## **Connecting with Stakeholders**

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

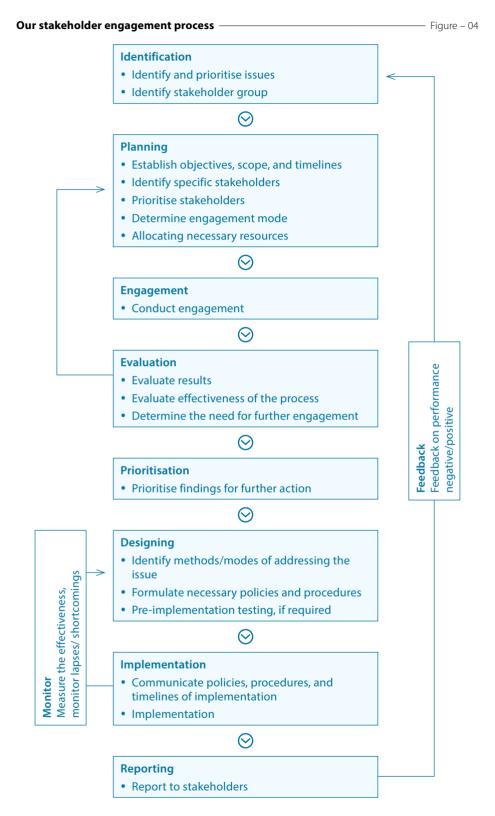
Given this unique connection, we believe that it is imperative for the Bank to identify and effectively communicate and engage with key stakeholder groups so that we may better understand and address their concerns (Figure 5) while balancing the distribution of value created.

Our stakeholders are -

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

While formal mechanisms are in place to connect with our stakeholder groups (refer Figure 04 on page 31), responsibility for such engagement is shared across the Bank at every stakeholder point of contact.

We strongly believe that by engaging with our stakeholders we are able to better prepare ourselves for the future, improve our business model, drive innovation, and garner invaluable insights for our strategic planning process.



#### How we connect with our stakeholders

Figure – 05

# Stakeholder aspirations

### **Investors**

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

#### **Customers**

- Customer service
- Customer security and privacy
- Service quality
- Financial inclusion
- Affordability of services and convenience
- Grievance handling mechanism
- Financial education and literacy

#### **Employees**

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

Mode and frequency

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

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

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

#### **Society and environment**

#### **Business partners**

**Government institutions and** regulators

## Stakeholder aspirations

- Responsible financing
- · Commitment to community
- Financial inclusion, recruitment
- · Microfinance and SME
- Ethics and business conduct
- Environmental performance
- Employment opportunities
- Contractual performance
- Future business opportunities
- Maintaining healthy relationships
- Timely settlement of dues
- · Ease of working
- Growth potential

- Compliance with directives and codes
- Local and overseas expansion
- Microfinance and SME development
- Consolidation of the financial sector

Mode and frequency

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

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

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