

Our Sustainability Journey

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Message from Chairman of the Sustainability Committee



Manuel Bulens
Deputy Chief Executive Officer,
Consumer Banking
Chairman of Baiduri Bank
Sustainability Committee

As we reflect on the past year, I am proud to share the significant strides we have made in our sustainability journey. At Baiduri Bank Group (“The Group”), sustainability extends beyond our business strategy and forms part of our core values of Trustworthy, Inclusivity, Empathy, and Enterprising. Our commitment to sustainability is driven by our belief in co-creating the future of our people and customers, while contributing positively to the environment and society. I am pleased to share our sustainability journey to date.

Sustainability has a long-standing history within the Group. We have actively taken meaningful steps towards responsible business practices. For instance, our commitment to community engagement is reflected in our initiatives, such as the Baiduri Masters, our annual flagship charity golf tournament that has been held for the past 24 years. Since 2010, we transitioned towards the virtualisation of computer servers in our data centre. Furthermore, our Baiduri Bank Headquarters was awarded the prestigious Green Mark certification in 2021 by the Building and Construction Authority of Singapore (BCA), recognising our efforts to integrate environmentally friendly features into our built environment.

In 2022, we began taking bold steps in our commitment to sustainability by appointing Professor David Grayson, CBE, as an Independent Director. The Sustainability Committee was subsequently set up in 2023 to focus on establishing the foundations for integrating sustainability into our business strategy. The position of the Head of Sustainability was created in 2024 to further drive the integration of sustainability into our business model. In November 2024, we became a signatory to the United Nations Global Compact, reinforcing our commitment on a global stage.

Recognising the importance of effectively managing the risks and opportunities that come with integrating sustainability, we conducted a double materiality assessment in 2024, which identified 19 material factors that are important to the Group and its stakeholders, from economic, social, environmental and governance perspectives. This has led to the formulation of the **Baiduri Greenprint**, as a guide for the Group in our sustainability journey focusing on **People, Process** and **Planet**.

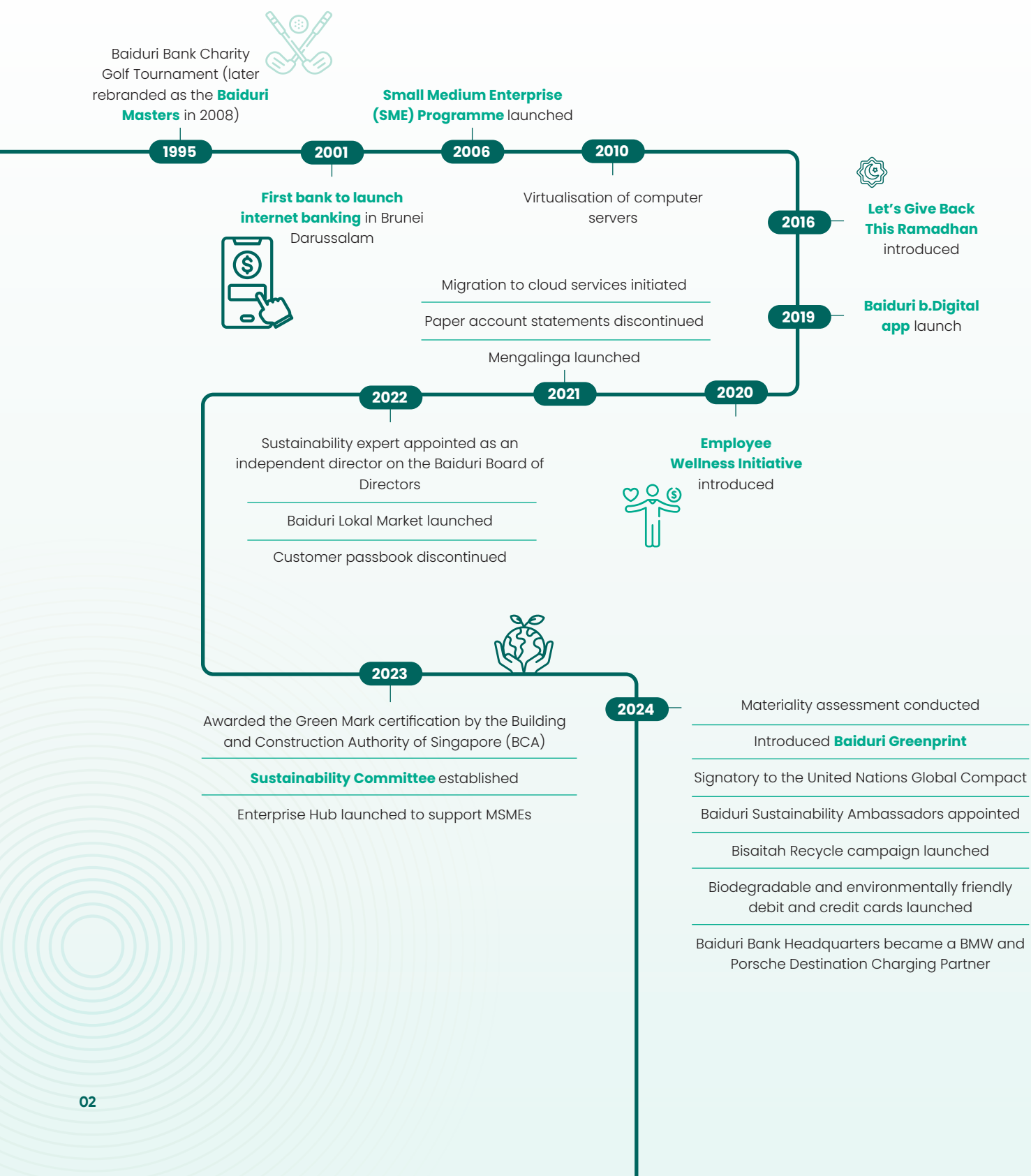
Looking ahead, we remain focused on advancing our sustainability agenda – guided by innovation, prudent decision-making, and a commitment to environmental responsibility, as we work towards a more sustainable future for our people and community.

I would like to extend my heartfelt thanks and gratitude to our dedicated employees, customers, and partners for their unwavering support and commitment to our sustainability journey. Together, we can achieve our vision of a more sustainable and prosperous future. I look forward to the opportunities ahead of us.



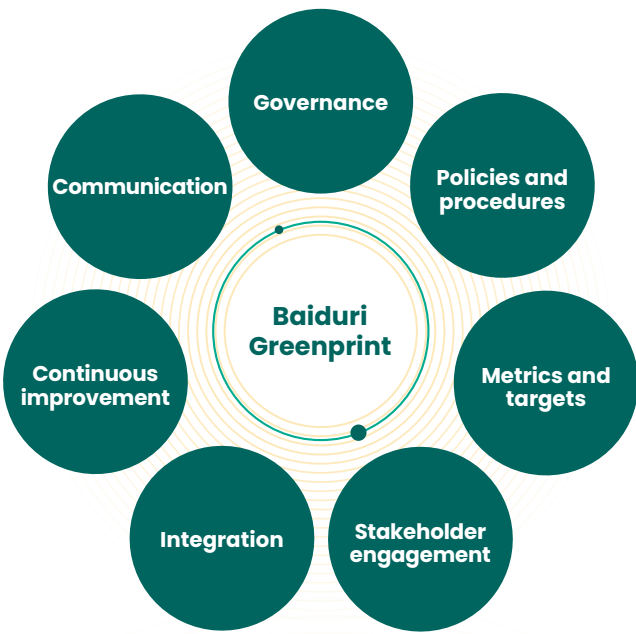
Our journey

Baiduri Bank Group ("The Group") is committed to enriching, empowering, and engaging the communities we serve in a responsible and sustainable manner. Over the past three decades, we have embedded sustainable practices into our business operations, ensuring that our efforts contribute to long-term success and positive community impact.



Baiduri Greenprint

We recognise the importance of identifying and implementing the necessary processes to ensure that environmental, social and governance (ESG) risks linked to sustainable business practices are managed effectively. The **Baiduri Greenprint** was formulated in 2024 to guide the Group's journey of embedding sustainability into our business strategy. The core components of the Greenprint consist of:



Effective governance over our sustainable business practices is crucial. This requires a combination of strong leadership, clear policies and procedures, measurable targets, stakeholder engagement, integration of sustainability throughout our operations and decision-making, continuous improvement, and effective communication.

The Baiduri Greenprint focuses on 3 pillars:

- People** – Focuses on talent attraction, employee well-being, diversity and inclusion, and leadership development and community development.
- Process** – Encompasses digital transformation, innovation, cybersecurity, data privacy, and enhancing customer experience.
- Planet** – Addresses climate change, sustainable financing, responsible procurement, and green business practices.

Baiduri Greenprint			
Creating a sustainable and profitable Business			
Vision			
	People	Process	Planet
	Talent attraction, development and retention	Customer experience	Climate change
	Employee wellbeing	Cybersecurity and data privacy	Sustainable financing and banking
Focus	Diversity and inclusion	Digitalisation and innovation	Sustainable procurement
	Community development		
Enabling Culture	Trustworthy		Inclusivity
	Empathy		Enterprising
Foundations			
	Risk management	Corporate governance and compliance	Anti-bribery and corruption

Sustainability structure and governance

Sustainability structure

Embedding sustainability into our business strategy is spearheaded by the Sustainability Committee, which reports to the Group Risk Management Committee (GRMC)¹. In relation to sustainability within Baiduri Bank, the GRMC is responsible for:



Reviewing and recommending approval of the sustainability framework



Approving sustainability goals



Reviewing progress of implementing the sustainability goals

In 2022, we welcomed Professor David Grayson, CBE, as an independent director on the Baiduri Board of Directors. Professor Grayson brings a wealth of experience in corporate responsibility and sustainability to the Group from both his academic and business career. As an independent director, his guidance has played a key role in shaping our approach to integrating sustainability into our operations.

The Sustainability Committee was subsequently established in 2023 with the purpose of developing, implementing and monitoring sustainable practices and policies that align with the Group’s goals and values.

The Sustainability Committee reports to the GRMC and is chaired by the Deputy Chief Executive Officer, Consumer Banking, who is supported by member representatives from the following divisions/departments:

- 1. Sustainability, CEO Office
- 2. Group Risk Department
- 3. Group Treasury
- 4. Group Strategic Marketing and Communications
- 5. Group Finance Department
- 6. Group Human Resources and Administration
- 7. Group Compliance Department
- 8. Group Information Technology Division
- 9. Baiduri Capital
- 10. Baiduri Finance
- 11. Corporate Banking Division
- 12. Retail Banking Division
- 13. Business Banking Unit

The Sustainability Committee is responsible for developing, implementing and monitoring the integration of sustainability (or ESG) practices and principles into the Group’s business strategy.



Our commitment to sustainability goes beyond our business strategy. We are dedicated to cultivating and fostering a culture of sustainability within the Group. In 2024, we appointed 24 Sustainability Ambassadors across the Group to drive and champion sustainability initiatives.

Sustainability governance

Integrating sustainability is governed by our existing corporate governance framework at the Group level. We are committed to upholding good corporate governance standards and are guided by principles of good corporate governance enumerated in the Guidelines on Corporate Governance for Banks issued by the Brunei Darussalam Central Bank (BDCB).

Our Board of Directors, Management Committee and employees are guided by the following internal governance policies:

Policy Name	Description
Group Code of Conduct & Ethical Standards	Guiding principles on conduct at the workplace and with stakeholders, whilst ensuring the highest ethical standards, culture of integrity and responsibility are upheld. This includes policies on anti-bribery and corruption and breaches of trust and dishonesty.
Group Compliance Policy	Principles and framework for managing compliance risks and ensuring compliance with relevant laws and regulations aimed at safeguarding the Group’s reputation and minimise compliance risks.
Group Whistleblowing Policy	The Group Whistleblowing Policy encourages whistleblowers to report any concerns related to illegal, unethical, or questionable practices in confidence and without fear of retaliation.
Group Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) Guidelines	Framework to comply with AML/CFT regulations, standards and practices to assist Baiduri with identifying and managing money laundering and terrorism financing risks.
Group Anti-Bribery and Corruption Policy	Principles and guidelines on the Group’s commitment to prohibiting bribery and corruption for the Group’s Board of Directors, employees and third parties aimed to protect the integrity and reputation of the Group.
Group IT Security Policy	Guidelines on safeguarding the confidentiality, integrity and availability of the Group’s information assets and security.
Group Privacy Policy	Guidelines on how Baiduri Bank and its subsidiaries collects, uses, maintains, retains and discloses data about its customers.
Group Conflict of Interest Policy	Guiding principles for identifying, preventing, and managing conflict of interest situations to help employees and the Board of Directors to uphold their commitment to high standards of ethical conduct, professionalism, and integrity at Baiduri.
Group Recruitment Policy	Guiding principles for ensuring consistency, compliance, fairness and robustness in the Group’s recruitment, selection and deployment of employees to meet organisational needs.
Group Gifts Guidelines	Guidelines to complement the Group Anti-Bribery and Corruption Policy by providing a structured framework for managing the giving and receiving of gifts to and from customers, suppliers, partners, brand representatives and other parties engaged in business dealings with Baiduri.
Standards on Disclosures of Products and Services Information	Standards to ensure fair dealing with customers and to assist them in making informed decisions that best align with their financial needs. Baiduri must ensure that all product and service information provided to customers fully complies with applicable laws and regulations.

¹ Please see the chapter on Corporate Governance of the Baiduri Annual Report 2024 for more information on Baiduri Bank Group Risk Management Committee (pp.74)

Materiality assessment

Methodology

The Group conducted a double materiality assessment in 2024 to identify the relevant material topics that could have significant financial and non-financial impacts on its business and its stakeholders. The assessment aims to assist the Group in better managing its sustainability-related risks, as well as making informed decisions and improving performance considering economic, environmental, social and governance perspectives.

The methodology adopted for the materiality assessment consisted of 3 phases:

01 Identification

02 Stakeholder engagement

03 Prioritisation and finalisation

Phase 1: Identification

A benchmarking exercise was conducted to develop a list consisting of 42 possible material topics that are relevant to the Bank and its subsidiaries. The benchmarking exercise consisted of:

National sustainability frameworks such as the Wawasan Brunei 2035

Peer reports

International frameworks such as the Global Reporting Initiative (GRI), International Financial Reporting Standards Sustainability Accounting Standards Board (IFRS SASB), S&P Global Corporate Sustainability Assessment (CSA)

Global sustainability trends

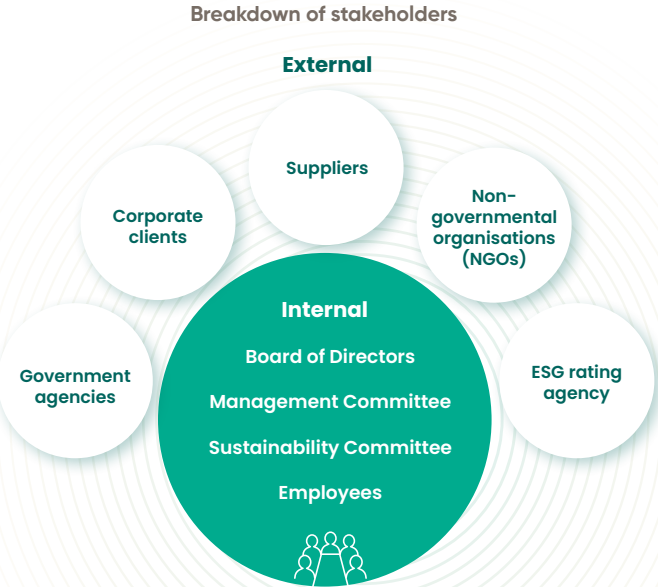
Financial sector sustainability trends

The 42 topics were then narrowed down to 19 and included in Phase 2 to identify their importance to the stakeholders of the Bank and its subsidiaries.

Phase 2: Stakeholder Engagement

A series of stakeholder engagements, consisting of surveys and interviews, was conducted on the Group's internal and external stakeholders to gather information on the perceived importance of the business impacts posed by 19 material topics.

The stakeholder engagement received responses from 238 internal stakeholders and 22 external stakeholders.



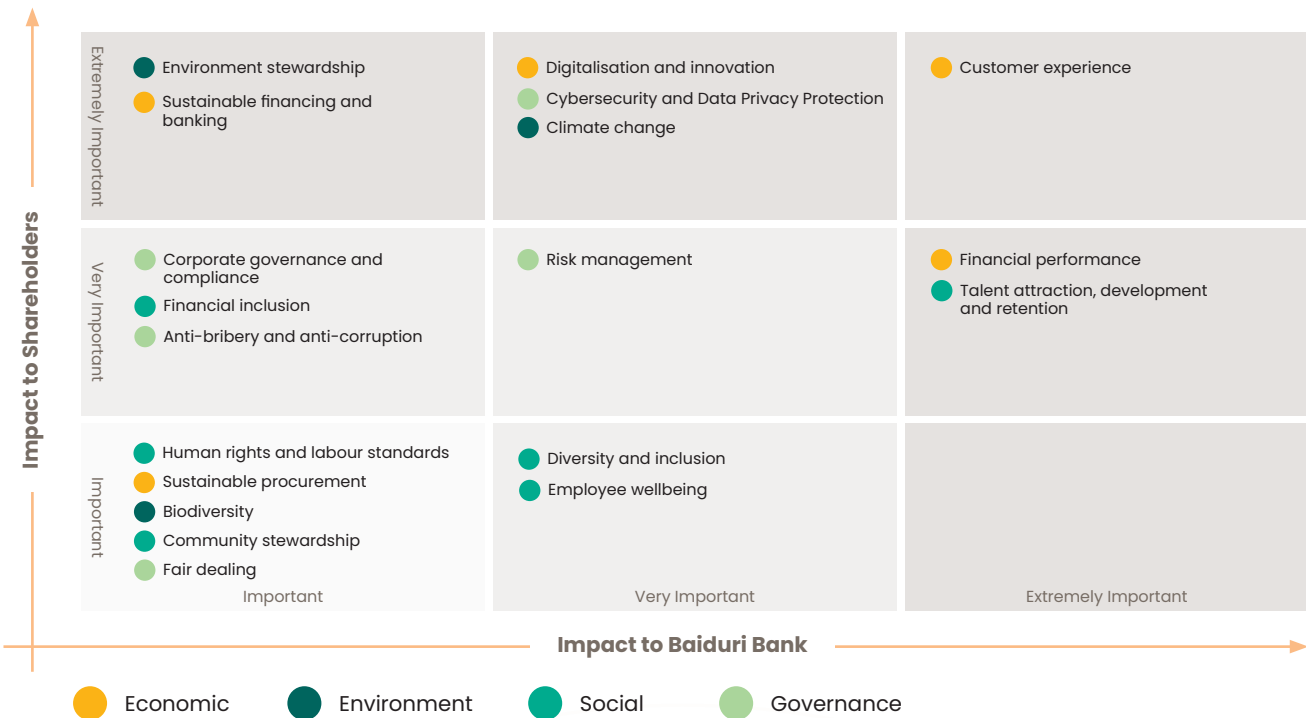
Phase 3: Prioritisation and Finalisation

Results from the stakeholder consultation were analysed to produce the Baiduri Materiality Matrix. The Matrix categorises the importance of 19 material topics based on their perceived impacts onto Baiduri Bank and its stakeholders and how they influence stakeholders' decision-making.

Baiduri Materiality Matrix




The importance of the impacts arising from the 19 material topics onto the Group and its stakeholders was categorised into important, very important and extremely important.

Baiduri Materiality Matrix



Our commitment

At Baiduri Bank Group, our commitment to co-create a sustainable future for our people and community is underpinned by the three pillars of our Baiduri Greenprint – i.e.:

- **People** – Focuses on talent attraction, employee well-being, diversity and inclusion, and leadership development and community development.
- **Process** – Encompasses digital transformation, innovation, cybersecurity, data privacy, and enhancing customer experience.
- **Planet** – Addresses climate change, sustainable financing, responsible procurement, and green business practices.

People

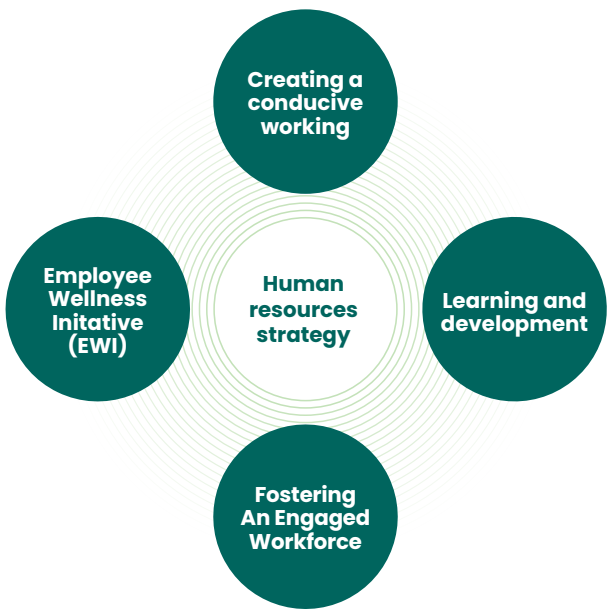
Under the People pillar, the Group focuses on our People, as well as the community we serve.

Our People

We believe that maintaining a sustainable business model also means focusing on building a resilient and sustainable workforce – one that is able to withstand and thrive in the rapidly evolving business landscape. This strategic focus has delivered tangible results, strengthening our position as an employer of choice and a high-performing organisation. On the Group level, our human resources strategies are centred around:

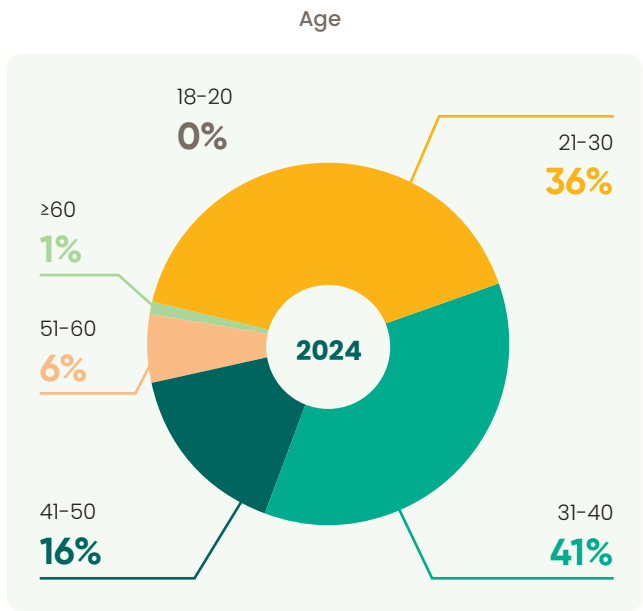
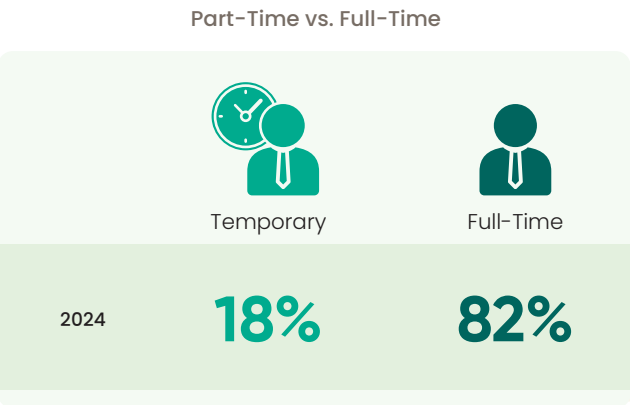
Our People are the backbone of our organisational excellence. As of 2024, the Group is a proud employer to over 1,000 employees, where 82% of the total headcount consists of full-time employees.

Our workforce comprises 68% female and 32% male, with 37% of leadership positions in the Group held by women, while only 14% of the Management Committee are women. Leadership positions in our Group include heads and deputy heads of department and senior managers.



At the Group, diversity and inclusivity extend beyond gender and ethnicity and include age. We employ individuals from different age groups, with the majority of our employees placed within the age range of 31-40 (41%) and 21-30 (36%).

Below is a snapshot of our employee composition:



Learning and development

In today's rapidly evolving financial landscape, the importance of continuous learning and development for our employees cannot be overstated. As the backbone of organisational excellence, our workforce must be equipped with the skills and knowledge to navigate the complexities of the modern banking environment. Our commitment to professional development is essential for creating a sustainable workforce that can effectively respond to emerging challenges and seize new opportunities, ultimately driving the bank's long-term success.

Our learning and development programmes include:

Emerging Leaders Programme

Our Emerging Leaders Programme identifies high-potential employees and provides them with the skills and training needed to fast-track their development and prepare for senior leadership roles. Emerging leaders also have access to Management Committee members as mentors and coaches, alongside peer support groups facilitated by the Group Human Resources Department. Additionally, special job assignments with mentors and host departments help participants expand their knowledge beyond their usual roles.

Leadership Forum

Introduced in 2022, the Leadership Forum is an annual event that engages and empowers leaders to build high-performing teams rooted in our core values. The Forum provides a platform for aligning leaders, sharing knowledge, and introducing new strategies through organisation-wide collaboration.

Graduate Apprenticeship Programme (GAP)

Building a sustainable workforce extends beyond focusing on our own People, but also on our future employees. We introduced the Graduate Apprenticeship Programme (GAP) in 2021 as a six-month holistic learning and development programme aimed at equipping recent graduates with the essential knowledge, skills, and experience needed to enhance their employability in the local job market. In line with the Bank's focus on diversity, equity, and inclusion, the programme is open to graduates of all backgrounds and academic qualifications.



Certification Framework

The Certification Framework was introduced in 2024 to provide a consistent approach – through benchmarking technical certifications against global institutions and observing the Regulated Qualifications Framework in the United Kingdom – to measure, identify and recognise employees who achieve technical certifications, providing transparency and understanding between managers and employees regarding the professional value of their certifications.

Creating a conducive working environment

Working hours

In 2024, the Group made a significant change to support employee well-being and work-life balance by shortening working hours by an hour for non-shift employees. For back-office employees, working hours on Fridays were shortened, with offices now closing at 4:30 PM instead of 5:30 PM. Similarly, our banking branches adjusted their Friday hours, closing earlier at 3:30 PM instead of 4:30 PM, allowing our frontliners to leave work earlier as well.

The total working hours per week in the Group (for non-shift employees) is 38 hours, 6 hours less than the maximum working hours per week set by the Employment Order, 2009.

Annual leave entitlement

In addition to amending working hours, in 2024, the Group adjusted annual leave entitlement for clerical employees by adding an additional three business days of annual leave, thus increasing their annual leave entitlement from 14 to 17 days per year.

Competitive remuneration and compensation packages

In 2024, the Group revised salary structures for over 100 high-performing junior staff and mid-level employees. This measure highlights our commitment to recognising and supporting employees in areas of pay and benefits amidst the current economic landscape.

We have also enhanced rewards through increased bonus payouts and provided a cost-of-living supplement for eligible employees, ensuring that our compensation packages reflect our appreciation for our employees' contributions and dedication.

Progression

The Group has also focused on strengthening its internal mobility framework, ensuring that employees can progress within the organisation. Since 2023, 108 vacancies have been filled internally, reflecting the Bank's emphasis on career progression. These efforts have contributed to a significant reduction in attrition rates, which now stand at 1.7% in 2024, down from 5.6% in 2022.

Working environment

We actively promote our culture and core values – Trustworthy, Inclusive, Empathy and Enterprising – through positive recognition. One notable example is our Core Values Recognition Scheme, which rewards and spotlights employees every quarter across the organisation. This scheme has two categories: People's Choice and Nominations by Heads of Department. Leaders are required to nominate and select employees from their business units who exemplify the organisation's core values. These colleagues are also featured in our internal newsletter to further encourage peer-sharing and build responsibility.

Mental well-being is also a key component in creating a safe and conducive working environment where every team member can thrive. We ensure that our employees have access to mental health support through our partnerships with the Ministry of Health, including their Hope Line 145, and Clarity Brunei – a company that provides psychological services and facilitation that help individuals, families and organisations resolve issues and achieve their full potential.

In 2024, Baiduri Bank partnered with the British High Commission, in conjunction with World Mental Health Day, to organise a unique art therapy session facilitated by the ASEAN Youth Advocates Network (AYAN), providing a creative platform to explore emotions and mental well-being through art. The event was held at the South Lawn and attended by over 100 participants.

In addition to promoting our culture and core values, as well as providing mental well-being support, the Bank is proud to have in-house facilities such as the South Lawn and the Baiduri Community Space to provide a conducive working environment. These versatile spaces offer unique venues for well-being programmes and collaborative community activities, such as creative projects, events, and showcases. Furthermore, the Baiduri Bank Headquarters is designed to enhance employee well-being and productivity, while minimising negative environmental impacts. Please see the section on Our Planet for more information on our Headquarters.

Employee Wellness Initiative (EWI)

We recognise that employee well-being is a vital component of our organisational excellence and creating a conducive work environment. In addition to our learning and development initiatives, we place a strong emphasis on the overall well-being of our employees. We understand that a healthy, engaged and motivated workforce is essential for driving our success and achieving our strategic goals. By fostering a supportive and nurturing environment that promotes a healthy work-life balance, we ensure that our People are equipped to deliver exceptional performance and contribute to the sustainable growth of our organisation.

In 2020, the Employee Wellness Initiative (EWI) was launched to develop and implement programmes and activities aimed at creating a positive work environment, improving communication and prioritising employee well-being. These efforts are designed to create and maintain a sustainable workforce through increasing employee loyalty, engagement, and overall bank culture, thereby boosting productivity and increasing employee retention rates.

The EWI exemplifies our ongoing commitment to enhancing our employee value proposition by fostering a nurturing work environment where every team member can thrive. Our EWI adopts a holistic and multifaceted approach focusing on 4 dimensions in enhancing employee well-being:



Physical Health focuses on maintaining a healthy body through exercise, nutrition, and preventive care to enhance overall fitness and well-being.



Financial Health focuses on enhancing employees' financial well-being by offering resources for budgeting, saving, and planning, aiming to reduce financial stress and ensure long-term stability.



Mental Health emphasises emotional and psychological well-being through stress management, work-life balance, and access to mental health resources, fostering a supportive environment for employees.



Spiritual Health encourages employees to explore values and purpose in life, promoting inner peace and personal fulfilment, and fostering a sense of community within the organisation.

In 2024, employee engagement in wellness initiatives reached an impressive total of 1,285 participants, a significant increase from last year's total of 591. This growth highlights a strong commitment to health and well-being within the organisation. Throughout the year, Baiduri Bank successfully organised 37 diverse activities, events, workshops, and training sessions, all aimed at promoting holistic wellness.

A timeline of EWI initiatives since its inception:

2020

Appointment of **Wellness Ambassadors** to facilitate and drive the EWI.

Implementation of **health screenings** in collaboration with the Health Promotion Centre, Ministry of Health

Hosted **Coffee Chats**, featuring mental health counsellors across all districts and branches

2021

Introduction of **Feel Good Friday** to offer monthly activities focusing on the four dimensions of EWI

During COVID, organised mental health workshops such as Mindfulness and Psychological First Aid to address immediate stressors affecting employees

2023

Inauguration of the **Annual Workplace Wellness Forum** – a one-day event uniting health experts, employees, managers, and stakeholders to raise awareness about workplace wellness, with themes like 'Psychological First Aid' and 'Living with Focus.'

Launched the **100-Days Wellness Challenge**, encouraging friendly competitions that encompass the four dimensions to motivate employees to incorporate mental, spiritual, financial, and physical wellness into their daily lives. The Group managed to engage over 170 employees and used the national health app "BruHealth" to align the Bank's initiatives with the country's broader societal health goals.

2024

Inauguration of the **Buat & Bagi** – a charity programme that highlights creation and selfless giving, reflecting social responsibility. In 2024, a total of BND5,489.63 was donated by Baiduri Bank employees. This allowed 400 meals sponsored and donated by our employees across Brunei Darussalam to hospitals, schools, mosques, and residential areas, benefiting the community.

The amount raised was also donated to the Children's Cancer Foundation (YASKA) and the Centre for Children with Special Needs (KACA), each receiving BND1,000.

Ranked **2nd in the BN On the Move (BNOTM) Championship 2024** – an initiative organised by Brunei Darussalam Ministry of Health to encourage physical activity and support the prevention or management of non-communicable diseases. Our employees actively engaged, achieving a 70% participation rate and recording over 270 million steps, securing second place in the Private Sector category. This achievement highlights our commitment to employee health and wellness.

The success of our EWI has also generated positive impacts outside of the organisation. In tandem with the EWI, the Employee Volunteering Programme, 'Baiduri Cares,' serves as an active platform for employees to invest their time, skills and efforts in giving back and making a positive impact on the community by being directly involved in various volunteering activities. Such activities include volunteering for Buat & Bagi and Let's Give Back This Ramadhan.

The EWI has also received national recognition as a pivotal programme in community health, contributing to increased health awareness among employees and the wider community. The Group has been invited to share its best practices and insights into employee wellness and high-performance culture at various events, including Brunei Darussalam's Civil Service Institute Customer Day and E-Government National Centre. This recognition highlights our leadership in corporate wellness. Furthermore, we have been recognised by Pantai Jerudong Specialist Centre (PJSC) as a strategic partner for co-hosting community health events.

Fostering an engaged workforce

Annual Employee Experience Survey

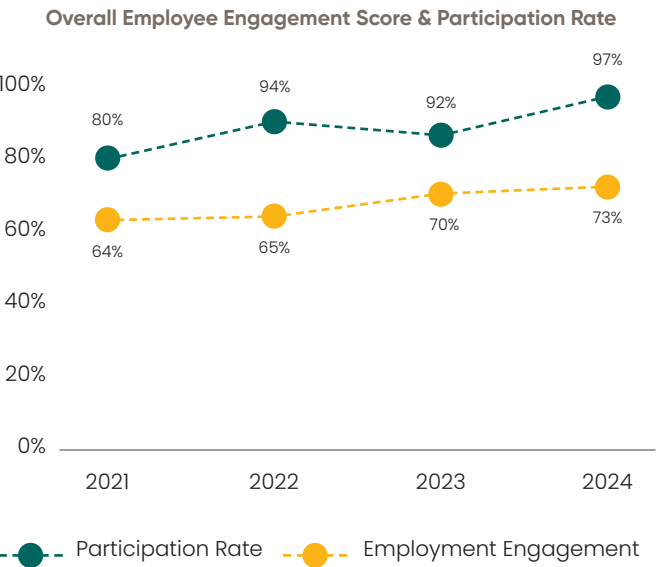
Since 2021, we have implemented the Annual Employee Experience Survey (AEES) in partnership with global survey provider Qualtrics, to measure and enhance employee engagement across 15 key dimensions, ranging from well-being and leadership to innovation and development.

The AEES enables us to identify both strengths and areas for growth across departments and business units within the Group. Insights from the survey allow us to prioritise resources and support employee and organisational development through a tailored approach to address the root causes of workplace challenges, such as:

Customised team-building sessions.

Mediation and conflict resolution.

Coaching and mentoring (delivered via internal and external facilitators).



Data from the AEES, combined with year-on-year improvements in our engagement scores, strongly indicates the effectiveness of our strategy execution and the positive culture we are cultivating at Baiduri Bank. These results, coupled with our comparative performance against global and regional standards, demonstrate our commitment to building a resilient and adaptive workforce that aligns with the Bank’s strategic goals.

In 2024, with the highest participation rate of 97%, we achieved our highest engagement score to date, surpassing both global and regional benchmarks. The Bank recorded a score of 73%, outperforming the global benchmark of 68% and the Asia-Pacific benchmark of 66%. This achievement highlights the success of our comprehensive people initiatives, which foster a high-performing workforce. By creating an environment where employees feel committed and motivated to perform their best, we continue to strengthen our position as an employer of choice.

Between 2021 and 2024, we demonstrated remarkable progress in key engagement areas, as reflected in survey scores:

Communication:
Improved significantly from
67% to **78%**
(2021) to (2024)
highlighting enhanced transparency and organisational alignment.

Innovation and Drive:
Increased from
62% to **77%**
Showcasing the Bank’s commitment to fostering creativity and proactive mindsets among employees.

Diversity and Inclusion:
Advanced from
68% to **75%**
underscoring a workplace culture that values equality and representation.

Collaboration and Teamwork:
Rose from
64% to **74%**
reflecting strengthened interdepartmental relationships and cooperation.

Capability and Performance:
Grew from
65% to **74%**
indicating improved training, development opportunities, and performance management systems.

Employee Voice (E-Voice)

In addition to the AEES, we have increased the frequency of engagement between leaders and employees and digitised Employee Voice (E-Voice), our internal feedback management platform, making it more accessible. This facilitates an environment where every employee feels heard and valued.

Awards

We are proud that our commitments to upskilling and maintaining the well-being of our People have been recognised by renowned and esteemed international bodies, as well as the Government of Brunei Darussalam, including:



Baiduri Bank’s sustained recognition highlights its ongoing investment in leadership development, career growth, workplace engagement and employee well-being.

A key factor behind the Bank’s success is its commitment to developing future leaders. Its Emerging Leaders Mentoring Programme and Leadership Academy provide structured career development opportunities to prepare for senior roles. At the same time, investments in learning and development have resulted in employees averaging seven days of professional training annually, covering leadership, technical skills, and personal development.

Community development

Our CSR programme is a testament to our commitment to co-creating a sustainable community. We endeavour to be active and caring community members, as well as stewards of the planet. Our CSR programme is guided by three key pillars: Social, Economic and Environmental.

Social
We engage with our community for the betterment of our community, including in the areas of arts & culture, community welfare, charity and sports.

Economic
We strive to create a competitive marketplace by improving the overall financial literacy of the general public, promoting a better business environment, improving business relations, upskilling key demographics and supporting entrepreneurship.

Environmental
We strive to reduce any damaging effects on the environment from our business activities promoting zero waste, supporting green causes and raising awareness on climate issues.

Social

Our CSR Social Pillar empowers the Group to engage with the communities we serve in a responsible and sustainable way that is enriching, empowering and engaging. There are 4 main programmes under the Social Pillar.

Social Pillar

Community building projects



The Baiduri Masters

The Baiduri Masters is a charity golf fundraiser which has been in existence since 1995. Since its inception in 1995, the competition has been raising funds for local charities that support and help people with special needs and promote activities that help them to integrate into society.

Today, the Baiduri Masters is acknowledged as the biggest and most prestigious annual golfing event in Brunei Darussalam averaging approximately 700 participants annually. As of 2024, the Baiduri Masters has raised approximately BND60,000 annually through green fees.

Since its inception, the Baiduri Masters has supported the following charitable organisations:

1. SMARTER Brunei
2. YASKA (Children's Cancer Foundation)
3. Child Development Centre
4. Learning Ladders Society
5. Pusat Ehsan Al-Ameerah Al-Hajjah Maryam
6. JAPEM (Community Development Department)
7. Dementia Brunei
8. OKP (National Association for the Hearing Impaired)
9. KACA Brunei (Centre for Children with Special Needs)
10. PAPDA (Paraplegic and Physically Disabled Association Brunei Darussalam).

Let's Give Back This Ramadhan

Let's Give Back This Ramadhan was first introduced in 2015 as the Group's flagship Ramadhan CSR programme. The aim of the programme is to provide underprivileged families in Brunei Darussalam with a shopping trip for groceries in preparation for Hari Raya Aidilfitri.

We partnered with various NGOs and charitable organisations such as JAPEM (Community Development Department), MKM (Brunei Council on Social Welfare), The Impian Project and MKOKU (The Council for Welfare of Persons with Different Abilities) to help identify underprivileged families. The programme has also enlisted various Logistics Partners to help with the transportation of families, including Dart Brunei, Setia Motors, Indera Motors, Inchcape Brunei (NBT) and GHK Motors.

Over the years, the event has evolved from helping one family in the country in 2015 to 100 families from four districts in 2024. As of 2024, approximately BND130,000 has been donated by the Bank through the shopping trips.

Community Volunteerism

Community volunteerism is pivotal in ensuring the success of the different CSR programmes run by the Group. In addition to volunteerism from the Group's employees, we support volunteerism in Brunei Darussalam, in 2021, Baiduri Bank launched the Mengalinga in partnership between the Ministry of Culture, Youth and Sports, the Group as the Strategic Partner and Nextacloud Technologies as the App Developer.

Mengalinga is a mobile application that serves as a platform for event organisers from the government and NGOs to promote volunteering opportunities and for volunteers to sign up through the app. It is a prime example of how technology can be harnessed to connect hearts and hands, enabling people from all walks of life to contribute to their communities in meaningful ways.

As of December 2024, there are over 6,500 registered volunteers on Mengalinga, and 204 organisations and over 750 events have been created since its launch.

Education Advancement Programmes

Baiduri Future Innovators

The Baiduri Future Innovators Scholarship, introduced in 2023, aims to empower and recognise exceptional students by providing them with financial support, industry exposure, and the Baiduri Future Innovators Award.

Through this initiative, we are able to nurture local talent and contribute to the development of future innovators in our community.

Donations to Schools

We began donations to schools in the early 2000s, where the Group sponsored students from Chinese schools as part of the Chinese New Year celebrations. This annual initiative has since expanded to include more private schools in the country with the aim of supporting students in need of financial assistance by sponsoring their annual school fees. Throughout the years, the Group has supported hundreds of students through this initiative. As of 2024, the Group has sponsored approximately BND25,000 annually under this initiative.

Over the years, Baiduri Bank has sponsored students from the following schools:

1. Chung Hwa Middle School
2. St George's School
3. St Andrew's School
4. Chung Hwa School, Tutong
5. Chung Hwa School, Kiudang
6. Chung Hua Middle School
7. Chung Hwa School, Labi
8. Chung Lian School
9. Chung Ching Middle School
10. St Angela's School
11. St John's School
12. St Margaret's School
13. Pai Yuek School

Arts and Culture

Sponsorships

Sponsorships by the Group for arts and culture aim to support and promote the local creative arts community, which in turn is hoped to support building a dynamic economy. Our sponsorship includes:

1. National Theatre Festival Brunei Darussalam, as the official Bank sponsor,
2. Brunei-China Art and Cultural Festival, as the venue sponsor, and
3. Borneo Bulletin Photography Contest, as the main Bank sponsor.



Community Sports

Sponsorships

The Group has participated a sponsor for the following events:

1. DPMM FC - sponsorship of BND30,000 in 2024 for the Singapore Premier League.
2. DPMM FC vs Guangxi Pingguo Haliao Guojing FC - sponsorship of BND10,000 in 2024 for a football friendly.

Economic

MSME empowerment and development is a key focus of our CSR Economic Pillar, fostering and facilitating the creation of a competitive and economically sustainable marketplace.

We contribute to building a conducive ecosystem for MSMEs through several flagship programmes:

Economic Pillar

Baiduri Enterprise Hub



The Baiduri Enterprise Hub, launched in 2023, is a dynamic co-working space designed to cater to the needs of emerging entrepreneurs. Equipped with modern amenities such as audio-visual equipment, hot-desking, discussion rooms, free Wi-Fi, and soundproof pods, the Hub provides a versatile environment for business growth. It also features a multi-functional space that can be transformed to host forums, panel discussions, talks, and workshops.

With a growing membership of 186, Baiduri Enterprise Hub aims to serve as a central hub where knowledge, expertise, and opportunities converge. Here, business owners can connect with like-minded individuals, explore potential collaborations, and participate in events and programs organised in partnership with the Hub's ecosystem partners to further develop their capabilities and take their businesses to new heights. One of our support for MSMEs through the Hub included sponsoring 10 booths at the MSME Festival in 2024.

MSME Empowerment Series

The Baiduri MSME Empowerment Series, launched in 2019, aims to empower local MSMEs to thrive amidst changing market conditions by deepening their entrepreneurial skills and strategic insights. The MSME Empowerment Series is a cornerstone of our CSR's Economic Pillar. Darussalam Enterprise (DARe) has been a partner of Baiduri Bank's MSME Empowerment Series since 2019, as part of its wider efforts to provide capacity building for local enterprises.

In 2024, we collaborated with the Brunei Economic Development Board (BEDB) through DARe to host a series of workshops and business clinics to provide local entrepreneurs with valuable tools, insights, and guidance to help them build sustainable and innovative businesses. The events focused on various aspects of business development, from strategy building and brand mastery to expanding into new markets and leveraging design thinking for leadership.

Throughout 2024, approximately 150 local MSME owners participated in the series, benefiting from interactive workshops, expert-led sessions, and one-to-one consultations tailored to their business needs. The events fostered a collaborative environment where entrepreneurs could engage with industry experts and fellow business owners, exchanging ideas and solutions to the challenges they face in today's competitive market.

Entrepreneurs Spotlight

In 2024, we collaborated with BizBrunei to launch the Entrepreneurs Spotlight initiative, aimed at increasing the visibility and publicity of local businesses, especially those that have participated in the Group's Business Banking programs or gone through the DARe programme. The initiative leveraged BizBrunei's platform to showcase the achievements, innovations, and entrepreneurial journeys of these MSMEs, giving them an opportunity to reach a broader audience.

Through the Entrepreneurs Spotlight, selected businesses were featured in articles that highlighted their unique stories, challenges, and successes. These features not only showcased the resilience and creativity of local entrepreneurs but also provided insights into their strategies for growth and innovation. The articles served as a valuable marketing tool, helping businesses enhance their online presence and attract new customers, investors, and potential partners.

One notable example from the Entrepreneurs Spotlight was the feature on a local sustainable farm that partnered with a teenager's AI solution to improve its marketing efforts. The farm leveraged AI to reach customers directly, streamlining its sales process and expanding its reach beyond traditional methods. This innovative use of technology demonstrated the dynamic, forward-thinking nature of Brunei Darussalam's MSMEs and how they are embracing digital solutions to enhance business operations.

Environment

Activities under the CSR Environmental Pillar are reported under **Our Planet** on page 21.

Process

Digitalisation and innovation

As we continue our journey towards becoming the leading and preferred financial partner, we remain committed to ensuring that our business processes evolve in line with the latest technological advancements. By embracing innovation, we strengthen our resilience in an ever-changing economic landscape, while delivering seamless, value-added services to our customers and fostering a dynamic learning environment for our employees.

In 2023, we initiated our transformative journey to upgrade our core and digital banking systems, transitioning from a legacy system to the cloud-native Temenos platform (Transact and Infinity). As the country's first bank to adopt a cloud-based Software-as-a-Service (SaaS) model for core banking, this milestone underscores our commitment to efficiency, innovation and future-ready banking solutions. The project is anticipated to be executed over multiple years. Several targets were met in 2024, including refining functional specifications, and implementing a microservice-based middleware to ensure seamless integration with cloud systems.

In addition to that, we continue to actively improve and enhance our internal processes and future-proof our banking services, with a strong focus on delivering quality financial services. Through digitalisation and process automation, we have managed to attain:

- Operational efficiency by minimising manual processes through automation,
- Regulatory compliance through streamlined processes and enhanced oversight
- Agility and flexibility in adapting to evolving business needs, and
- Scalability to support the Bank's growth trajectory.

Another key milestone in our transformation journey was the enhancement of digital capabilities through robotic process automation (RPA) and artificial intelligence (AI) automation, which commenced in 2021. This initiative has yielded significant advancements, including:

- 37 processes automated across the Group,
- Establishment of a Centre of Excellence for RPA,
- Developed reusable RPA templates to accelerate future automation,
- Reduced processing time for credit administration from 2,400 minutes per day to just 40 minutes,
- Improved issuance turnaround time for fully cash-secured guarantees workflow by over 300% and reduced human and operational resources required by more than 80%.
- Transformation of end-to-end loan process from application to disbursement for corporate loans, and
- Trained 29 certified citizen developers.

The advancements in our digitalisation and innovation efforts are complemented by our commitment to business continuity and financial security. In 2024, we established a Business Continuity and Disaster Recovery (BCP/DR) site at an offsite location. This multi-million-dollar facility houses our first dedicated BCP alternate site, a centralised archive, and a full-fledged backup data centre, ensuring seamless service continuity, robust data security, and greater operational efficiency. The site enables rapid recovery of critical data, applications, and infrastructure, ensuring uninterrupted banking services in the event of a disruption. The site also functions as our centralised document archiving system, allowing for secure storage, easy retrieval of records, and improved regulatory compliance.

To combat the rise of financial scams, in 2024, we introduced a cooling period for scam protection, an industry-first initiative that delays certain transactions, allowing customers to review and verify legitimacy before proceeding. This additional security layer reinforces our commitment to customer protection amid rising digital fraud threats.

As we advance into the future, we remain steadfast in our commitment to continuous transformation and improvements. By leveraging on automation and AI, the Group will continue to strengthen our resilience, efficiency and service excellence, ensuring that key processes remain efficient, accurate and scalable.

Customer experience

A part of our sustainability journey includes a strong commitment to enriching, empowering and engaging the communities we serve. This approach ensures that our business remains adaptable to revolving economic and technological landscapes, while continuing to deliver reliable and responsible financial services to all customers, regardless of their socio-economic background.

Our customer fair dealing framework is guided by BDCB's Notice for The Establishment of a Complaints Handling Function Within Financial Institutions, as well as our internal Standards on Disclosures of Products and Services Information. This framework ensures our customers receive transparent and reliable information to make informed financial decisions. Product disclosure materials are reliable and accessible via our website, and our relationship managers play a crucial role in guiding customers through the onboarding process.

We also recognise the importance of providing our customers with flexible ways to be connected. Our omnichannel strategy, which includes physical banking at our branches and digital touchpoints such as social media, WhatsApp, chatbots, call centres, and email, ensures our customers have convenient and inclusive ways to engage with us, whether digitally or in person.

To uphold the highest standards of service quality, the Group has established a dedicated team to investigate and resolve customer feedback efficiently. Our omnichannel strategy has enabled us to have multiple customer engagement channels. In 2024, the Group successfully resolved 92% of reported complaints within T+2 days, reflecting our unwavering commitment to customer satisfaction.

As part of our customer success strategy, we aim to foster financial inclusion and literacy. Our follow up calls with newly onboarded customers, particularly those less familiar with the Group's offerings, allow us to guide them through key product features and self-service options, such as the b.Digital and ATM services. These calls also serve as an opportunity to proactively identify and resolve potential concerns, reducing the effort required from customers and enhancing their onboarding experience. In 2024, we conducted 2,678 post-onboarding calls to customers who had recently completed account onboarding, card applications, and membership sign-up (Prestige) at our physical banking branches. The average Customer Satisfaction Score was 98%, reflecting our customers' satisfaction with their onboarding experience with Baiduri Bank.

As part of our continuous improvements, we introduced a UI/UX team in 2024 to enhance accessibility. This team focuses on streamlining our digital interfaces to meet the needs of users with varying levels of digital fluency and literacy, ensuring that every customer can confidently navigate our digital banking services.

Looking ahead, our efforts are focused on deepening customer trust and satisfaction through initiatives such as the launch of the Financial Wellness Hub in 2025, designed to further support the financial well-being of our customers and communities.



Planet

Reducing our carbon footprint

As of December 2024, the Group has made several strides towards being environmentally responsible, with the key highlight being the Baiduri Bank Headquarters awarded with the BCA Green Mark by the Building and Construction Authority of Singapore in September 2023.

The Baiduri Bank Headquarters was designed with sustainability aspects in mind, fostering an environment that enhances employee well-being, productivity and customer experience, while minimising negative environmental impacts. The Baiduri Bank Headquarters incorporates environmentally friendly features that align with the Group's broader commitment to sustainability.

Reducing our carbon footprint

Environmentally-friendly Features		Purpose
	Artificial turf at the Baiduri Eco Garden	Reduce negative environmental impacts such as excessive watering, use of chemicals and release of greenhouse gases as part of lawn maintenance.
	Solar panels around the perimeter of Baiduri South Lawn	Provide supplementary source of energy for lighting within the area.
	Rainwater harvesting system	Collect and recycle rainwater via an efficient rainwater harvesting system.
	Additional layer of façade on one side of the building	Create a buffer of captured air, providing shade to improve energy and cost efficiency.
	Landscaping around the external space	Increase heat absorption and enhance aesthetics of the building.
	Office spaces	Reduce the need for artificial lighting through well-designed architecture to maximise natural light exposure.
	Temperature is controlled at an optimal range of 22-24 degrees Celsius	Utilise air balancing system to ensure consistent output of clean air whilst maximising energy efficiency.

Environmental stewardship

As a responsible corporate citizen, we have undertaken several environmental initiatives through our CSR programme. This includes:

Environmental Pillar

Promoting sustainable consumerism through eco themed events

The Group champions sustainable entrepreneurship and mindful consumerism through two of our eco-themed events, Lokal Market and Santai Sahur.



Lokal Market serves as a platform for local businesses to embrace eco-friendly practices, with a focus on reducing single-use plastics and offering sustainable products and services. Consumers were also incentivised to use their own reusable containers through discounts provided by vendors. The Lokal Market also emphasised the use of cashless payments, as part of the Group's push towards digitalisation. In 2024, we strengthened these efforts by partnering with waste management companies and sustainability-driven brands to minimise the event's environmental footprint.

Santai Sahur, a unique late-night market during the month of Ramadhan, encouraged responsible consumption by supporting local vendors, reducing food waste, and promoting sustainable business practices.

Through these initiatives, we empower businesses and consumers to make environmentally conscious choices, driving long-term positive impacts within the community. As a result, in 2024, over 100 kilogrammes (kg) of paper, 40 kg of plastics, and 30 kg of aluminium were collected and recycled by our sustainability partner, Kawan Bumi. Additionally, 2 gallons of used cooking oil were collected and processed by Shaliz Waste Recycling Sdn Bhd.

Collaborations with other financial institutions

Baiduri Bank supported BDCB's Komuniti Industri Kewangan campaign in 2024 as a Platinum Partner in a river cleanup programme at Kampong Ayer, Bandar Seri Begawan. This initiative aimed to address waste pollution in Brunei Darussalam's iconic water village and support national efforts to preserve the country's natural environment through concerted efforts amongst the financial institutions.

During the cleanup, nearly 690 kilogrammes (kg) of trash were collected, highlighting the ongoing issue of waste accumulation in the area. As a Platinum Partner, Baiduri Bank played a key role in supporting the initiative, contributing resources and manpower to ensure its success. A significant number of Baiduri employees also participated, demonstrating our employees' strong commitment to environmental stewardship.



Bisaita Recycle

In its inaugural year (2024), the initiative successfully collected 190 kg of festive packets, highlighting strong public engagement and the growing awareness of sustainable practices.



Advocacy and leadership

The Group advocates for sustainable development by positioning itself as a champion, thought leader and strategic partner on both national and regional levels.

Membership to United Nations Global Compact

In 2024, we officially joined the United Nations Global Compact (UNGC), marking a significant milestone in our sustainability journey. Achieving sustainability is a shared responsibility that requires collaboration across industries and borders. Through the UN Global Compact, we look forward to working alongside global leaders, sharing best practices, and collectively addressing the challenges we face in building a sustainable future.

The UNGC is the world's largest corporate sustainability initiative. It supports businesses in aligning their strategies and operations with ten universal principles in the areas of human rights, labour, environment, and anti-corruption. By joining this initiative, organisations gain access to a network of global leaders and resources to build sustainable business strategies while contributing to the United Nations' Sustainable Development Goals (SDGs).



Strategic partnerships

Brunei Economy Programme

On a national level, we are a founding partner of the Brunei Economy Programme, a collaborative initiative led by the ASEAN and APEC Business Advisory Councils of Brunei Darussalam, in partnership with the Ministry of Finance and Economy (MOFE), aiming to foster economic growth, digitalisation, and sustainability in Brunei Darussalam. The BEP was established in 2022 to create a platform for engagement between the issues discussed at ASEAN and APEC meetings with the Brunei business community. The year-long programme mirrors themes discussed at ASEAN and APEC, such as economic growth, digital transformation, energy transition and working towards achieving Wawasan 2035.

The BEP is comprised of a series of events and activities, including:

- Brunei Business Conference**
The roundtable discussion was held in conjunction with the Brunei Business Conference, gathering a select group of experts, policymakers, and industry leaders from across Borneo to explore ways to enhance intra-Borneo trade and foster the development of a unified business community across the region.
- Brunei Digital Economy Forum**
Digital transformation remains a central focus in ASEAN and at APEC. The Forum is specifically tailored to align with ASEAN and APEC discussions, concentrating on key digital economy topics such as e-commerce, fintech, digital payments and cyber-security, among others.
- Brunei Sustainable Economy Forum**
SDGs, climate change and the business commitments to achieving net-zero form key discussion areas for Brunei Darussalam, ASEAN, and APEC. The Forum, developed in consultation with ASEAN and APEC Business Advisory Councils of Brunei Darussalam, was aligned with regional discussions, emphasising topics such as circular economy, energy transition, renewable energy, and SDGs.





TRANSFORM 2024

In 2024, we (as a Presenting Sponsor) collaborated with BEDB (as a Strategic Partner) and Archipelago Group (as a Logistics Partner) to convene the TRANSFORM 2024 programme. TRANSFORM 2024 is an entrepreneurship development program designed to provide opportunities for the advancement of Bruneian SMEs with a market presence and established customer base, as well as those that demonstrate the potential for scalability in the regional market. The programme is comprised of a series of workshops, masterclasses and a Town Hall Forum to provide entrepreneurs with insights on strategic branding, and methods to strengthen relationships and partnerships. The Town Hall Forum held in 2024, themed “Aiming Higher: How to Navigate a Changing Landscape”, saw more than 150 business owners, founders, entrepreneurs and managers of local SMEs from various industries are expected to attend, constituting a diverse representation of Brunei Darussalam economic sectors.

Thought leadership

As part of our commitment to environmental stewardship, we have actively contributed our expertise to various forums and events, fostering meaningful dialogue and nurturing talents in the field of sustainability. Our key personnel have participated as members, panellists and judges.

We are also members of the WC-CMD-ACMF Joint Sustainable Finance Working Group (JSFWG)’s Industry Advisory Panel (IAP), contributing to the development of the ASEAN Taxonomy for Sustainable Finance. On a national level, we are a representative on behalf of the Brunei Association of Banks to the Sustainable Development Goals (SDG) Advocates Group under the Prime Minister’s Office.

In 2024, our Deputy CEO, Consumer Banking, participated in a number of national forums as a panellist, namely: Directors Development Programme (DDP) – Forging a Future of Impact: Accountability in the Era of Sustainable Governance, Digital Economy Forum – The Future of Digital Trade in Brunei, Sustainable Future Forum – Mission Possible: Game Changing Ideas for Sustainable Future, Fostering Dialogue and Creating Partnerships for a Sustainable Future, and BSJV Commercial Network Day Beyond the Bottom Line: Creating Lasting Value in a Changing World.

In addition, our Head of Business Banking acted as a judge for the Shell Livewire Business Awards (since 2021) and BICTA (since 2022), as well as a mentor at the Brunei Mentors for Entrepreneurs Network and as a speaker at the 1st MSME Summit Brunei in 2024.



Our future

As we look towards the future, our commitment to sustainability remains steadfast. We continue to evolve our strategies and initiatives to create long-term value for our employees and the community we serve in, whilst ensuring we remain as responsible corporate stewards to the environment. In the coming years, we will be focusing our sustainability efforts on:

01 Reducing our carbon footprint through energy efficiency operations, responsible resource management and investments into environmentally friendly solutions. By continuously enhancing our emission reduction strategies, we aim to contribute to the country’s Nationally Determined Contribution to reduce the country’s greenhouse gas emissions by 20% relative to business-as-usual levels by 2030.

02 Our CSR programme plays a pivotal role in enabling and strengthening our sustainability initiatives, driving positive impact within the community we serve. We will continue to expand our CSR efforts through strategic partnerships and meaningful engagement to create a more inclusive and sustainable society.

03 A sustainable business model begins with people. Baiduri Bank is dedicated to fostering a strong culture of sustainability amongst our employees, stakeholders and the wider community we serve. Through continuous professional development programmes, education and internal awareness campaigns, we aim to empower our employees with the knowledge and skills necessary to sustain our business against the rapidly changing economic landscape, as well as to integrate sustainability into our employees’ daily operations and decision-making processes.

04 Innovation is key to driving transformation and maintaining a sustainable business model. We are committed to developing and enhancing the financial products and services that we offer to support sustainability-aligned growth. By integrating sustainability principles into our products and services offerings, we aim to empower businesses and individuals to make responsible financial decisions that contribute to a dynamic and sustainable Brunei Darussalam.



