

UN GLOBAL COMPACT COMMUNICATION ON PROGRESS

SEPTEMBER 2021 – SEPTEMBER 2022



Citizens Development Finance PLC

Positioned among the top five largest Non-Banking Financial Institutions (NBFIs) in Sri Lanka, we are one of the most innovative financial institutions with a strong commitment to sustainability, exemplary corporate governance and transparency standards. Disrupting the financial services industry with our far-reaching technological innovations, we have revolutionized the way financial services are performed in Sri Lanka, providing cutting-edge financial solutions.

With an asset base of over Rs. 100 Bn. and a staff strength of over 1,900, we continue to empower a smarter and sustainable Sri Lanka. Living our purpose “Empowering aspirations” we continue to add value to our stakeholders with our unique proposition of “Urban Funding Rural Lending”. As a people centric Organization we believe in achieving “extraordinary results through ordinary people” by providing opportunities for rural youth from challenging backgrounds to be a part of our team.

The growth of our balance sheet and after-tax profit over the past decade reflects a strong financial performance achieved through a disciplined culture and foresight.

Our Vision

To be the financial powerhouse that will foster entrepreneurial innovation and workmanship towards building our Nation’s economy to make sustained gains in living standards of Sri Lankans

Our Purpose

Empowering Aspirations

Goals, hopes, dreams, ambitions; whatever you aspire to achieve, we exist to elevate your life

Our Values

Perseverance

The passion and perseverance of our team has brought CDB to the forefront of the industry and continues to be our driving force.

Empathy

We care for the well-being of our stakeholders while empowering their aspirations, with an aim of creating a more equitable society. We have never lost sight of our humble beginnings and continue to act with humility in everything we do.

Reliable

While being a respected, responsible, socially and environmentally conscious, public deposit-taking Corporate Citizen working in an open and transparent manner in all our dealings, we strive to be the most reliable partner for our stakeholders.

Innovation

We are constantly innovating to stay relevant and valuable to our customers. We highly value and encourage thinking beyond traditional boundaries, embracing change, and exploring creative ways of empowering the aspirations of all our stakeholders.

Our Strategy

To build a strong, stable and resilient organisation, we are bringing our purpose to life by integrating our values and culture into our strategy. Our purpose is to empower the aspirations of our stakeholders, by making luxury affordable and bringing prestige and recognition. Our strategic journey is closely aligned with the green recovery which includes our social sustainability and environmental stewardship.

In achieving our purpose, we have continued to adopt a socially, environmentally and economically inclusive approach – which has led sustainability to becoming an inseparable element in our business model. Our sustainability agenda encompasses both social and environmental dimensions. We are committed to leaving behind the least carbon footprint and continuing our carbon neutral status on our journey towards a quarter trillion asset base company.

As a socially impacting organisation, we reach out to the most remote, vulnerable, rural, and base of the pyramid market segments, to ensure financial inclusion, whilst contributing towards a greener economy. Our positioning as a conscientious leader in the financial services industry is strengthened by combining urban funding and rural lending, and being recognised as a net lender to the rural economy. The key verticals under the CDB sustainability agenda are renewable energy-based mobility and household solutions, enabling a shared economy, contribution to biodiversity and conservation, financial inclusion, community impacting initiatives and engaged team members.

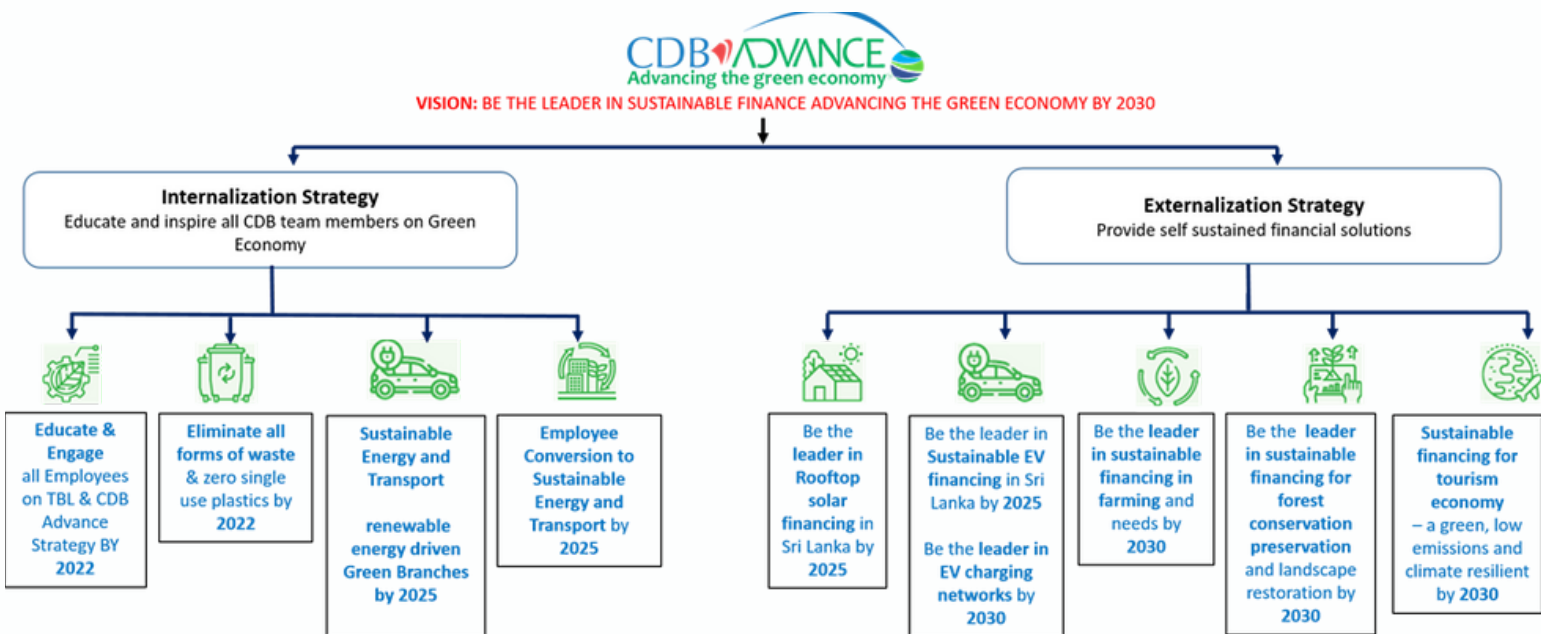
Our tech disruption strategy complements the CDB sustainability agenda which enables us to be a more resource-efficient by integrating more digital channels and be less dependent on brick-and-mortar distribution.



CDB Advance – Sustainability Strategy

Innovative and break-through thinking of management helped CDB to embark on a journey to achieve sustainability goals and overarching business objectives formulated through 2 years of deliberation of management team with a competent external consultant to create a 'global sustainability led differentiator for the company - by integrating sustainability concepts across the length and breadth', of all our operations while mainly focusing on the climate emergency and reducing the environment footprint of the business.

With the ambitious goal of becoming the leader in sustainable finance by advancing the Green Economy by 2030, the CDB Advance Sustainable Financing vertical was initiated. The strategy mainly divides into 2 pillars - External Strategy, providing self-sustained financial solutions and Internal Strategy to educate all CDB stakeholders on Green Economy.



Commitment to SDGs at CDB

We believe that business has an important role to play in the achievement of the United Nations Sustainable Development Goals (UN SDGs) and we remain committed to supporting sustainable development. We understand the long-term sustainability of our organisation is closely intertwined with the futures of stakeholders.

All aspects of our business are entrenched with sustainability principles and our sustainable value creation model remains at the core of our growth strategy. Based on our business model and the stakeholders who are most relevant to us, our sustainability targets support 7 of the 17 SDGs.



Good health and well-being



Provide health-care options, encourage healthy lifestyles and provide decent working conditions.

Healthcare options

- Invested Rs. 62.9 Mn. in CDB Suwasampatha facility to extend healthcare facilities to 279 team members.
- Extended leave in the event of an illness or complication or risk of complications, provided facilities and flexible working hours and developed appropriate family-friendly facilities for team members, which extend beyond compliance.

Decent working conditions

- Maintained zero occupational diseases and work-related facilities by promoting safe and a conducive work environment. Invested Rs. 31.4 Mn. To implement the necessary COVID-19 safety protocols to ensure the health and well-being of our team members.

Healthy lifestyles

- Child health and well-being “Act early for Autism” Programme to promote early detection and timely intervention, the Autism Awareness project was launched in collaboration with Sri Lanka Association for Child Development (SLACD) in 2016. A therapeutic play area was constructed in the Ampara District General Hospital and a state-of-the-art “Pragathi” children’s intervention centre was established at the Teaching Hospital, Anuradhapura to promote child health and well-being.
- 26 specialist discussions were held to spread awareness on Autism Specialist Disorder (ASD).
- Invested Rs. 45.4 Mn. to treat and manage severe and critical cases of COVID-19 in Sri Lanka requiring oxygen therapy, ICU admission, and ventilator support.
- “Active Ninja” – In collaboration with the Health and Wellness Unit of the University of Colombo, the employee health and well-being educational programme was continued to provide free medical services, resources and information to raise awareness about health issues and available services.

Quality Education



- Provided learning opportunities to all our team members to enhance their knowledge and skills for sustainable development and pursue sustainable lifestyles. The process which is encouraged from the beginning of their journey at CDB is further supported through the e-learning platform and library facilities.
- Rs. 5.5 Mn. was invested in training and development to hone the skills and capabilities of our team members.
- An average of 52.9 hours of training were given to the team members. Rs. 2.1 Mn. was spent on education reimbursements of team members.
- Youth were provided employment opportunities with education support and training opportunities to increase their employability. 324 youth were recruited from outside the Western Province.
- A total of 100 scholarships were granted through Season 13 of the CDB “Sisu Diri” scholarship programme. 709 scholarships have been granted since its launch in 2008.
- Under the CDB Smart Computer Lab project, 13 state-of-the-art smart computer labs were donated to disadvantaged schools, to provide digital education to students in remote areas.

Clean water and sanitation



- Improved water performance and promoted reusing of freshwater through a rainwater harvesting system.
- Shared smart solutions with peers and created awareness of water conservation among team members.
- Created team member awareness on water conservation.
- Respecting the right to safe drinking water and sanitation through availability, accessibility, acceptability, and quality of water

Affordable and clean energy



- As of 31 March 2022, the energy-efficient vehicle lending portfolio of CDB was increased to 22% of the total vehicle portfolio.
- Energy consumption during FY 2021/22 was reduced by 2.3% YoY.
- Created employee awareness on energy reduction and improved energy efficiency in households through competitions.
- Introduced the green branch concept and aims to convert our branches to renewable energy backed locations. We aim to convert six branches to green branches in FY 2022/23 and install roof solar in 16 branches across the island.
- 105 CDB Advance roof solar facilities were approved in the first year of operations.
- Launched a mid-term plan to engage responsibly with the public sector to support the development of well-designed, stable policy frameworks and financing mechanisms to tackle market barriers including providing financial assistance to generate affordable, energy efficient vehicle technologies in Sri Lanka.

Responsible Consumption and Production



- With our commitment to take Decisive steps to achieve climate neutrality and address climate change, we have been a signatory to the UNFCCC Climate Neutral Now Pledge for the fourth consecutive year.
- We continued the carbon footprint calculation, verification and neutralization. This included tracking and reporting waste generated and disposed, energy and water consumption and the GHG calculation through the annual Carbon Footprint analysis. For the seventh consecutive year, we maintained our carbon neutral status by investing in a clean energy project registered under Sri Lanka Carbon Crediting Scheme.
- Created understanding of sustainable management in all operations through the Environment and Social Management System (ESMS).
- The purchasing policy was revamped with sustainable sourcing principles.
- Adoption of UN SDGs through our business model, sustainability strategies, and agenda focused on low carbon growth.
- Raised customer awareness on responsible consumption.
- Invested in improving environmental performance.

- Used tech disruption to complement the sustainability agenda of the Company.
- Our team members were educated on reducing waste and a mind-set of responsible waste management was instilled to reduce our environmental footprint.

Life on land



- CDB Green Ninja Ambassadors of the CDB Advance Green Ninja Club conducted activities across the CDB network and the communities to connect people to nature.
- Commemorated important international days and conducted Green Ninja Quiz competition to enhance environmental literacy and create awareness in team members.
- Completed 4th year of the LIFE project, which is a collaboration with Biodiversity Sri Lanka (BSL), International Union for Conservation of Nature (IUCN), the Sri Lanka Forest Department and nine private sector partners to restore rainforest land adjacent to Kanneliya forest reserve.
- Partnered the “Life to Our Mangroves” Project to conserve 25 ha of land in Anawilundawa wetland sanctuary which is one of the 6 RAMSAR wetlands. Partnered to conserve 10 acres of Ittapana – Horawala mangrove forest which is one of the most threatened landscapes in Sri Lanka
- Annual tree planting project, “Plant a tree, plant a life” project was conducted at Horana in partnership with “Reforest Sri Lanka”- One of the largest Non-profit reforestation organisation and the Sri Lanka Institute of Information Technology (SLIIT).
- We continued the paper and e-waste recycling programmes and initiated the CDB Advance Recycling Corner in the head office.
- ISO 14064-1:2018 Carbon verification and a certified Carbon Neutral business entity.

Partnership for the goals



We have nurtured long-term relationships with the following sustainability partners to make a positive contribution to the society and environment.

- Biodiversity Sri Lanka
- Green Links (Pvt) Ltd.
- Sri Lanka Climate Fund
- Sri Lanka Association for Child Development
- Center for Sustainability of University of Sri Jayewardenepura
- Sustainable Energy Authority Ceylon Electricity Board

Aligning with UN Global Compact Principles

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights

Principle 2: Make sure that they are not complicit in human rights abuses

We believe that our long-term success largely depends on the contributions of our team members. They are central to executing our strategy, driving earnings, productivity and value creation. We strive to deliver an excellent employee experience by creating a work environment where our team members are engaged and inspired to be at their best. This helps us to deliver a differentiated customer experience, drive business strategy, create long-term shareholder value and strengthen the sustainability of our Company.

“A Great Place to Work”



CDB was certified as a Great Place to Work having met the required global assessment standards to be a Great Place to Work – certified in Sri Lanka, for the period March 2021 to February 2022. This credential was earned based on extensive ratings provided by our team members in an anonymous survey conducted by Great Place to Work®. The certification showcases our commitment to building a high level of employee trust, engagement, pride and camaraderie to shape great workplace culture. The survey results reflect our success in creating positive employee experiences of trust in the leaders, team spirit, and having pride in what they do. Furthermore, this also reflects that CDB is a workplace that fosters respect, trust and fairness.

Business Conduct

CDB ensure that no slavery, forced, or bonded labour is undertaken within CDB operations and suppliers’ operations through the Environmental and Social Management System (ESMS), Procurement policy, and Supplier Codes of Conduct.

We respect human rights and the universal right to work. Therefore, we provide equal opportunity to earn a living through work, with freedom of choice and space to safeguard the rights of employees. Information about human rights, gender equality and sustainable development are included in our corporate internal policies, such as the Employee Code of Conduct and HR Policy. By increasing awareness and application, we have ensured that these policies are comprehensively shared and understood by all employees.

A zero-tolerance policy has been established towards all forms of violence in the workplace including sexual harassment. Appropriate policies, procedures, grievance mechanisms and support structures have been established for employees to report incidences or suspected incidences of violence, exploitation or harassment anonymously. Best practices are in place to safeguard whistleblowers against potential retaliation. Our commitment to reducing gender-based violence has been communicated both internally and externally. We have also raised awareness among employees about what constitutes harassment, trafficking, or exploitation, and provided training on how to manage and prevent it.

Ethics and Integrity

Ethical leadership is a fundamental aspect and is of paramount importance to CDB. Ethical behaviour is internalized through the Company's Code of Ethics which is central to how we operate and grow sustainably, refuting unethical behaviour, fraud, and corruption. Ethical business practices are supported by the top management and are guided by our values driven culture and are cascaded to the staff members in carrying out day-to-day business.

Future Outlook



Our focus for the next decade continues to be embracing the sustainability agenda coupled with the tech transformation. This focus enfolds the entire Work place ecosystem, driven by the personal needs and aspirations of existing and prospective team members, technological advancements and broader societal and economic trends.

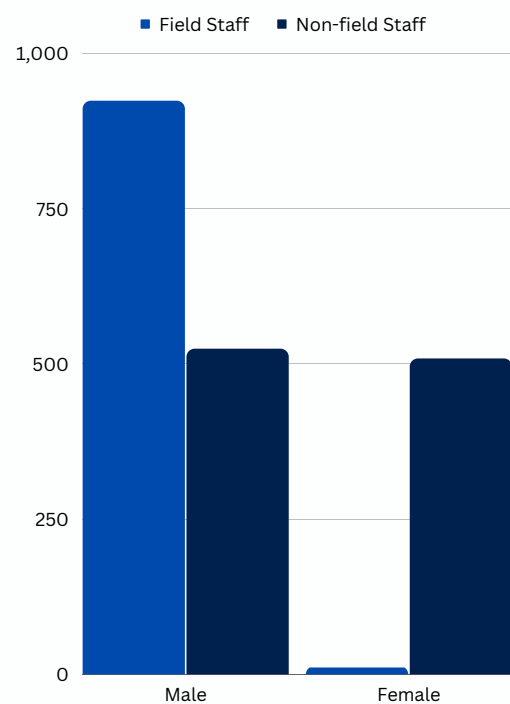
Labour

- Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining
- Principle 4:** The elimination of all forms of forced and compulsory labour
- Principle 5:** The effective abolition of child labour
- Principle 6:** The elimination of discrimination in respect of employment and occupation

Based on the unwavering belief “strategy bets on people to succeed”, our team has generated extraordinary value ensuring long-term sustainability.

CDB was certified as A Great Place to Work for the period March 2021 to February 2022. Our team members are central to delivering our vision, strategy and transformation. Our workforce comprised 1,966 team members as of 31 March 2022; 45% permanent and 55% contract and on probation. Of the workforce, 26% were female team members. We recruited 590 team members during the year under review and our employee retention rate stood at 80%, reflecting the effectiveness of our HR policies and our employee value proposition. Over 10% of the workforce have served the organisation for over 11 years, which is a testament to the trust and loyalty of our team members.

Number of staff members



Gender analysis of team members

Year	2021/22			
	Field staff		Non-Field staff	
	Female	Male	Female	Male
No. of staff members	11	923	508	524
Total	934		1032	
Grand total	1966			

Diversity and Inclusivity

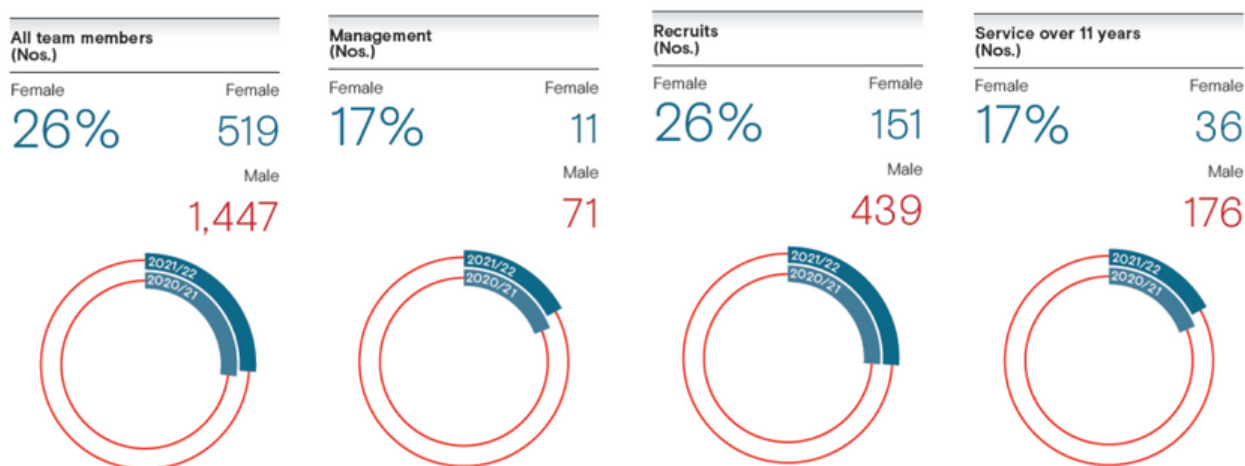
Inclusion is a key aspect of our Human Resource strategy. Therefore, we strive to create a workplace where everyone feels they belong. At CDB we are proud of our commitment and we continue to focus on creating a place where people can be themselves. We believe that a diverse workforce broadens perspectives and enhances resilience and performance. To ensure all team members are treated fairly without any bias towards race, religion, gender, age, and disability, among others, we have an anti-discrimination policy in place.

During the year, we recruited two differently-abled team members increasing our differently able staff pool to four. We aim to increase this pool to 30 team members in coming years. Furthermore, we continued to focus on increasing the women cadre of our Organisation. To ensure non-discrimination in employment, we have implemented gender-sensitive recruitment policies, including recruiting women, promoting women to managerial and executive positions, and welcoming women to the corporate Board of Directors. The success of our efforts in empowering women at our workplace was showcased when, Ms Nadee De Silva, our Deputy General Manager – Sales and Business Development was recognised at the Sirasa-NDB Wanitha Abimana Awards 2021 as the Sri Lankan female achiever in the Sales and Marketing category.

During the year, out of the 519 female team members, 20 team members took maternity leave, with 18 team members returning to work in the reporting period after their maternity leave ended. The retention rate for team members who took maternity leave was 90%. Furthermore, we extend leave in the event of an illness or risk of complications and provide facilities and flexible working hours for team members to take care of their children and have developed family-friendly facilities for our team members that go beyond compliance.

All team members received regular performance and career development reviews during the reporting period. No incidents of discrimination were reported during the period under review.

Women representation



Talent attraction

Despite the pandemic, we continued to attract fresh talent with our management trainee programme playing a big part. This year, 26% of the recruits were women. All new recruits are provided comprehensive learning and development opportunities throughout their career at CDB. All our recruitments are based on merit through fair and transparent competition without favouritism or discrimination. We take in raw talent at grass-root level, groom them and make them employable. Out of the 590 recruited team members during the year, 313 (53%) were from outside the Western Province.

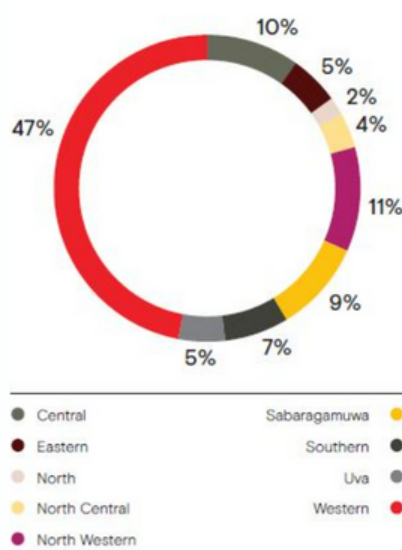
Talent acquisition strategy

Talent acquisition is an important aspect of our corporate strategy where we seek to recruit talent that matches our needs, values and ethics, and groom them to take on leadership positions within the Company. Our recruitment policy is aimed to make hiring more productive and facilitate organisational growth. We empower youth by providing employment opportunities to school leavers and graduates. By recruiting young talent, we have groomed a workforce that has integrated seamlessly into our corporate culture and embraced the numerous opportunities offered in our workplace.

Our talent sourcing process

We give priority to internal placements and promotions in the case of a vacancy, before looking to source external candidates. 100% of our senior management has been hired from Sri Lanka. We leverage digital media to communicate our job vacancies to ensure effective reach to potential candidates. By maintaining a candidate pool, we fill vacancies with minimal delay and have established e-resource centres in leading universities to source graduates. Due to the ongoing pandemic, all interviews during 2021 were conducted virtually.

NEW HIRES BASED ON REGION - 2021/22



New hires based on age and gender

2021/22	Male	Female	Total
Under 30	421	149	570
	Marketing	Marketing	61
	Operational	Operational	88
30-50	16	2	18
	Marketing	Marketing	1
	Operational	Operational	1
Over 50	2	0	2

Team member engagement

Team member engagement is a strategic priority for our Organisation, which stems from the belief that a great customer experience is driven by a great employee experience. An agile and engaged workforce enables us to be nimble and respond to changes in the environment quickly. By offering a range of benefits and wellness support, we enable our team members to manage their professional and personal commitments and achieve a healthy work-life balance. We strive to create an environment that is open and stress-free with an enhanced perception of employee wellness and satisfaction. This helps team members to give their best and be motivated to achieve organisational goals. An efficient communication process facilitates the smooth exchange of information between the Company and team members. There are many channels of communication with our team members, including the intranet, emails, meetings, announcements, events, SMS, WhatsApp groups, and Microsoft Teams. With the ongoing pandemic, digital engagement platforms became increasingly important.

We have implemented a robust set of systems and processes to foster an environment which champions diversity and innovation and creates a productive atmosphere through new technologies, workspace management, and systems. The annual theme launch was conducted, engaging every team member of the Organisation at the beginning of the financial year. Several team member engagement activities were organised virtually, including a virtual Christmas Carols programme and the CDB awards ceremony. Our staff engaged in several charity programmes as well during the year.

Performance management and succession planning

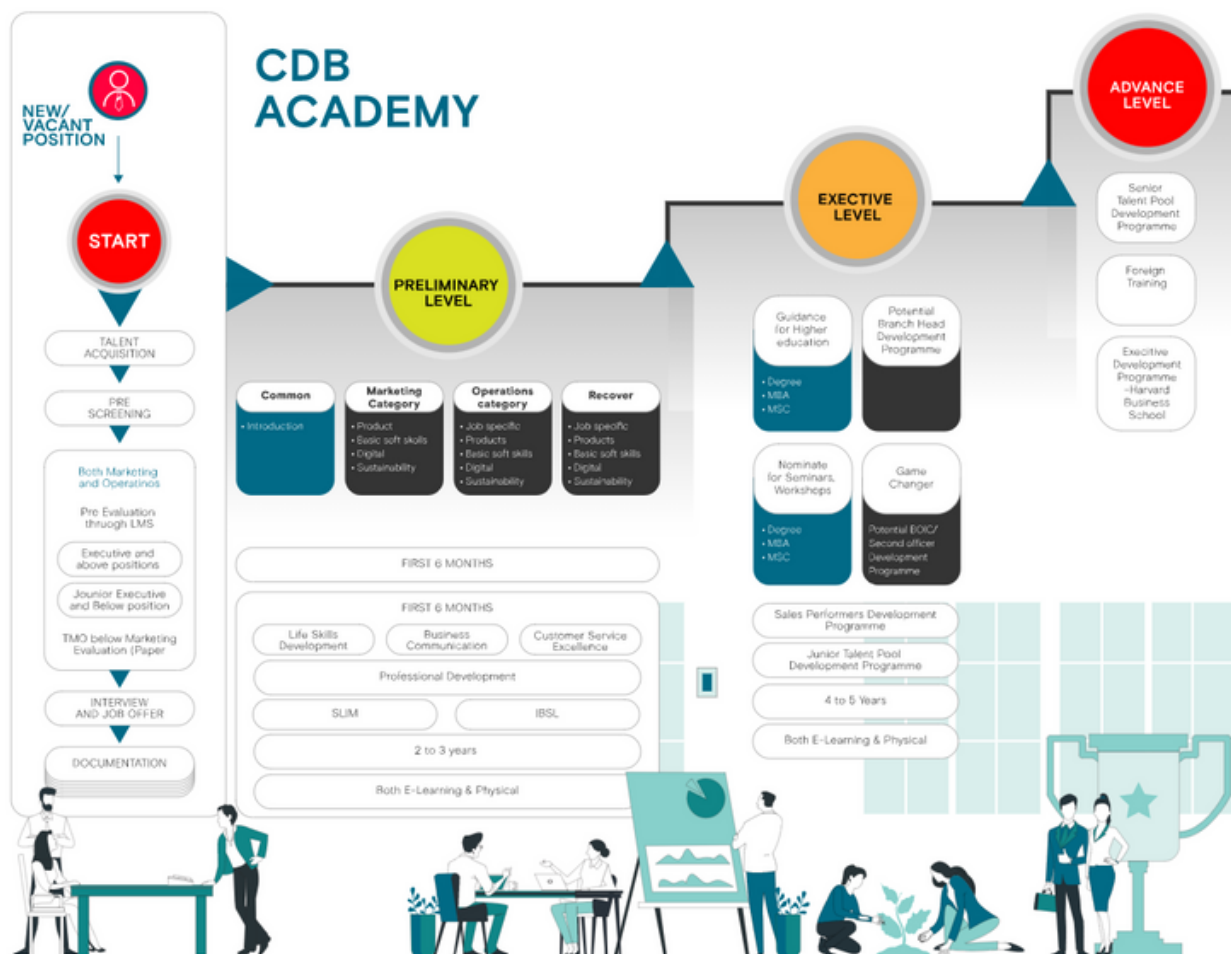
As part of the performance management process, all our team members undergo regular performance appraisals, which is a key component of employee engagement that helps to align team members with the corporate strategy. The performance management system helps to enhance productivity, improve profitability, and reduce employee turnover. We recognise the performance level of each employee and provide feedback for improvement with training requirement being informed to HR division.

During the year, a total of 608 team members were promoted to numerous positions. Of the total promotions, 30% were female. Further, 38% of our female staff members and 24% of our male team members were recognised with promotions based on beginning of the period staff carder.

Through the succession planning programme that was launched in the financial year 2020/21, we have identified multiple talent pools targeted for development. These talent pools form a part of our robust succession planning process to ensure a bunch of internal candidates to fill leadership positions. The talent pool includes a selection of potential successors who are earmarked for key positions in the Organisation.

Learning and development

In particular, our transformation to a Tech Fin company requires us to ensure we have the required critical skills in our Organisation now and in the future. The rapid development of technologies requires a focus on continuous learning for team members through high-quality and curated learning journeys. Following COVID-19, we adapted to new normal practices to safeguard the health and safety of our team members. As a result, online and e-learning methods were launched to conduct our training programmes. New team member onboarding and orientation programmes were conducted virtually on Microsoft Teams.



Our e-learning system provides a continuous learning journey with predefined timelines and assessments. We aim to have a training delivery mix on 80/20 of which 80% is online. Over 17,500 hours of learning were delivered through our online e-learning platforms in 2021/22.

Training programs conducted during 2021/22

Training Programmes 2021/22	No of Participants	Male	Female	Training Hours	Number of programmes/Sessions
Branch Head Development Program 2022	22	21	1	803	14
CDB Challengers - Talent Pool Development Program	27	20	7	1061	16
Certificate Program in Branch Operational Management	32	16	16	921	10
Cross Functional Training Program	32	10	22	1280	1
Customer Service Officer Program	44	1	43	3520	12
Field Based Coaching & Mentoring Program	366	365	1	1919	10
Game Changer Program 2022	34	6	28	696	7
Gold Loan Officer Development Program	78	20	58	273	12
Induction Program	491	363	128	2115	11
Japanese 5S & Kaizen as a Foundation for Lean Journey	252	80	172	1008	4
Management Trainee Program	15	9	6	7200	1
Product Basket and Channel Strategy Program	57	56	1	90	2
Regional Head Development Program	4	3	1	28	7
Sales Trainee Program	357	357		57120	12
Seminar, Conference & Workshops	261	173	88	760	27
Technical Knowledge Development Program	977	624	353	8485	19
Teller Training Program	70	23	47	11200	12

During the period under review, we spent Rs. 2.1 Mn. on education reimbursements. Team members received an average of 52.9 hours of training with a total investment in employee training and development reaching Rs. 5.5 Mn.

Compensation, rewards and recognition

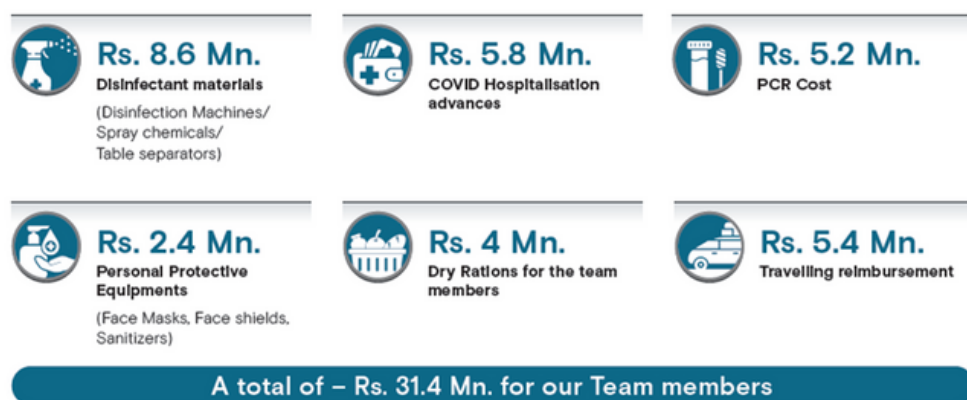
CDB regularly review our remuneration and benefits to make sure they are competitive, sustainable and fair. Our team members are offered an extensive range of medical, financial, and educational benefits apart from the remuneration. As a part of our high performance culture, we recognise our team members on their achievements in both academic and organisational performance at the Annual Awards ceremony. During the year, we recognised 288 high performing staff members for their achievements at the CDB Infinity Awards 2020/21. To incentivize our team members, we introduced Spot Rewards, which is an instant recognition scheme that includes performance-based rewards and other monetary and non-monetary benefits. The new Hi5 awards were launched to reward the exceptional performance of team members.

Safe working environment

We focus on updating and improving the range of physical, mental and emotional support we provide to our colleagues to facilitate the highest levels of team member well-being. During the year, we ensured our team members remain engaged wherever they may be working. A centralised operation system was established to monitor the health of all our team members. Through ongoing communications, we created a positive mind set in our team members which helped to record a commendable performance during the year despite the challenges. We also launched a mandatory health screening process for team members on completion of the probation period before they are absorbed into the permanent cadre.

The head office and branch premises are equipped with fire protection safeguards and all team members undergo emergency preparedness training. No accidents were reported within our business premises during the reporting period.

The comprehensive range of health and safety protocols helped to ensure the safety of our team members and customers at our premises. Measures included maintaining physical distancing, temperature checks, shoe disinfectant rubber mats at entrances, transparent counter separators for customer interactions, providing personal protective equipment (PPE) for security officers, wash basins for regular hand washing, disinfecting branch premises, and providing private transportation facilities to team members. An investment of Rs. 31.4 Mn was made to implement the necessary safety protocols, and ensure the well-being of our team members during FY 2021/22.



Our response to the COVID-19 pandemic has prioritised the safety and well-being of our people first from the outset, through a variety of initiatives deployed across our network and tightly coordinated by the Business Continuity Plan. As the pandemic continued, we took steps to ensure our team members are equipped with practical resilience strategies to help them prioritise health and well-being. We continued to maintain clear, consistent communication with all team members during the year.

- All meetings were shifted to virtual channels and regular updates of management decisions were provided through internal communications and WhatsApp.
- All staff queries were attended 24 hours a day, 7 days a week to ensure that our team members remained psychologically fit to face the strain of the lockdown.
- Work-from-home and flexi-working arrangements were made available to our team members in the new normal.
- We also commenced communicating through e-letters carrying e-signatures, processing staff loans and vehicle loans through the Enterprise Resource Planning (ERP) system and issuing e-pay slips to our team members.
- Staff attendance was marked via the ERP system.

Future Outlook

Our focus for the next decade continues to be embracing the sustainability agenda coupled with the tech transformation. This focus enfolds the entire workplace ecosystem, driven by the personal needs and aspirations of existing and prospective team members, technological advancements and broader societal and economic trends. We will continue to shape capabilities of our workforce to be future-ready and deliver an exceptional employee value proposition.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges

Principle 8: Undertake initiatives to promote greater environmental responsibility

Principle 9: Encourage the development and diffusion of environmentally friendly technologies

In our journey towards reaching a quarter trillion asset base, we are committed to leaving behind the least carbon footprint and strengthening our carbon neutral status. We collaborate with our stakeholders including team members, customers, business partners and private/public institutions to achieve sustainable development and safeguard the environment. The CDB Advance Sustainable Financing Vertical was initiated in FY 2020/21, in our endeavour to become the leader in sustainable finance by advancing the Green Economy by 2030. We focused on turning challenges into opportunities by continuing to adopt a people-based environmental approach to carbon management, biodiversity conservation and creating environmental awareness.

Accelerating sustainable financing

Environmental, Social and Governance (ESG) considerations are embedded into our credit and risk assessment processes for our lending activities through the Environment and Social Management System (ESMS). All our credit files are inspected through the ESMS system, which is subject to an annual review by a committee comprising representatives from Sustainability, Risk Management, Credit Operation and Evaluations, Finance, and Corporate Finance.

Our credit evaluation officers are well trained in the ESMS and all credit facilities are checked for compliance with the exclusion list, project categorisation and risk assessment. This also includes increasing customer awareness and engaging with customers to minimise the negative environmental effects of their business operations.

- Percentage of credit facilities complied with exclusion list – 100%
- Percentage of credit facilities complied with project categorisation and risk assessment of ESMS – 100%
- All financing facilities were categorised as low-risk

The CDB Advance Roof Solar product was introduced under the Green Financing segment as a sustainable financing and investment solution. The product which promotes an intelligent and self-sufficient lifestyle paves the way for customers to upgrade to a smarter, renewable energy source with an additional income and zero electricity bills. Customers receive a comprehensive solution inclusive of the latest solar technology and after-sales service, and a convenient financing facility from CDB. We provide a total roof solar solution to the customers at their doorstep, offering competitive interest rate in the market. Our solution includes technical guidance, an easy payment scheme and convenient installation. Our target is to provide 300 rooftop solar facilities in the ensuing year, targeting a capacity of approximately 2.5Mw.

- 105 CDB Advance Roof Solar facilities approved during the year
- Approximately 633Kw capacity was achieved through 105 facilities approved during the year
- Partnered with two suppliers registered with Sri Lanka Sustainable Energy Authority

Promoting responsible financing

To accelerate responsible financing, we established a Sustainable Purchasing Policy to minimise our environmental impact and deliver community benefits through the responsible selection of products and services. To strengthen the sustainability of the supply chain, our suppliers are encouraged to adopt sustainable practices that minimise environmental impact and deliver community benefits. We expect the policy to foster innovation in our supply markets to enhance the effectiveness of sustainable behaviour in the procurement process. We have stopped the use of single use plastic within our office premises as well

Accelerating Sustainable Mobility Solutions

We aim to increase our energy efficient vehicle portfolio to 50% of the total vehicle lending portfolio by 2025 from 22% as of 31 March 2022. We encourage our customers to adopt environmentally conscious practices by promoting environmentally friendly products and encouraging customers to reduce their carbon footprint.

Digital transition to promote green living

As we progress towards becoming a TechFin company, we continued to use our tech capabilities and strategy to advance our sustainability agenda and reduce our dependence on brick-and-mortar distribution channels. We aim to be a resource-efficient and carbon neutral organisation, leaving the least carbon footprint as we pursue our aspired targets during this decade. We have expanded our capacity to achieve our targets through tech disruption without opening any physical branches over the past four years. This has resulted in lowering our carbon footprint, saving on capital expenditure, and less resource utilisation with no impact to our business process. Due to the automation of processes, our team members who were engaged in manual processes were redeployed to value-adding job roles by making a centralised team to accommodate branch operations while increasing the efficiency and productivity. Our salespersons have been empowered to onboard customers remotely and process credit facilities through the Flexi capture app with the use of RPA technology.

Our investments in automation and initiatives to accelerate customers migrating to digital platforms have contributed to less paper consumption and a reduction of the carbon footprint. During the year under review, 2,576 customers converted to digital transaction platforms by downloading the CDB iNet app. The increased adoption of digital channels and products by customers has resulted in enhanced efficiency, reduced energy consumption, low waste generation, low emission levels, and optimised resource utilisation within the Company. Our investments and adoption of technologies such as Robotic Process Automation, the in-house built ERP system, SmartOps and digital platforms including CDB iNet and iControl app have augmented our green productivity and digital platforms.

Furthermore, the pandemic accelerated our transformation of the way we work, manage, develop and engage our employees. We leveraged our technological capabilities to drive efficiency, support innovative ways of working and enhance convenience and simplicity while reducing the carbon footprint from our operations. We have designed processes and built security controls to enable remote working. There was a significant reduction in resource consumption across our network and a consequent reduction in our environmental footprint, as a considerable percentage of our team members worked from home.

Embracing Green branches concept

Embracing the “Green Branches” concept, we aim to convert our branches to green branches that are energy and resource efficient and drive a sense of affinity towards the environment in our team members through education and engagement and an eco-friendly ambiance. Beyond installing solar panels, our aim is to develop team members who are mindful about the environment, through these branches. We aim to convert six branches to Green branches in FY 2022/23 and install solar energy in 16 branches across the island.

Educating our employees

CDB Advance internalisation strategy enables us to create employee awareness of the triple bottom line concepts, and green economy and engages our team members to adopt green practices. The four pillars of internalisation including,

- Educating all employees,
- Eliminating all forms of waste,
- Sustainable energy and transport
- Employees walking the talk.



CDB Green Ninja ambassadors

Sustainability is a way of life at CDB. Our employees are instilled with a sense of responsibility and affinity towards the environment and they act as green ambassadors to champion green initiatives.



The CDB G-Squared – Go Green Club, which is the most important platform to educate and engage our team members was initiated in 2017 to connect people to nature. This platform was revamped and relaunched during the financial year 2020/21 as CDB Advance Green Ninja Club. The Club, which is a part of CDB Advance internalisation strategy has continued to gather momentum over the years and successfully launched several campaigns including the Green Ninja quiz, the green family event and the single use plastic-free pledge.

The Club aims to educate its members to be more conscious of prevalent environmental issues, find proactive solutions and ultimately create national interest in environmental challenges. In turn, the Club members, acting as Green Ambassadors of CDB, educate their colleagues, family members and associates about championing green efforts.

CDB Advance Green Ninja Club has 110 members who act as agents of change. New office bearers were appointed during the year with representation across all branches and divisions. A Branch Green Ninja Champion was appointed for every branch to coordinate all green initiatives across the branch network. A recognition ceremony was held during the year under review to recognise the contributions made by Green Ninjas.



Enhancing the engagement of team members

- **Green Ninja – CDB Quiz Master Programme**

This is a quiz conducted to share knowledge related to environmental sustainability with the aim of connecting people with nature by infusing a green culture and spreading green awareness across the network. We also strive to make every individual responsible towards environmental conservation by initiatives which can be implemented in their households and in the company. The event is used as a platform to create awareness about environmental issues and practices among staff members. This quiz is conducted under the themes – energy, water, biodiversity and waste management. Four members from each branch and division are invited to take part in the quiz.



- **"My Victory Garden" home gardening competition**

This is a home gardening competition that was organized during the lockdown period with the aim of promoting self-sufficiency, sustainable consumption and to encourage our team members and their families to grow organic food and further engage with the environment. Many of our staff members engaged in this competition and the campaign was mainly promoted via online platforms and on social media. This competition was organized for the staff members and their families where they had to gather their loved ones and grow anything they like in their home garden and post a few pictures or a video on our Green Ninja FB Group. Further, we shared many interesting gardening tips with them during the competition period and created awareness on sustainable consumption and the effects of using organic food for our daily consumption.



- **"Seed Your Future" Project**

With the aim of promoting sustainable consumption, "Seed Your Future" project was conducted for the second consecutive year by distributing 100% biodegradable seed pods to all our team members. Through this we encourage our team members to grow organic food and be engaged with the environment. This project not only engaged our team members and their families in sustainable home gardening, but provided the opportunity to learn about organic food consumption while protecting the environment.



- **"Plant a Tree Plant a Life" - Annual Tree Planting Event**

The annual "Plant a Tree Plant a Life" programme was held to commemorate Environmental Health Day and World River Day in 2021 in partnership with "Reforest Sri Lanka"- one of the largest non-profit reforestation organisation and the Sri Lanka Institute of Information Technology (SLIIT). The tree-planting project was launched to plant 1,000 saplings to conserve the water catchment areas alongside the Kalu Ganga in Horana and Ingiriya.



- **Global Recycling Day Celebrations**

To commemorate the Global Recycling Day 2022, a knowledge-sharing campaign was held to create awareness on recycling. Furthermore, a recycling corner was established at the head office to provide a responsible platform to dispose plastic, paper, and electronic waste which are subsequently sent to a registered recycling partner.



Creating Green awareness

We understand the importance of creating employee awareness about global environmental challenges. Our team members are educated on issues of concern, promote action by creating awareness and encourage to be a part of the solution by understanding the problem.

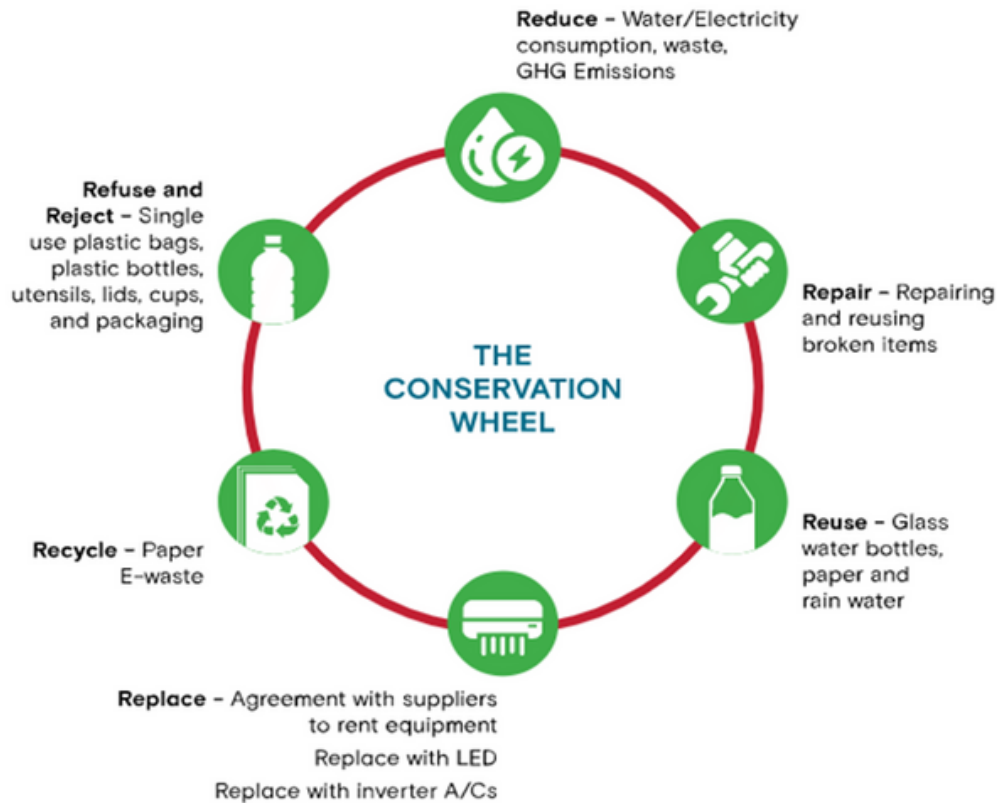
We believe environmental literacy is essential to tackle climate change and build resilient communities. Sustaining the momentum, keen interest was shown by our team members. Sustainability bulletins and e-flyers were circulated to all employees through internal communication, Green Ninja FB Group and WhatsApp groups to raise awareness, encourage green communication, and capacity building through knowledge sharing while ensuring our team members remain upto-date on latest important environmental issues. We also continued to commemorate important international days by sharing posts, educational videos, documentaries, statistics and facts through our Green Ninja FB group. E-flyers of these celebrations are circulated through CDB announcements to all team members.

Sustainability is a core aspect of the induction programme to ensure all recruits are aligned with the Company's sustainability initiatives and to inculcate sustainability led culture and mindset. The comprehensive e-learning module on sustainability is being finalised to provide an in-depth understanding of sustainability. The module provides the basics of the CDB Advance Strategy, application to the work environment and spurs innovation.

Furthermore, we encourage our team members to initiate a dialogue and share their ideas and suggestions through our private FB/WhatsApp groups. The convergence of ideas helps to select feasible ideas and to implement them in the Organisation, and create the culture needed to achieve our sustainability goals.

Eliminate all forms of waste

The conservation wheel indicates the environmentally friendly measures implemented across our Organisation to reduce our carbon footprint, waste generation and water and energy consumption by applying the concepts – of reduce, reuse, repair, replace, recycle and refuse and reject.

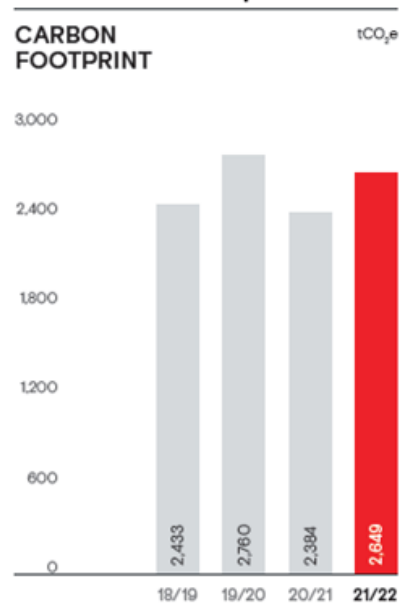


Carbon footprint management at CDB

We embarked on the carbon footprint calculation journey in the year 2015 to become a carbon neutral entity, and in 2015/16, we were recognised as the first ISO 14064-1 carbon verified financial institution in South Asia by the Sri Lanka Carbon Fund.

In FY 2021/22, we became a Carbon verified company for the seventh consecutive year and was certified as a Carbon Neutral business entity. We have invested in Sri Lankan Certified Emission Reductions (SCER+) of Kirkoswald Small Scale Hydropower project registered under Sri Lanka Carbon Crediting Scheme (SLCCS).

Our carbon footprint



Our pledge to the UNFCCC Climate Neutral Now Pledge, which represents a global community of organisations committing to becoming climate neutral by the second half of the 21st century, represents our commitment to reduce emissions and accelerate the global journey to a climate-neutral future. Under the pledge we remain committed to measuring and reporting our greenhouse gas emissions for an agreed-upon period, reducing our greenhouse gas emissions as much as possible and offsetting remaining emissions with Certified Emission Reductions.

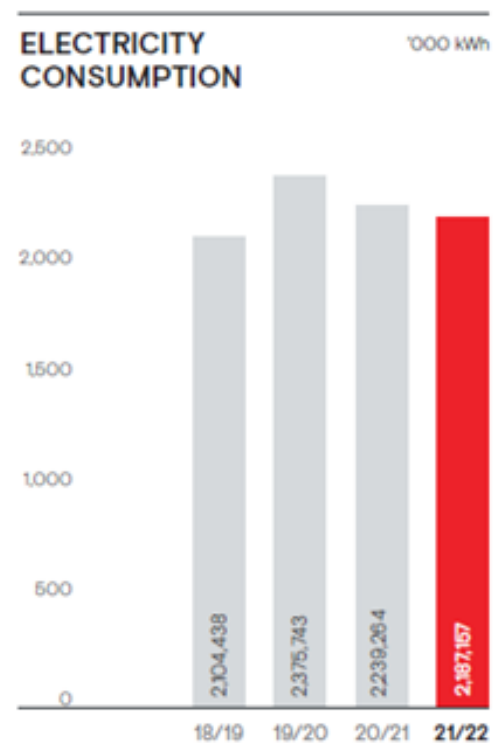


Energy management

As per the annual carbon footprint analysis, we continued to monitor and report the amount of energy produced, purchased and consumed according to the source. The energy consumption for FY 2021/22 was 2.19 Mn. kWh., 2.3% less than the previous year’s energy consumption.

We have adopted the following measures to reduce our energy consumption:

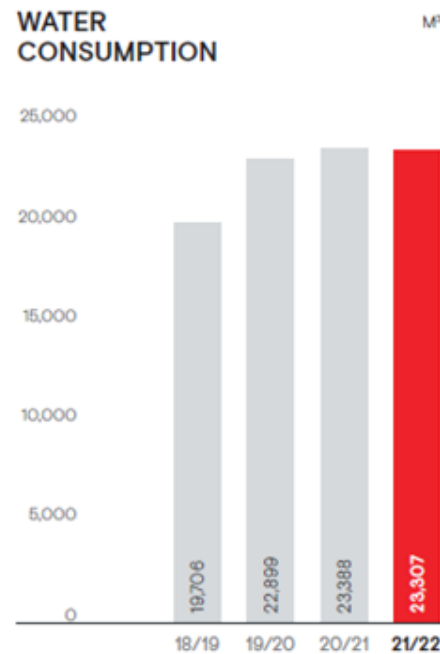
- Reducing energy consumption by collaborating with suppliers and peers, setting energy efficiency standards, adopting cost-effective technologies and promoting energy efficiency through regular energy audits.
- Tracking and reporting energy consumption, reduction and intensity over time and reducing energy consumption in our operations, including using efficient lighting and electrical appliances as a compulsory requirement under the annual CDB GHG emission analysis process.
- Creating employee awareness on energy reduction and improving energy efficiency in households through competitions.
- Introducing the Green branch concept and installing solar power system in our branches.
- Integrating the investment and promotion of household renewable energy and renewable energy consumption into our medium-term business strategy.



Energy management

Respecting the right to safe drinking water and sanitation through availability, accessibility, acceptability and quality of water, we adopted the following measures to manage our water consumption:

- Improving water performance and promoting the reuse of freshwater through a rainwater harvesting system for gardening.
- Sharing smart solutions with peers and creating awareness of water conservation among employees.
- Organizing competitions to create team member awareness in commemoration of the World Water Day.
- Providing safe and hygienic gender separate washroom facilities to employees.
- Responsible for disposal of sanitary products and medical waste, responsible for the storage of cleaning equipment and providing sanitation and hygiene training to employees.



Waste management

We strive to eliminate all forms of waste within our Company. For efficient management and disposal of waste, we maintain waste disposal records at the head office. Our team members are educated on reducing waste in general, including food waste and paper waste to instill a mindset of responsible waste management, which is crucial to reducing our environmental footprint. The following measures were adopted to efficiently manage the waste generated in our Company.

- Initiated the CDB Advance Recycling Corner in our head office in commemoration of the Global Recycling Day 2022 to encourage our team members to dispose their paper, plastic, and electronic waste responsibly. We aim to replicate the recycling corner in our branch network as well.
- All our team members remain committed to the CDB single-use plastic free pledge which was initiated in 2019/20 in commemoration of the World Environment Day. In the next phase, we are looking at alternatives to plastic items used within the Organization.
- CDB e-waste and paper waste recycling programmes are in place to create responsibility in recycling waste in our operations and assess and prevent the actual or potential negative impact on soil, wildlife, ecosystems and the food chain.
- Using color-coded bins to separate waste and maintain waste disposal records at the head office for better waste management.
- Initiated a pen recycling Programme to collect and recycle used pens across the branch network.
- Encouraging team members to reduce food waste and contribute towards a sustainable environment.
- Improving environmental literacy to build a grassroots level movement to achieve sustainable development goals by sharing e-flyers and videos among all team members.

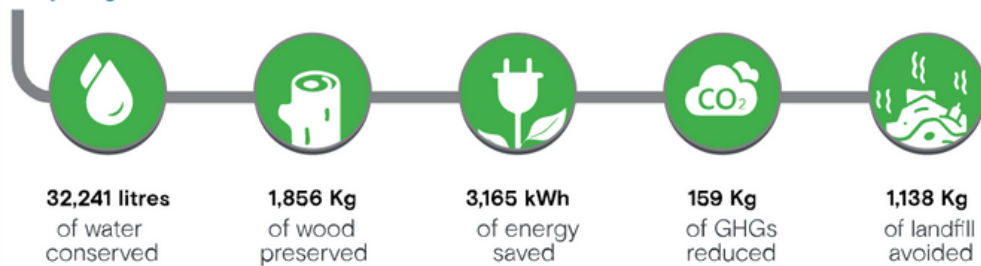
Waste disposal during the year 2021/22

Type of waste item	Disposal frequency	Weight (Kg)	Disposal method
Paper waste	As and when required	934	Waste collected from the head office is stored in the basement and sent for recycling through Green Links (Pvt) Ltd.
E-waste	As and when required	722	Collected as and when required and disposed of through Green Links (Pvt) Ltd.
Food waste	Once in two days	3,142	Collected by the owner of a farm
Damaged office equipment	Upon request by the respective division/branch	Not weighed	Collected at a single location in the head office and disposed of through a registered supplier
Polythene	Daily	Not weighed	Disposed of through CMC garbage disposal method

Impact through recycling E-waste



Paper waste recycling



Conservation of biodiversity through collaborations

- *The LIFE Project*

A landmark public-private initiative to restore one hectare of degraded land in Halgahawala, Opatha, adjacent to Kanneliya rainforest. The project was expected to take place over five years and completed its fourth year recently. However, the project is a lifetime project which is expected in bring more value additions in the future.



This project aim to restore a 10 ha block of degraded rainforest land in the Kanneliya forest reserve and the development of a replicable model for the restoration of degraded forest landscapes in the wet zone of Sri Lanka.

This project also aims to develop a biodiversity credit accrual system in par with international standards which would enable biodiversity conservation project owners to generate accruable non-carbon credits.

The project is executed in partnership with Biodiversity Sri Lanka, the Forest Department and the International Union for Conservation of Nature (IUCN) Sri Lanka together with nine private sector partners.

- ***The Life to Our Mangroves Project***

The project focuses on proposing to implement a Mangrove Restoration Project as a Nature-based Solution (NbS) that will generate multiple environmental as well as socio-economic benefits. Overall, the intervention will enhance the resilience of the mangrove ecosystem, its capacity for renewal, and the provision of ecosystem services, whilst contributing to the socio-economic development of local communities. The project will focus on conserving 25 ha of land in Anawilundawa wetland sanctuary which is one of the six RAMSAR wetlands.

The project aims to enhance resilience, and ecosystem services by the identified mangroves along with demonstrating the value of mangrove restoration as a nature based solutions to address the impacts of climate change, and socio-economic development challenges, building resilience and community readiness. This further aims to showcase the value of building a partnership to contribute towards the reduction of Sri Lanka's climate change vulnerability.

The project will be done in collaboration with Biodiversity Sri Lanka, the Department of Wildlife Conservation and ten corporates.



- ***The Ittapana Mangrove Conservation Project***

The Ittapana mangrove conservation project conducted in partnership with the Centre for Sustainability of the University of Sri Jayewardenepura, conserves 10 acres of Ittapana – Horawala mangrove forest which is one of the most threatened landscapes in Sri Lanka. A mangrove research Centre will be established for mangrove ecosystem studies.

Through this project it is aimed to establish a demonstrative model for sustainable mangrove management which can be adopted for other mangrove ecosystem conservation in Sri Lanka. This project is done in partnership with Centre for Sustainability of the University of Sri Jayewardenepura.



- ***Life to Our Beaches***

During the year we partnered with Biodiversity Sri Lanka's (BSL) latest collaborative initiative – Life to Our Beaches – which aims to support the cleaning up and maintenance of a selected beach stretches over a period of 1 year. This project is a collaboration of the Marine Environment Protection Authority (MEPA) and the Department of Samurdhi Development (DoSD), making it a truly Public-Private-People Partnership, benefitting Sri Lanka's coastal environment as well as underprivileged coastal communities that live within the selected area. We conducted the beach cleanup project recently in celebrating the World Cleanup Day 2022 with the participation of our team members.



Future Outlook



In our efforts to be the leader in sustainable finance in Sri Lanka, advancing the green economy by 2030, we will continue to priorities green financing, offer renewable energy-based bundled products suite and accelerate affordable electric and hybrid mobility solutions. Under conservation and biodiversity, we advance sustainable financing, forest conservation and preservation and landscape restoration by 2030. We will create Green Ambassadors who will be a part of the solution, by creating awareness of current sustainability issues among our team members, their families, our customers and other stakeholders.

Anti-Corruption

Principle 7: Businesses should work against corruption in all its forms, including extortion and bribery

The CDB Sustainability Steering Committee oversees the sustainability policy of the Company and the promotion of financial inclusion. The Committee closely monitors the business conduct to ensure accountability, fairness and ethical behaviour whilst assuring the privacy of customer data. We maintain a zero-tolerance policy towards financial crime, bribery and corruption, whilst ensuring no slavery, or forced or bonded labour is undertaken within CDB operations and supplier operations through the Environment and Social Management System (ESMS), Procurement Policy and Supplier Codes of Conduct.

Operational Risk Management

The risk of loss resulting from inadequacy of, or failure in internal processes or events including internal frauds processes or events. Operational risk covers a myriad of non-financial risk including conduct risk, fraud, cyber, privacy, unauthorized lending/borrowing activities and information security. The following can be some of the key highlights of operational risk management practices.

- New ways and means of on boarding customers, immediate credit approvals, opening of savings accounts and fixed deposits and customer servicing though automated processes were initiated while complying with the regulatory requirements and guidelines.
- Continuous investment in IT infrastructure facilities to improve the efficiency and effectiveness of internal business processes while minimising bottlenecks and limiting the likelihood of risk occurrence.
- Proactively assessed and managed IT risk related concerns prior to enabling IT platforms and systems during process automations.

- Cyber drills and comprehensive trainings covering BCP and firefighting were carried out to enhance awareness among team members to immediately respond in emergencies.
- Conducted vulnerability assessments through third parties.
- Strengthened 1st Level (Functional Division), 2nd Level (Risk and Compliance) and 3rd Level (Internal Audit) monitoring on transactions and internal work flow execution enhancing the reliability of the processes.

Based on the seven types of operational risks that banks and financial institutions should focus on, following table summarizes how CDB manage risks:

Risk Type	How we manage
<p>Internal Fraud – Unexpected financial, material or reputational loss as a result of fraudulent actions of persons internal to the Company</p>	<ul style="list-style-type: none"> • Regular spot audits covering each and every branch • Detailed audits on a regular basis covering every business operation • Efficient monitoring mechanism to capture any unauthorized transactions/procedure violations through exceptional reports on a daily basis by Risk Division • Reward based risk reporting culture
<p>External Fraud – Impact arising due to fraudulent activities committed by parties’ external to the Company</p>	<ul style="list-style-type: none"> • Specialized internal/external assurance on new initiatives • System audits/application controls reviews carried out by specialized external parties • Frequent vulnerability assessments and penetration testing to ensure the systems are resilient to cyber-attacks • Enhanced IT governance framework • Continuous monitoring on external threats
<p>Employment Practices and Workplace Safety – Non-compliance to ethical practices related to employment or health and safety laws and regulations</p>	<ul style="list-style-type: none"> • Properly trained first aiders/ fire fighters • Fire drills are conducted to act upon in an emergency situation • Safety standards are maintained by continuously monitoring safety measures in a timely manner • Medical insurance schemes • COVID-19 BCP ensuring employee safety and business continuity

<p>Client, Products and Business Practice – Risk of engaging in malpractices which are against the interest of our stakeholders such as market manipulation, improper way of doing business, over promise and under delivery, misuse of confidential information etc.</p>	<ul style="list-style-type: none"> • Compliance with all the applicable guidelines and circulars imposed by regulatory bodies • Updated and clear guidelines and procedure manuals are available in intranet for staff reference • Adopting high standards relevant to information security • Risk Division recommendation for product/ process initiation and modifications • Enhanced customer care service and efficient complaint handling process • Increased awareness on information security aspects (through e-mails) • Improved corporate governance framework
<p>Damage to Physical Assets- Potential losses arising due to damages to physical assets as a result of natural disasters or terrorist activities</p>	<ul style="list-style-type: none"> • A robust BCP is in place, defining the guidelines on continuing key business operations un an emergency situation • Proper DR plan is available and periodically tested to continue system operations in the event of a disaster striking • BCP initiatives are evaluated at IRMC meetings • Fire drills are conducted at CDB head office with the support of Colombo fire service department • Access controls and enhanced awareness among staff on safety measures • Supplier agreements to recover losses from possible damages to specific high value assets
<p>Business Disruption and Systems Failures – Disruptions and threats to business continuity due to power failures, software failures, hardware failures etc.</p>	<ul style="list-style-type: none"> • System down time is a KRI which is thoroughly monitored in order to effect immediate corrective actions • Maintaining updated software licenses • Daily health check of operating system, hardware, database level alert logs covering both DR and production by IT department • Restoring a tape backup on a monthly basis in order to verify the functionality of restored tape and the connected application • Enhanced infrastructure framework • Empowered a designated managerial position to manage IT risks • Perform IT Risk Assessments to identify and mitigate information security risks

<p>Execution, Delivery, and Process Management – Not meeting service standards due to human errors and process omissions</p>	<ul style="list-style-type: none"> • Efficient monitoring mechanism of all types of transactions on a daily basis by risk and compliance division • Comprehensive risk analyses are carried out for every business operation by risk division with special emphasis on process improvements to minimize human errors
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Compliance Risk Management

The risk of legal or regulatory sanction, financial loss or reputational damage to the entity as a result of its failure to comply with laws, regulations, codes of conduct and standards.

Our compliance division ensures that Company conducts its business in line with all applicable statutory and legal requirements while continuously monitoring changes in the legal environment and compliance requirements imposed by the Central Bank of Sri Lanka and other authorities. Applicable rules which need to be adhered to and compliance requirements are communicated to top management at compliance meetings which are held on a monthly basis and it makes a ground to discuss on plans and strategies put in place in order to meet potential compliance requirements.

Key highlights during the year were as follows;

- Adopted a rigorous and proactive approach when complying with various regulatory authorities.
- On a monthly basis Compliance meetings held with the Senior Management to review the compliance status of the Organization along with the Compliance dashboard which covers regulatory ratios, compliance initiatives, New Directions/Guidelines etc.
- Strengthen the processes with regard to anti-money laundering aspects and appointed compliance representatives among operational divisions as a part of the compliance culture at CDB.

A Sound Governance Structure

Good corporate governance practices are imperative to creating and sustaining shareholder value and ensuring that behaviour is ethical, legal, transparent, and for the benefit of all stakeholders. Whilst supporting a sound and ethical operating environment, we remain committed to proactively engaging with regulators and other stakeholders. Simultaneously, we integrate ethical behaviour and good conduct within our culture. Accordingly a good corporate governance practices is important in maintaining a healthy relationship between stakeholders and the Management.

As we are required to comply with the external/internal and mandatory/voluntary practices for continuous improvement to compliance, the Board is always committed to bolster the effectiveness of the organisation governance models through responsible conduct, deepening competitive advantage through adding value, effective leadership, robust risk management, clear performance management, greater transparency and a sound ethical culture.

Future Outlook



By ensuring that all the applicable rules, laws and regulations are observed, we are committed to protect our customers and, in general, all of our counterparties and employees. We pay our attention to have an automatic alert generation system for both compliance and transaction monitoring in order to create real time alerts, effective online training and awareness sessions with the support of E-Learning platforms and generating an interface with KYC data for all customers which would create a path for enhanced due diligence on customers and some other critical decision-making activities in future.

Further, we will be committed in enhancing IT governance framework, strengthening the security measure by keeping the existing systems up to date with the latest protection software and timely updates in order to prevent from the external threats, facilitating RPA processes to emphasise less human interactions and improvement of performance and establishing segregation of duties, enhancing credit/debit card Fraud Risk Monitoring with dashboards with behaviour analysis, conducting frequent vulnerability assessments and penetration testing to ensure the systems are resilient to cyber-attacks and initiating information security awareness among the staff members in light of the increased use of digital platforms and work from home practices.