installation of a 102kW On Grid solar system, and estimated annual generation capacity of approximately 140MWh units. Additionally, we equipped MCB Nila Gumbad building in Lahore with a 55.8kW solar system and MCB Guest House in Karachi with a 34.5kW system. We continue to explore opportunities for further solarization, with surveys conducted for flagship buildings such as MCB Head Office, MCB Contact Center, MCB DHA Phase VIII, and MCB Schon Circle Clifton. Feasibility reports are currently under review.

These initiatives demonstrate our commitment to environmental sustainability, corporate social responsibility, and adherence to the State Bank's Green Banking Guidelines. The MCB Bank management appreciates the cooperation it has received from its employees and the interest shown by its stakeholders in adopting the responsible and ethical business practices.

#### Chairman's Overview: Embed Sustainability for Financial Performance

We believe that the Bank play's a unique and vital role in enabling a more secure, equitable and sustainable future. That's a responsibility we act on every day, right across our team. Through our interactions with our stakeholders we understand their sustainability ambitions and help make them real, and through our commitment to help create economic opportunities for all, both inside our Bank and across the economy.

MCB is aware of its importance in this transition towards a more sustainable world, primarily through its financing activity and has the desire to play a relevant role, as demanded by the society, in this shift towards a sustainable future. Furthermore, the Bank is committed to banking responsibly and will ensure that its activity is developed in line with a series of values, principles, criteria and attitudes aimed at achieving sustained creation of value for its shareholder groups.

#### Embrace Sustainability as a Core Strategy

The Bank has integrated environmental a\cial considerations into decision-making processes relating to the business activities to avoid, minimize, and offset negative impacts. For the environmental and social due diligence of customers, the Bank has developed and implemented a new rating model; namely the Environmental & Social Risk Rating (ESRR) Model. This will enforce a restriction on providing for or funding businesses that pose a threat to the environment or community in which they reside.

For MCB, delivering on our ESG strategy by accelerating climate action, creating access to opportunities, and building integrity and trust often requires innovative thinking and challenging the traditional ways of doing things. In 2023, the Bank took an initiative for green energy via the installation of solar panels at its branches. By the end of 2024, the Bank has successfully converted 275 branches on clean green energy and plans to convert an additional approximately 30 branches, in 2025, under the solarization initiative. In addition, traditional lights and equipment are being replaced by LED and inverter-based technology.

By rigorously implementing our sustainability strategy, we have made substantial progress in integrating sustainability into our business and operating model. Sustainability practices will help to reduce the carbon footprint, energy cost, mitigate risks associated with regulatory non-compliance, reputational damage and attract socially conscious investors thus reflecting a positive impact on the Bank's financial performance and goodwill.

#### Stakeholder Engagement

Stakeholders hold a vested interest in a Bank's success, and their actions and decisions can directly impact its financial performance. Recognizing the vital role, we're committed to continuing to activate our resources to create positive change for our clients, team, communities and the planet.

Continuous engagement with stakeholders inside and outside the Bank through digital media and branch network, the Bank was able to understand their needs and expectations, and tailor its products and services accordingly. This not only resulted in increased customer retention and business opportunities but also added to the long-term financial stability.

#### Risk Management & Long-term Financial performance

Adoption of sustainability reporting has provided the Bank with a vast array of granular and standardized extra-financial indicators that shall help the Bank in assessing and monitoring ESG risks and opportunities.

The Bank, by using extra-financial indicators, can gain a better understanding of the material ESG risks associated with its customers' business activities, helping reduce their exposure to those risks for the Bank itself, the environment, and society as a whole.

Additionally, sustainability reporting and granular data shall help the Bank to identify and seize opportunities for investments in sustainable projects that better align with its values and strategies.

#### Enhanced Transparency and Accountability

Sustainability reporting has improved transparency and accountability by providing investors and other stakeholders with a better understanding of the Bank's environmental and social impact. This will help the Bank to build trust and strengthen relationships with stakeholders, including regulators, clients, NGOs, and shareholders.

With the continuous adoption and implementation, the Bank is able to communicate its sustainability performance in a more consistent and meaningful way, which can help to enhance its reputation as responsible Financial Institution; while facilitating the Bank in avoiding reputational risks associated with legal or regulatory penalties and in-turn enhance focus on its core businesses.

#### Competitive Advantage and Differentiation

The adoption of sustainable practices presents a competitive advantage and differentiate the Bank from its peers. By adhering to these, the Bank has signaled its commitment to ESG considerations and responsible investing to clients who prioritize these issues. This shall help the Bank to attract a loyal customer base, including younger generations who are increasingly concerned about sustainability and expect their Financial Institutions to align with their values.

Moreover, by integrating sustainable finance into its business strategy, the Bank shall have access to growing markets and customer segments that prioritize sustainability; enabling the Bank to generate new revenue streams, and enhance its market share.





#### World Wide Fund for Nature (WWF) - Green Office Certification

MCB has successfully attained 'Green Office Certification' from WWF for one of its iconic buildings; MCB Centre, Lahore. This certification represents a landmark achievement in MCB's pursuit of reducing the ecological footprint at its workplace and has consequently placed the Bank in an exclusive club of domestic Banks that have met the requirements of this rigorous assessment and certification program.

# SUSTAINABLE DEVEL PMENT G ALS

#### **UN SDG**



#### 5.1

End all forms of discrimination against all women and girls everywhere

#### 5.4

Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life

#### MCB'S FOCUS

#### Internal Focus Providing equal

opportunities that are free of discrimination and are being implemented on a methodical and merit based selection process

• Diversity and Inclusion Programs

#### External Focus

- Financial Inclusion for
- Businesses

#### **MCB'S PERFORMANCE IN 2024**

• There has been a consistent growth in the number of female staffs at the Bank (18.54% in 2023 to 19.77% in 2024).

- 16.8% of the female staff report directly to the Head of Departments (HOD's); who in turn report to the CEO.
- Developed comprehensive training contents on "Gender Sensitivity" to help employees better understand existing gender relations, eliminate implicit gender biases, and improve interaction at customer touchpoints. The training's were imparted through multiple channels including e-learnings and

A total staff count of 11,778 has been covered under the program since its roll out in 2022.

- Conducted specialized training programs for female entrepreneurs and business professionals, equipping approximately 450 women with essential knowledge regarding banking products and services and navigating the financial landscape.
- Launched MCB Nayab Account, a dedicated banking solution designed exclusively for women, empowering them with tailored financial services.
- Offered SBP backed Refinance and Credit Guarantee Scheme at special rates to promote women's participation in the SME and agriculture sectors.

# **3** GOOD HEALTH AND WELL-BEING —///

#### 3.8

all

Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for

- Offering comprehensive
- coverage to employees.Entering into alliances for offering discounted health care services to employees and their
- Providing generous paid time off and leave policies to allow employees to rest and recover.

# families, offering free medical consultations, health screenings and discounted diagnostic services to promote their health and

- maternity limits across all employee grades. Improved features on offer, for employees and their families, via 'Sehat kahani' digital mobile application.

In addition to supporting employees' health and wellbeing, the Bank also actively engages in community services within the health sector under its CSR Plan. Key initiatives have been disclosed in the 'Sustainability & Corporate Social Responsibility' and 'Green Banking' sections of the Annual

#### INDUSTRY, INNOVATION AND INFRASTRUCTURE

#### 9.1

Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure to support economic development and human well-being, with a focus on affordable and

#### 9.3

To increase the access of other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets.

country by extending branch outreach and

- The Bank finances developmental infrastructure, including energy, water, transport and telecommunications infrastructure, while ensuring environmental and social risks are appropriately managed and minimized.
- We provide SMEs with access to finance, training, networking and market opportunities.
- MCB has over 1,400 branches across Pakistan and is connected with its customers through multiple digital touchpoints. These touchpoints include ATM, CCDM, POS
- touchpoints. These touchpoints include ATM, CCDM, POS machines, QR codes and Bank's corporate website Participated in the 'Risk Coverage Scheme for Small and Medium Enterprises (SMEs)' introduced by the Government of Pakistan; in collaboration with SBP. The Bank disbursed Rs. 32.63 million to SME's, under the scheme, during the year. Furthermore, at year end, the Bank's total SME book size stood at Rs. 16,835 million.



#### **UN SDG**



#### 8.3

To promote development -oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of MSME's

#### 8.5

To achieve full and productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value.

#### 8.10

To strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.



#### MCB'S FOCUS

The Bank continues to effectively play its role as a key service provider and intermediary in the financial market; hence, making a significant contribution to the country's economic growth:

- Providing entrepreneurs and SMEs with relevant, cost-effective services.
- Providing solutions tailored for young people
- Providing consumer education for individuals and business owners.

#### **MCB'S PERFORMANCE IN 2024**

- Created employment opportunities which led to the hiring of 3,510 employees.
- Contributed Rs. 77.07 billion in the national exchequer on account of income taxes paid to Government Treasury.
- 45 differently abled people have been employed, as permanent staff, by the Bank as on December 31, 2024.
- Extended finance to all key economic segments including the SME and Agriculture sector which cumulatively contribute above 40% to the domestic GDP.
- Offered SBP backed 'Prime Minister's Youth Business and Agriculture Loan Scheme (PMYB&ALS) to support youth in availing affordable financing for their existing or new business ventures.
- MCB conducted 411 classroom training sessions and 62 street theaters across Pakistan with the inclusion of 18,023 participants under the 'National Financial Literacy Program 2024'; MCB was awarded the prestigious 'Financial Literacy Champion Bank' award in big banks category by the SBP.

MCB remains steadfast in its commitment to support government's economic policies aimed at fostering economic development and better utilization of resources. Key measures taken to support policy initiatives stemming from the national agenda of financial inclusion, banking on equality, digitalization of financial services, promotion of sustainable finance and facilitation of overseas Pakistanis have been disclosed in the 'Directors Report'.

AFFORDABLE AND CLEAN ENERGY

Ensure universal access to affordable, reliable and modern energy services

#### 7.2

Increase substantially the share of renewable energy in the global energy mix



The Bank finances renewable energy projects, including hydro, solar and wind, across Pakistan.

MCB's Green Banking Policy lays the foundation for safeguarding the Bank against environmental vulnerabilities and playing its due role in transforming the country towards a low carbon and climate resilient economy. MCB gives preference to energy efficient & social conscious industries by following its internal financing protocols. Before considering any financing request, due weightages are given to customer's environmental & social factors including compliance to all national, international and provincial environmental & social laws.

During the year, the Bank Integrated Environmental, Social, and Governance (ESG) factors into its lending decisions. Various milestones were successfully met by the Bank under different phases of ESRM implementation. Key initiatives have been disclosed in the 'Directors Report'.

The detailed policy has been disclosed in the 'Green Banking' section of the Annual Report

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**11.11** Ensure access for all to adequate, safe and affordable housing and basic services, and upgrade slums The Bank provides affordable mortgage finance

The Bank extended Rs. 312.508 million to 25 new affordable housing mortgage customers, with a total affordable housing loan book of Rs. 8.465 billion as at December 31, 2024.





# Green Banking

"Green Banking" refers to the integration of environmentally sustainable practices into the banking sector. It involves adopting eco-friendly initiatives in banking operations, offering financial products that support environmental sustainability, and promoting green investments. In Pakistan, where environmental challenges such as air pollution, water scarcity, and deforestation are pressing issues, green banking has emerged as a crucial tool for mitigating climate change and fostering sustainable development. Adopting green banking practices helps financial institutions comply with global environmental standards and regulations, and mitigate risks associated with climate-related investments and disasters.

In Pakistan, the urgency to address environmental issues has intensified, with significant concerns around climate change, environmental degradation, and social inequality impacting the nation. In response, the concept of Green Banking has gained momentum as a way for financial institutions to align their activities with the broader goal of sustainable development. The Environmental & Social Risk Management (ESRM) Implementation Manual provides a framework for integrating environmental and social risks into banking practices, aiming to strengthen the financial sector's capacity to manage these critical challenges.

In 2024, MCB continued integrating sustainable banking practices, effectively minimizing environmental risks while fostering responsible financial management across all business operations and internal processes. MCB strongly aligned its strategies with SBP's efforts to decarbonize Pakistan's economy. The bank updated its Green Banking policy to incorporate the latest amendments, particularly emphasizing the inclusion of social risks alongside environmental concerns.

The bank's core objective is to fortify its operations against the growing environmental and social risks increasingly affecting financial markets. Moreover, MCB Bank remains fully committed to accelerating the integration of sustainable practices within its operations by leveraging technology and sustainable infrastructure to reduce its carbon footprint.

A synopsis of Green Initiatives undertaken by the MCB Bank is mentioned below:

#### Environmental & Social Risk Management System

Under Green Banking initiatives of the Bank, Bank has established a dedicated Environment and Social Risk Management (ESRM) Department. The department looks after implementation of ESRM related aspects of the credit risk portfolio. Resultantly Bank has started Environmental & Social (E&S) Risk assessment of existing and prospective borrowers as an integral part of the credit approval process for its overall operations both at Pakistan and Overseas jurisdictions. This initiative is envisaged to enable the Bank to identify, assess, manage and mitigate possible E&S risks involved in the Bank's credit portfolio. Additionally, by doing so bank collects information from clients on their Environmental and Social performance. This exercise may yield into advisory services for client on managing their E&S Risks. Further to Environmental and Social Risk Assessment, Bank has trained 151 staff members on ESRM related aspects. The Bank has also started reporting to SBP on ESRM Monitoring & Evaluation Template on periodic basis.

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#### Green Finance Products

MCB Bank has integrated sustainability into its offerings, including Green Ghar Finance, which promotes environmentally friendly housing solutions. This initiative not only benefits customers by providing them with sustainable living options but also contributes to the well-being of communities by reducing the overall environmental impact. Through such products and services, the Bank continues to support green financing and sustainable development across various sectors.



#### Green Operations and Services

To reduce paper usage, MCB Bank has launched a comprehensive paperless initiative, transitioning to digital processes across branch operations. This initiative includes:

- Digital validation of branch reports and elimination of manual registers
- System integration to reduce multiple printouts/forms
- Double-sided printing and digital collateral
- Application-based workflow systems
- Online dispute resolution platforms
- e-statements and online transactions for fund transfers, bill, and fee payments
- Eco-friendly ATM features enabling paperless transactions

Furthermore, MCB Bank's commitment to paperless operations is reflected in its range of digital banking solutions, including MCB Live, Roshan Digital Account (RDA), MCB e-Account Portal, Asaan Mobile Account (AMA), QR Code Facility, e-statements, and RAAST. These tools and platforms encourage customers to embrace sustainable, paperless banking services, reducing the need for physical collateral and minimizing the environmental impact associated with traditional banking methods. By offering these digital solutions, the Bank promotes efficiency and environmental responsibility across its operations.

These efforts highlight MCB Bank's commitment to environmental responsibility and innovation, offering customer-centric solutions while promoting sustainability.



#### Green Awareness Campaign

MCB Bank launched a comprehensive Green Awareness Campaign to mark key environmental events, including World Water Day, Mother Earth Day, and World Environment Day. The campaign utilized various channels to promote eco-friendly messages, such as:

- Artwork-Based Communication: Emails and customized standees at iconic buildings
- Web & Digital Platforms: Banners on the MCB Corporate Website, ATM screens, and official social media channels (Facebook, LinkedIn, Instagram, and Twitter)

 Digital Awareness Campaigns: Campaigns commemorating environmental days, reaching approximately 130,000+ views

By amplifying environmental awareness, MCB Bank encouraged customers, employees, and stakeholders to adopt sustainable practices and contribute to a greener future.

#### (WWF) – Green Office Certification

MCB Bank's iconic MCB Center in Lahore was awarded the prestigious WWF Green Office Certification, underscoring the Bank's commitment to environmental sustainability. This certification demonstrates MCB Bank's commitment to cost savings, carbon footprint reduction, and environmental sustainability. Under its comprehensive Environmental Management Plan (EMP), the MCB Center achieved the following significant environmental milestones in 2024 compared to the base year 2019:

- Energy Conservation: Over 320,000 KWH conserved
- CO2e Emission Reduction: Approximately 250 tons
   reduced
- Diesel Savings: 59,738 liters conserved
- Dry Waste Recycling: 3.3 tons recycled through ecofriendly practices

#### Solarization of Branches/ATMs

MCB Bank is harnessing solar energy to power its branches and ATMs, increasing the share of clean energy in its overall energy mix while reducing CO2e emissions. The Bank has converted 275 branches/offices and 252 ATMs to solar energy. Looking ahead, MCB Bank plans to evaluate the conversion of select solarized branches into fully green branches, in line with Green Banking Guidelines.

#### Dry Waste Management

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In its mission for a Waste-Free Land, MCB Bank has partnered with green organizations to implement a robust dry waste management system. This initiative is currently operational at four key facilities in Lahore, with plans to expand to other MCB buildings. The system ensures proper segregation and recycling of dry waste, reducing landfill burden and contributing to a sustainable environment achieving the following key milestones:

- Successfully recycled over 8 tons of dry waste through ecofriendly practices
- Proper segregation and recycling of dry waste
- Reduced the burden on landfill sites, promoting a more sustainable environment
- Demonstrated commitment to minimizing ecological footprint and fostering a culture of sustainability

#### Travel Optimization/ Reduced Carbon Commute

Acknowledging the significant impact of transportation on GHG emissions and climate change, MCB Bank has adopted proactive measures to reduce business-related travel. By leveraging advanced video conferencing and telepresence technology, the Bank has:

Minimized the need for traditional travel-based meetings Achieved substantial time and cost savings Promoted a sustainable and efficient way of conducting business



#### Generator Fuel Monitoring System

The Bank has implemented an advanced IoT-based fuel management and monitoring system to track fuel consumption in real time. This system uses Internet of Things (IoT) technology, which involves the integration of sensors and smart devices to collect data on fuel usage, emissions, and operational efficiency.

The IoT solution continuously monitors fuel consumption and transmits data to a central platform, where it can be analyzed to optimize usage and detect any inefficiencies or irregularities. By leveraging telemetry data, the system helps the Bank improve fuel management, reduce wastage, and enhance overall energy efficiency. Additionally, the system generates quarterly stack emission reports, which provide insights into emissions levels, helping the Bank reduce the environmental impact of fuel consumption. This integration of IoT technology plays a crucial role in advancing the Bank's sustainability goals while also streamlining operations and promoting environmental responsibility.



#### Own Impact Reduction Measures

MCB Bank remains committed to minimizing its environmental footprint through efficient resource utilization, including electricity, water, paper, and petroleum. Key initiatives include:

- Resource-efficient technologies and sustainable business practices
- A pilot project conducted at a multistory building to assess baseline scenarios for energy and resource usage
- Development of achievable targets for branches and offices based on baseline data analysis

#### Green Banking Web-Page

The Bank created a dedicated Green Banking webpage on the MCB Corporate Website under the "Social and Environmental Responsibility" section to provide a comprehensive overview of its environmental efforts. This platform serves as a central hub for communicating the Bank's green initiatives, including sustainable banking practices, energy-saving measures, and eco-friendly products and services. By showcasing these initiatives, the webpage enables stakeholders—customers, employees, investors, and the general public—to stay informed about the Bank's commitment to environmental sustainability. It also fosters greater transparency and engagement, highlighting the Bank's role in promoting green practices within the financial sector.

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**Employees** 

**Capacity Building** 

Green Banking training is a mandatory component of MCB Bank's Annual Training Calendar. Training sessions are conducted through classroom and e-learning/video conferencing formats. Achievements include:

- Green Banking training provided to over 2,600 employees during the year
- The e-learning portal became a vital resource for staff, contributing to resource conservation and a reduced carbon footprint