The Strengths of **One Group.**
The Power of **One Brand.**

About This Report

OCBC is committed to accelerating the transition to a net-zero future, while conducting our business responsibly and bringing impact to our communities. We do this through our close engagement and collaboration with our customers and key stakeholders.

Scope

OCBC Group's Sustainability Report covers our approach to sustainability, as well as the initiatives and performance of our operations in key markets – Singapore, Malaysia, Indonesia and Greater China. This report covers the financial year ending 31 December 2023.

The disclosures in this report are provided at a consolidated level, covering all operations except Great Eastern Holdings, unless otherwise stated. Great Eastern Holdings, a subsidiary of OCBC Group and a publicly listed company, publishes a separate Sustainability Report that provides detailed Environmental, Social and Governance (ESG) data concerning its operations. We recommend that this report be read in conjunction with Great Eastern Holdings' sustainability disclosures for a full overview of our performance.

Where applicable, data from previous financial years are included for comparison. This report should also be read together with the OCBC Annual Report, which can be found here:

Please refer to our Annual Report for more information by scanning the QR code.

Reporting Framework

This Sustainability Report is prepared in accordance with the following standards, guidelines and regulations:

- Singapore Exchange (SGX) Securities Trading Limited Mainboard Listing Rules 711A and 711B on Sustainability Reporting;
- SGX Practice Note 7.6 Sustainability Reporting Guide (updated January 2022);
- Global Reporting Initiative (GRI) Standards: Topic and Universal Standards (updated 2021);
- GRI G4 Financial Services Sector Disclosures;
- Sustainability Accounting Standards Board (SASB) Standards for Commercial Banks; and
- Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

By aligning with the GRI Standards, we have applied the reporting principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability.

This Sustainability Report adheres to the above standards due to their global acceptance and adoption as well as their robust industry guidance, which allows for comparability against global and local peers. These standards also provide the framework to communicate relevant information to stakeholders on the Bank's ESG risks and opportunities.

OCBC acknowledges that climate change is one of the greatest environmental challenges facing society, businesses and the economy. By aligning our climate-related disclosures with the TCFD recommendations, we can articulate the climate-related risks and impacts to the Bank as well as the approaches taken to manage such risks and capture new opportunities. We have also taken SGX's proposed list of core ESG metrics as guidance in disclosing a common and standardised set of ESG metrics, and have aligned our ESG data disclosures accordingly.

As the Bank is a signatory to the United Nations Global Compact (UNGC) and its Ten Principles, our Communication of Progress (CoP) is also included in this report. By embedding the Ten Principles of the UNGC into our strategies, policies and procedures, as well as establishing a culture of integrity on topics such as Human Rights, Labour, Environment and Anti-Corruption, OCBC affirms our commitment and responsibilities to people and planet.

Data and External Assurance

To ensure the robustness and credibility of our ESG data, OCBC has an established internal review process. Additionally, we have sought external assurance on selected indicators that are material to our operations this year. Our external assurance report is on page 95. We will continue to improve on our ESG disclosures and may expand the scope of the assurance over time.

OCBC Mangrove Park is Singapore's first large-scale ecological mangrove restoration site which can help absorb carbon dioxide and protect our shorelines against erosion and storm surges.

Contents

Board Statement	**3**
2023 Key Achievements	**4**
Sustainability Highlights	4
Awards and Recognition	6
Our Approach to Sustainability	**7**
Our Sustainability Governance Structure	7
Our Approach	9
Stakeholder Engagement	11
Our Materiality Assessment Process	14
Accelerating the Transition to a Net-Zero Future	**16**
Climate Action	17
Responsible Financing	39
Sustainable Financial Solutions	43
Bringing Impact to Communities	**52**
Talent Management and Wellbeing	53
Workplace Diversity	61
Community Development	67
Conducting Our Business Responsibly	**72**
Cybersecurity and Data Protection	73
Fair Dealing	76
Financial Crime Prevention	78
Governance and Culture	80
Content Index – GRI | SASB | TCFD | UNGC | UN SDG	**83**
Assurance Statement	**95**
Glossary	**97**

Board Statement

Bringing impact to communities

In 2023, we continued to make progress in creating a better workplace and society. We **initiated the Grow Your Way Expedition**, a skills-first mobility initiative resulting in 12,000 activity completions by employees and a 75% rise in career awareness within the Bank. In Singapore, we **embarked on two long-term volunteering projects**, Families100 by OCBC and Care Corner ElderConnect, involving more than 1,200 volunteers to provide targeted assistance to 100 families and 3,500 seniors respectively. We **launched our inaugural non-conventional talent hire initiative** in Singapore, focusing on reintegrating mothers, caregivers and retirees, integrating persons with disabilities into the workforce, and providing career transition opportunities for retiring servicemen. In Indonesia, our Women Warriors Programme continues to **empower women entrepreneurs**, fulfilling their potential and promoting economic inclusion and gender equality. With over 1,300 women entrepreneurs supported to date, the programme has provided loans amounting to IDR 3.2 trillion ($270 million).

Conducting our business responsibly

We consider sustainability issues in OCBC's business and strategy, and we determine the material ESG factors. We oversee the management and monitoring of the material ESG factors as well as the execution of OCBC's sustainability strategy. In February 2023, we **established the Board Sustainability Committee (BSC)** to strengthen this oversight, working closely with the Sustainability Council to synergistically bolster efforts in managing and monitoring sustainability performance. In August 2023, we **appointed our first Group Chief Sustainability Officer** to actively lead our sustainability strategy, drive effective alignment across the Group and steer our efforts in supporting our clients' net-zero transition. We also **rolled out a first-to-market set of anti-malware security measures** on our OCBC digital app, preventing customer losses of over $2 million in Singapore.

The way forward

We will continue to focus on climate-related matters and weave environmental and social factors into our business. In partnership with our clients, we can meaningfully contribute to a Net-Zero ASEAN and Greater China by 2050 in an orderly and just transition. Working with our stakeholders, we can play our part in the creation of a vibrant ecosystem championing innovative sustainability solutions. By taking a One Group approach, we can deliver on our sustainability commitments and drive value and growth, across our multifaceted businesses – for now and beyond.

2023 Sustainability Highlights

Anchored by our purpose, values and ambition, we made significant progress on all three of our strategic imperatives. We delivered positive impact to the environment and our communities, and continued to proactively support our clients' journey towards a low-carbon future.

Accelerating the Transition to a Net-Zero Future

- Unveiled **science-based sectoral net-zero targets** for six key sectors
- Recorded **$56 billion** in sustainable finance commitments, **ahead of 2025 target of $50 billion**
- Launched the **OCBC 1.5°C loan**
- **More than 100** new sustainable finance transactions recorded in the year, totalling **$14 billion**
- Achieved **carbon neutrality** for our banking operational emissions by actively reducing our emissions and offsetting unabatable and residual emissions with carbon credits
- Organised the **OCBC Sustainability Innovation Challenge** and the **Emerging Enterprise Sustainability Award** in Singapore

Bringing Impact to Communities

- Initiated Grow Your Way Expedition, a **skills-first mobility initiative**, resulting in **12,000 activity completions** by employees and a **75% rise** in career awareness within the Bank
- Embarked on **two long-term volunteering projects**, Families100 by OCBC and Care Corner ElderConnect supported by OCBC, involving **more than 1,200 volunteers** to provide targeted assistance to **100 families and 3,500 seniors respectively** in Singapore
- Launched our inaugural **non-conventional talent hire initiative** in Singapore
- Empowered **over 1,300 women entrepreneurs** through our Women Warriors Programme in Indonesia

Conducting Our Business Responsibly

- Established the **Board Sustainability Committee** to strengthen our sustainability oversight
- Appointed our first **Group Chief Sustainability Officer** to strengthen our sustainability leadership and governance
- Rolled out a set of **first-to-market** anti-malware security measures on the OCBC digital app, **preventing customer losses of over $2 million** in Singapore
- Achieved the **Cyber Trust Mark (Advocate)**, a testament to OCBC's robust cybersecurity practices in Singapore

2023 Sustainability Highlights

Our Net-Zero Commitment

"Our sectoral net-zero targets are ambitious, quantitative and grounded in science. We will partner our corporate clients to meaningfully contribute to a net-zero ASEAN and Greater China by 2050 in an orderly and just transition."

Helen Wong, OCBC Bank Group CEO

OCBC is committed to driving the transition to a sustainable low-carbon world. Our aspirations are aligned with our clients' and we believe that supporting the climate transition is crucial to shaping the future. In line with our commitments as a member of the Net-Zero Banking Alliance, in 2023, we set ambitious, quantitative and credible net-zero targets for emissions arising from our portfolio across six high-emission sectors: Power, Oil & Gas, Real Estate, Steel, Aviation and Shipping.

Our Climate Action Journey

2023
- Set science-based decarbonisation targets for six sectors to achieve **net zero in financed emissions by 2050**
- Achieved **$56 billion** in sustainable finance commitments, **ahead of 2025 target of $50 billion**
- Established the **Board Sustainability Committee** and appointed the **Group Chief Sustainability Officer**

2022
- Became a **signatory** to the United Nations-convened, industry-led **Net-Zero Banking Alliance (NZBA)**
- Achieved **carbon neutrality** for the Bank's operational emissions

2021
- Became **first bank in Southeast Asia** to adopt the Poseidon Principles (PP) to accelerate decarbonisation of the Shipping sector
- Achieved **$34 billion** in sustainable finance commitments, **ahead of 2025 target of $25 billion**

2020
- Adopted internationally recognised risk management framework, the **Equator Principles**
- Launched the **OCBC SME Sustainable Finance Framework**

2019
- Became **first Southeast Asian bank** to cease financing coal-fired power plants
- Became **first Southeast Asian bank** to announce a target for its sustainable finance portfolio

2018
- Established **Responsible Financing sector policies and exclusions**

2017
- Launched **Responsible Financing Framework**

May 2023
Unveiled science-based decarbonisation targets for six sectors to achieve net zero by 2050

Sectors	2030 Target	2050 Target
Power	55% reduction	100% reduction by 2040
Oil & Gas*	35% reduction	95% reduction
Real Estate	Alignment Delta ≤ 0%	Alignment Delta ≤ 0%
Steel	13% reduction	94% reduction
Aviation	66% reduction	100% reduction
Shipping	Alignment Delta ≤ 0%	Alignment Delta ≤ 0%

* No new project financing for upstream Oil & Gas projects that are approved for development after 2021.

Awards and Recognition

ESG Indices and Ratings

- **AA rating** for MSCI ESG Ratings Assessment[1]
- **FTSE4Good constituent** in the FTSE4Good Developed Index
- **iEdge Singapore ESG Leaders Index constituent** by SGX Indices

Powered by SGX Index Edge

Selected Sustainability Awards and Accolades

Global/Regional

Steward Leadership 25 (SL25) List
Awarded by Stewardship Commons

World's Best Private Bank for ESG Investing 2023
Awarded by Euromoney

ASEAN SME Bank of the Year (13th consecutive year)
Awarded by Asian Banking & Finance

Best for ESG Investing in Asia
Awarded by Asiamoney

Singapore

Best Bank for Sustainable Finance – Singapore
Awarded by Global Finance

Best for Sustainable Treasury Solutions, Singapore
Awarded by CorporateTreasurer

Workforce Singapore's Most Valuable Advocate Award
Awarded by The Institute of Banking and Finance Singapore

Best-in-class: People-Centred, Innovation & Humanise for Large Enterprises & MNCs (Excellence Award)
Awarded by Singapore Human Resources Institute

Gold Standard for Learning & Development with Coaching & Mentoring
Awarded by Singapore Human Resources Institute

Gold Standard for Talent Management
Awarded by Singapore Human Resources Institute

Wellbeing Innovation Award 2023
Awarded by WorkWell Leaders

Cyber Trust Mark (Advocate)
Awarded by the Cyber Security Agency of Singapore

Malaysia

Malaysia's Bank of the Year 2023
Awarded by The Banker

Best Bank for Sustainable Finance – Malaysia
Awarded by Global Finance

Sustainable Infrastructure Award
Awarded by ESGBusiness

Indonesia

Indonesia's Bank of the Year Award 2023
Awarded by The Banker

SME Bank of the Year – Indonesia (10th consecutive year)
Awarded by Asian Banking & Finance

Best International Private Bank in Indonesia
Awarded by Asiamoney

Best for Family Offices Services in Indonesia
Awarded by Asiamoney

Best Corporate Governance Bank Indonesia 2023
Awarded by Global Banking & Finance Review

Greater China

Best Bank for Sustainable Finance – Hong Kong
Awarded by Global Finance

Green Deal of the Year – Hong Kong
Awarded by Asian Banking & Finance

Management Awards for Net-Zero Contribution (Banking Industry) – Visionary Blueprint towards Net Zero
Awarded by Hong Kong Quality Assurance Agency

Outstanding Award for Green and Sustainable Loan Structuring Advisor (Green Industries) – Visionary Green Loan Framework
Awarded by Hong Kong Quality Assurance Agency

2023 China Best ESG Employer Award
Awarded by AON

2023 DEI Excellence Award and Top 50 Employer for DEI
Awarded by the Employer Branding Institute

ESG Commendation Award
Awarded by Sing Tao News Corporation Limited

Award for Excellence in Governance
Awarded by Sing Tao News Corporation Limited

(1) The use by Oversea-Chinese Banking Corporation Limited of any MSCI ESG Research LLC or its affiliates ("MSCI") data, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement, recommendation, or promotion of Oversea-Chinese Banking Corporation Limited by MSCI. MSCI services and data are the property of MSCI or its information providers, and are provided 'as-is' and without warranty. MSCI names and logos are trademarks or service marks of MSCI.

Our Sustainability Governance Structure

Good corporate governance and risk management form the bedrock of a sustainable business and underpin long-term success. At OCBC, we are dedicated to upholding business integrity and we have embedded sustainability focus across the Board, Board Committees, Management and functional groups, enabling us to realise our sustainability ambitions through our Sustainability Framework.

We made significant progress in 2023 to enhance our sustainability governance structure. The objectives were two-fold: to strengthen oversight of sustainability matters at a strategic level; and to cultivate greater synergy and collaborations across functions to achieve targeted and impactful sustainability outcomes. With sustainability as a strategic priority, we established the Board Sustainability Committee to provide oversight and direction on sustainability imperatives. We also appointed our first Group Chief Sustainability Officer (GCSO) to actively lead our sustainability strategy, ensure synergy across the Group and guide our efforts in supporting our clients' transition to net zero.

Board Oversight

Board of Directors

- Provides oversight for the overall sustainability agenda and strategy at OCBC

Board Sustainability Committee

- Supports the Board in its oversight of the Bank's sustainability matters in conjunction with other relevant Board Committees
- Provides strategic direction on sustainability issues, with a focus on climate and environmental matters

Management Oversight

Sustainability Council

- Oversees the Group's Sustainability Strategy and provides approval for key strategic initiatives relating to sustainability, with a focus on climate and environmental matters

Sustainability Steering Committee

- Supports the Sustainability Council in the alignment, execution and reporting of key sustainability-related outcomes and initiatives for the Group

Our Sustainability Governance Structure

Board

The Board takes ultimate responsibility for and sets the organisation's strategic direction and execution for all aspects of sustainability at OCBC. In 2023, the Board Sustainability Committee (BSC) was established to support the Board in its oversight of the Bank's sustainability matters in conjunction with other relevant Board Committees. Chaired by an independent director, the BSC meets at least twice a year to provide strategic direction on sustainability issues, with a focus on climate and environmental matters. It approves and oversees the management and monitoring of ESG factors that are material to the business and considers the Bank's position on relevant emerging sustainability trends and issues. It also has oversight of the Bank's sustainability reporting including climate-related disclosures.

The BSC oversees the Bank's net-zero strategy including the relevant targets. Further, the BSC reviews the sector-specific decarbonisation strategies for six priority sectors to support our clients in the transition to a low-carbon economy.

The Board Risk Management Committee (BRMC) supports the Board in its oversight of the effective management of all the risks faced by the Bank, including ESG risks such as climate change. The management of ESG risks is described in our Responsible Financing Framework and Policies, which are reviewed and approved regularly by the BRMC.[1] The Board also oversees, through the Remuneration Committee, the human resource management policies and the policies governing the compensation of executive officers of the Bank and its subsidiaries, as well as the remuneration of senior executives and Directors. In its review, the Remuneration Committee may consider incorporating sustainability performance in the assessment of performance and compensation of senior executives.

All members of the Board have attended sustainability training[2] to ensure they have the relevant expertise to carry out their responsibilities and are keeping abreast of current and emerging sustainability issues such as climate and the environment. Beyond that, the Bank provides capacity building and training in sustainability-related topics across all levels of the organisation.

Management

Sustainability Council

The Sustainability Council (SC) is a management committee established to support the Board of Directors and the BSC in executing the sustainability strategy for the Bank. Chaired by the Group Chief Executive Officer, the SC comprises members of senior management, and is supported by the Sustainability Steering Committee (SSC). The SC oversees the Group's sustainability strategy and its implementation, including identifying and assessing sustainability-related risks and opportunities with a focus on climate and environmental matters. In addition, the SC ensures that the Group's material sustainability risks and opportunities are monitored through metrics on an ongoing basis and are effectively managed. The SC also provides strategic direction for the SSC. To ensure effective oversight of the Bank's sustainability progress and climate-related matters, the SC meets at least three times a year.

Sustainability Steering Committee

The SSC is a management committee newly established in 2023 to support the SC in the alignment, execution and reporting of key sustainability-related outcomes and initiatives for the Group. Chaired by the GCSO, the SSC comprises key leaders from the Group's business units and key subsidiaries in driving sustainability-related initiatives across the Group.

The SSC is responsible for the recommendation and implementation of Group's sustainability strategy, informing the SC of the Group's sustainability progress and advising the SC on sustainability-related matters. As the SSC comprises representatives from various business units across the Group, they are able to identify climate-related risks and opportunities that have the potential to impact the environment, society and the economy positively and negatively. The wide representation ensures that climate change-related issues are integrated into our decision-making process, escalated and addressed at the highest levels.

(1) Please refer to our Annual Report for more details on the Board Risk Management Committee. For additional information on our ESG Risk Assessment Process, please refer to our Responsible Financing chapter.
(2) Please refer to our Annual Report for more details on the Board's training.

Our Approach

We recognise that integrating sustainability into every aspect of our organisation is not just a responsible choice, but a strategic imperative. By embedding sustainability practices and principles into our operations, we can proactively manage risks, drive innovative financial solutions, build trust among our stakeholders and contribute to a sustainable future.

Our Sustainability Framework

In 2023, we refreshed our sustainability framework to sharpen our sustainability priorities and leverage synergies across our operations. The framework reflects core elements of our approach including our sustainability imperatives and the material ESG factors that we are prioritising to drive performance and impact.

Asia's Leading Financial Services Partner for a Sustainable Future

Our Sustainability Imperatives

Accelerating the Transition to a Net-Zero Future	Bringing Impact to Communities	Conducting Our Business Responsibly
Enable our clients' transition through strategic advisory, innovative financial solutions and ecosystem partnerships, across our multifaceted businesses	Create a dynamic workplace and society through championing people development and community advancement	Safeguard long-term stakeholder value through embedding responsible business practices and strong governance

How we Execute

Climate Action	**Talent Management and Wellbeing**	**Cybersecurity and Data Protection**
Responsible Financing	**Workplace Diversity**	**Fair Dealing**
Sustainable Financial Solutions	**Community Development**	**Financial Crime Prevention**
		Governance and Culture

LIFRR as Foundation of our Sustainability Framework

Lasting value	Integrity	Forward-looking	Respect	Responsibility

Our core values guide our approach to sustainability. We take a long-term view in our climate actions and community development efforts, delivering positive impact on the environment and the society in a responsible manner. Specifically, we proactively support our clients' net-zero transition and their aspirations for a low-carbon world.

Our Approach

WHY sustainability matters to OCBC

Purpose
Sustainability is at the heart of OCBC's business, anchored on our purpose to enable people and communities to realise their aspirations. We believe that our ambition to be Asia's leading financial services partner for a sustainable future can only be achieved if it is underpinned by our focus on sustainability.

Opportunity
As we help our clients achieve their aspirations, we future-proof our business, build competitive advantage and capture opportunities for growth. We aim to excel for sustainable growth, with our drive for the transition to a sustainable low-carbon world serving as a core strategic pillar.

Risk
Adopting a robust and holistic approach in the management of ESG factors is sound risk management. From credit and operational to regulatory and reputational risks, we understand the critical role that ESG risk management plays in building a resilient organisation.

Responsibility
Meaningfully contributing to a sustainable future is simply the responsible thing to do. As a financial institution with a comprehensive coverage in ASEAN and Greater China, OCBC is well-positioned to be a catalyst of change, mobilising our expertise and resources and partnering our clients to address the pervasive environmental, social and developmental challenges of our time.

WHAT sustainability means for OCBC

As a financial institution, we are clear on the role we can play to make a difference and are focused on our "ABC" sustainability imperatives.

Accelerating the transition to a net-zero future

As a financial institution that is a connector of capital, we recognise the critical enabling role that we play in the journey towards a net-zero future. Our aim is to enable our clients' transition through strategic advisory, innovative financial solutions and ecosystem partnerships across our multifaceted businesses.

Bringing impact to communities

We believe that we can bring impact and meaningfully contribute towards the sustainable development of our communities as well as the wellbeing and flourishing of our people. Our aim is to create a dynamic workplace and society through championing people development and community advancement.

Conducting our business responsibly

Effective stewardship and corporate governance is the bedrock of our stakeholders' trust in us and our duty as a responsible corporate citizen. Our aim is to safeguard long-term stakeholder value through embedding responsible business practices and strong governance.

HOW we deliver

Driving progress on material ESG factors

The execution of our sustainability efforts is guided by our material ESG factors. By effectively managing these risks and opportunities, driving performance and innovation, we can deliver on our strategic sustainability imperatives and create long-term value and growth.

Pursuing a partnership-based approach

We pursue a vigorous partnership-based approach. We believe that a more sustainable world can be created as long as we are united with our clients and communities in pursuing one. Collaboration is critical in addressing global sustainability challenges while partnerships are the most efficient way to magnify the impact of our individual actions and accelerate progress.

Living our values

The foundation of our sustainability framework is our values of Lasting Value, Integrity, Forward-looking, Respect and Responsibility. Serving as our compass, it guides us to embed sustainability throughout the Group and enables us to harmonise our growth ambitions with our responsibility towards stakeholders and future generations. By integrating sustainability at the core of our business, we can achieve sustainable growth, deliver enduring value to our stakeholders and play our part in building a sustainable future.

Stakeholder Engagement

Listening to those who journey with us

We place a high priority on understanding the insights and perspectives of our stakeholders, acknowledging their vital role in forging robust and enduring partnerships. The level of success for each sustainability initiative is correlated to the support and contribution of its stakeholders, which comprise customers, employees, investors, communities and regulators. By understanding the positive and negative impacts that our business has on our stakeholders, we aim to achieve a mutual understanding of expectations, both from our perspective and that of our stakeholders.

Through the various engagements with both our external and internal key stakeholder groups, we gain a deeper understanding of their diverse and evolving interests. Their invaluable inputs are instrumental in guiding our sustainability strategy, aiding in the determination of our material ESG factors as well as reporting of our sustainability performance and achievements.

Customers

We serve our customers by delivering clear and cost-effective banking services, as we continually enhance the overall customer experience. Our goal is to help individuals in managing and growing their wealth, support corporates in financial transactions and address their unique banking requirements.

Mode and Frequency of Engagement		Key Interests by Stakeholder Group	OCBC's Responses in 2023
●	Qualitative and quantitative surveys, interviews and workshops to better understand our customers and benchmark ourselves against competitors	• The provision of more sustainable finance products and robust thought leadership materials will help to emphasise OCBC's focus on helping customers transition to a low-carbon economy • As the world's digital transformation progresses, customers are placing greater emphasis on data protection and privacy, as well as financial crime prevention	• Introduced innovative sustainable finance products such as the OCBC 1.5°C loan to incentivise corporate clients to commit to internationally recognised, science-based net-zero decarbonisation pathways • Achieved the Cyber Security Agency's Cyber Trust Mark (Advocate) certification through the effective implementation of cybersecurity processes and controls across 22 domains within the Bank • Strengthened continuously our framework, policies and standards which adopt a whole-of-organisation approach to achieve cyber vigilance across the Group; these are complemented by Group-wide cyber and information risk training programmes, including our innovative Cyber Smart Programme which uplifts employees' knowledge, skills and behaviour in managing risks associated with cybersecurity, data loss and social engineering • Worked proactively with regulatory bodies such as the Anti-Scam Centre of the Singapore Police Force to identify scam victims, safeguard bank customers and minimise losses to financial scams • Conducted monthly reporting to senior management on customer service excellence and annual benchmarking against competitors Read more about our Sustainable Financial Solutions on page 43, Cybersecurity and Data Protection on page 73 and Financial Crime Prevention on page 78.
●	Customer service level performance and complaint tracking and problem resolution process/governance via multiple channels		
●	Cross-functional projects focusing on improving customer experience, ensuring service excellence and delivering our Brand Promise		
●	Employee training programme on human-centred design techniques to ensure our customers are the focus of the product development process		

● Regular ● Quarterly ● Monthly ● Annual ● Biennial ● Ad-hoc

Stakeholder Engagement

Employees

We acknowledge the importance of our diverse and skilled workforce in boosting our efficiency and output. Working in partnership with our employees, we are cultivating an environment that values diversity, creativity and a strong client focus, which in turn inspires greater ambition, initiative and accountability.

Mode and Frequency of Engagement	Key Interests by Stakeholder Group	OCBC's Responses in 2023
Employee Engagement Survey Quarterly e-mails from Group CEO on OCBC's accomplishments and objectives Divisional town halls Internal newsletter – OCBC Teller Focus groups and skip level sessions to obtain continuous feedback	• Employees highlighted the importance of embedding sustainability within the Group culture • As work gets automated and digitalised, employees anticipate opportunities to learn new skills and constantly upgrade their technical skills • Employees appreciate a supportive and diverse workplace culture, with opportunities for feedback, recognition of contributions and a sense of belonging within the organisation • Employees seek opportunities for professional development, career advancement and skill enhancement through training programmes, mentorship and learning initiatives	• Launched nine new certification programmes on sustainability in 2023 across OCBC Group, covering areas such as Sustainable Marketing, Media and Sustainability Stewardship • Organised the MyWellness Fiesta 2023 to promote the significance of holistic wellness and sustainable lifestyles, attracting over 5,300 participants • Conducted biennial employee engagement survey to gather feedback, enhancing our understanding of employee needs and identifying areas for improvement • Provided opportunities for career growth through programmes such as the LeAP programme, and the recently launched Grow Your Way, Build your Skills and Coaching for Growth programmes which guide employees in career and skills exploration • Provided opportunities through the non-conventional talent hire initiative, featuring three pilot programmes that provide employees with flexible work arrangements, comprehensive benefits and personalised tools and resources Read more about our Talent Management and Wellbeing on page 53 and Workplace Diversity on page 61.

Investors

We aim to deliver lasting value and robust returns for our investors. We rely on capital from various sources and aim to ensure that we provide our investors with regular updates on our strategic and financial progress. Our commitment to sustainability opens access to new markets. Through clear and consistent communication, we align our strategies with investor needs, enhancing mutual understanding and cooperation.

Mode and Frequency of Engagement	Key Interests by Stakeholder Group	OCBC's Responses in 2023
Financial reports and disclosure Annual Report Announcements/ Notices made on the Bank's website and SGXNet Meetings (inclusive of AGM with shareholders), conferences and roadshows Corporate Day	• As the demand for ESG from various investor-led institutions rises, investors are placing greater emphasis on quantifiable data to measure their investments in the short, medium and long term • Singapore remains the regional leader in the ASEAN sustainable debt market, accounting for 63% of cumulative ASEAN issuance[1] • Investors place confidence in OCBC's wealth management capabilities, allowing OCBC to differentiate itself in the field of sustainable financing • With an increasing focus on the sustainability agenda within the organisation, investors now expect executive remuneration to be linked to ESG performance	• Ensured data comparability for our disclosures against our global and local peers while adhering to industry guidelines and standards that are globally accepted and adopted; we also undertook various types of audits to gain assurance of the quality of our data • Enhanced our policies for the key sectors in relation to our investment practices to mitigate the Bank's exposure to climate-related risks and safeguarding the long-term value of our clients' assets • Partnered with World Wildlife Fund (WWF) to develop the Sustainable Private Banking and Wealth Management Tool (SPRING) to help private banks improve portfolio resilience and align to a low-carbon future • Set up a Board Sustainability Committee and appointed a Group Chief Sustainability Officer to ensure strong governance oversight over ESG matters • The Remuneration Committee may consider incorporating sustainability performance in the assessment of performance and compensation of senior executives Read more about our Responsible Financing on page 39, Sustainable Financial Solutions on page 43, Fair Dealing on page 76 and Awards and Recognition on page 6.

Regular | Quarterly | Monthly | Annual | Biennial | Ad-hoc

(1) Climate Bonds Initiative, ASEAN Sustainable Finance – State of the Market 2022.

Stakeholder Engagement

Communities

We aim to serve our communities by operating as a sustainable and responsible business that gives back through regular partnerships with various community groups that promote social and economic development. We strive to create value by contributing to the overall wellbeing and advancement of the communities we serve.

Mode and Frequency of Engagement	Key Interests by Stakeholder Group	OCBC's Responses in 2023
● Collaboration with partner organisations to conduct events or volunteer activities that have strategic long-term impact on beneficiaries (charity partners and educational institutions) and support the environment	• An ageing population and inflation remain the greatest concerns in Singapore • The topic of biodiversity conservation is gaining traction in the community • Interest lies in banks offering financial education programmes that empower community members with the knowledge and skills necessary for sound financial decision-making	• Sponsored WWF-Singapore's Conservation project in Sumatra, Indonesia that went towards restoring over 38,000 hectares of rainforest • Pledged more than $300,000 to provide education opportunities for 72 children at The Hut Limited (Singapore) • Expanded and integrated philanthropic offering through collaboration with Community Foundation of Singapore (CFS) to support our clients' philanthropic goals Read more about our Community Development on page 67.
● Evaluation and disbursement of donations and funds to beneficiary groups and ground-up efforts		

Regulators

We are dedicated to collaborating with regulatory authorities to ensure a functioning financial ecosystem. We ensure that our operations align with regulatory requirements, promoting stability and fostering trust in the financial sector.

Mode and Frequency of Engagement	Key Interests by Stakeholder Group	OCBC's Responses in 2023
● Regular meetings and consultations with regulators	• Amid increased efforts to combat climate change, regulators are placing greater emphasis on climate risk management and disclosure • Importance of having strong governance across various material topics with a focus on sustainability • As the demand for sustainable finance products increases, there is heightened awareness of the risk of greenwashing • As the world's digital transformation progresses, the importance of data governance and security in deterring cyber threats continues to rise	• Enhanced our climate-related financial disclosures, which are aligned with the recommendations of the TCFD • Complied with the enhanced SGX sustainability reporting rules that mandated sustainability training for all board directors of equity issuers listed on SGX • Improved OCBC's governance of Global Market Rogue and Unauthorised Trading to ensure adequate controls in place that are aligned with the various standard boards, Monetary Authority of Singapore (MAS) regulations and policies • Maintained a holistic organisational approach across risk governance, people, process and technology to ensure cyber risk is managed and cyber resilience is achieved Read more about our Climate Action on page 17 and Governance and Culture on page 80.
● Representation at industry forums and working groups		
● Regulatory reports		
● Audit reports		

● Regular ● Quarterly ● Monthly ● Annual ● Biennial ● Ad-hoc

Our Materiality Assessment Process

Focusing on what matters

In a dynamic ESG landscape, identifying relevant ESG factors is essential as they can have a significant impact and influence on banking performance and consequently impact the ability to create long-term value for stakeholders. At OCBC, we prioritise a long-term outlook and anchor our materiality assessment on a multi-stakeholder approach. We provide a holistic inside-out perspective on how our activities have an impact on the environment and society, and an outside-in perspective on how sustainability issues affect our business.

To fully assess the impact of the ESG factors on our stakeholders and operations, OCBC adopts a double materiality approach that captures both the financial and impact materiality of these factors. This double materiality approach not only provides us with a more holistic picture of the various financial risks and opportunities arising from each material factor, it also aids in identifying priority areas and integrating ESG risks and opportunities into our Group strategic planning and risk management processes.

In 2023, we engaged an external consultant to support our review and update of our material ESG factors and United Nations Sustainable Development Goals (UN SDGs). We conducted an examination of the relevance of each ESG factor on both our internal and external stakeholders and the impact of each ESG factor on them.

This approach ensures a nuanced understanding, enabling strategic decision-making and effective risk management.

What does materiality mean to OCBC?

Financial Materiality
Significant impacts on the Bank's prospects including its financial performance, financial position and cash flow.

Impact Materiality
Significant impacts caused by the Bank on the environment and people.

We identified a list of ESG factors relevant to OCBC based on industry trend reviews, engagement with internal and external stakeholders and peer benchmarking.

The ESG factors were prioritised based on their financial and impact materiality, using the following criteria:

- Potential long-term value for our stakeholders
- Influence on decision-making process of key internal and external stakeholders
- Likelihood and impact to OCBC's business strategies, financial planning, business model and outcomes, and business continuity
- Contributions to UN SDGs

The findings of the review were discussed and validated by the Sustainability Council before being presented to the Board for final approval.

As we progress on our sustainability journey and our business context changes, we will regularly review our material ESG factors to ensure they remain updated and relevant.

The material ESG factors and UN SDGs were reviewed by OCBC's senior management and business units in terms of their relevance and significance to the business from a financial and impact perspective.

Our Materiality Assessment Process

Results of the Review

As part of our Sustainability Framework review, we streamlined our material ESG factors to ensure a cohesive and impactful approach with our sustainability efforts. We merged certain factors sharing similar sustainability contexts and renamed some factors to better reflect the Bank's priorities.

Community Development covers the potential impact of the Bank's operations on the wider community. Given that Financial Inclusion forms an element of this impact on the wider community, it was merged with Community Development.

Employee Health, Safety and Wellbeing and Talent Management have been combined into one material ESG factor – Talent Management and Wellbeing as there are interlinkages between the two material topics.

Economic Contribution was removed as standalone factor as its impact features across several other material ESG factors.

Our updated material ESG factors were endorsed by the Sustainability Council and subsequently approved by the Board Sustainability Committee. As a result, we streamlined the 13 material ESG factors to a total of 10 material ESG factors and organised them within three sustainability imperatives.

Along with the effort to streamline material ESG factors to reflect OCBC's priorities, we also reviewed the UN SDGs in relation to OCBC's activities and initiatives. The Bank will focus on six UN SDGs where we can make the greatest positive impact in our core markets and create long-term value for our stakeholders. Read more in our UN SDG Content Index on page 91.

Selected UN SDGs

The material ESG factors and selected UN SDGs identified guide the implementation of our ongoing ESG efforts in 2023. Our achievements and progress made throughout the year are presented in the three sections according to three sustainability imperatives: **Accelerating the transition to a net-zero future**, **Bringing impact to communities** and **Conducting our business responsibly**.

OCBC Mangrove Park is Singapore's first large-scale ecological mangrove restoration site which can help absorb carbon dioxide and protect our shorelines against erosion and storm surges.

Sustainability Imperative:

Accelerating the Transition to a **Net-Zero Future**

In this section, we will cover the following material ESG factors:

Climate Action	**Charting a climate-resilient future.** The mitigation of financed and operational emissions while proactively addressing the associated risks and opportunities posed by climate change, reflecting a commitment to sustainable practices.
Responsible Financing	**Driving responsible growth.** The careful management of risks and the implementation of practices to ensure ethical and responsible lending.
Sustainable Financial Solutions	**Supporting our partners' climate aspirations.** The lending, advisory and investment offerings designed to facilitate the low-carbon transition, aligning financial activities with sustainability goals.

Accelerating the Transition to a Net-Zero Future

Climate Action

Charting a climate-resilient future

Why this is Material to Us

The escalating impact of human-induced climate change on both people and ecosystems underscores the clear, present, and pervasive nature of climate risk, emphasising the critical need for urgent and substantial emission reductions to decisively curb global warming. Climate risks including physical and transition risks can impact our customers and their financial health and cause financial and reputational risks for the financial sector. At the same time, the transition to a low-carbon economy presents a significant opportunity for financial institutions such as OCBC to collaborate with our customers and stakeholders in supporting global climate action and ensuring long-term value creation for our customers and society at large.

Opportunity and Risk Management

As a financial institution that is a connector of capital, we recognise that we have the responsibility and ability to play a critical enabling role in driving climate action.

We will manage the opportunities and risks of climate change by aligning our portfolio with our commitment to achieve net zero by 2050, enhancing our knowledge and capabilities in climate risk management and managing the Bank's operational environmental footprint. We continue to face challenges in obtaining accurate and complete data in the calculations. These challenges have not and will not deter us from intensifying our actions to achieve our net-zero ambitions.

With increased emphasis on the net-zero transition, we participated actively in the MAS' consultation on a set of supervisory guidelines on transition planning. We will review the Bank's relevant policies and processes to take into consideration clients' transitional activities, as industry practices, regulatory expectations and the knowledge base on transition planning evolve.

Our Climate Action chapter will focus on the following thematic areas:

- **Our net-zero commitment**
- **Managing our climate-related risks**
- **Managing our environmental footprint**

Our Targets and Performance

Our 2023 Targets	Performance Against Targets
Achieve net zero in financed emissions for six sectors by 2050	Reduction in emissions in six key sectors For more information, refer to our net-zero progress on page 18
Maintain carbon neutrality for OCBC's banking operational emissions	Maintained operational carbon neutrality by increasing adoption of renewable energy and sustainable technology For more information, refer to our environmental footprint on page 35
Receive Building and Construction Authority (BCA) Green Mark award for all OCBC Bank Singapore branches by 2030	Received BCA Green Mark award for OCBC Wisma branch and OCBC Tampines branch
Provide electric vehicle charging facilities to major Group-owned commercial buildings by 2025	Completed installation of electric vehicle charging points at most of the major Group-owned commercial buildings in Singapore, Malaysia, Indonesia and China[1]
Receive BCA Green Mark Healthier Workplace award for all Bank of Singapore's new offices	Received BCA Green Mark Healthier Workplace award (Gold) for Bank of Singapore's offices at OCBC Tampines Centre One and Two and Bank of Singapore Centre
Achieve 3% reduction from 2022's office paper usage within the Group offices for business operations	Achieved 7.9% year-on-year reduction in office paper usage within the Group offices for business operations

Achieved | On track

(1) OCBC Centre, OCBC Tampines Centre One and Two, Bank of Singapore Centre, Menara OCBC (Malaysia), OCBC Space (Indonesia) and OCBC Centre (China).

Accelerating the Transition to a Net-Zero Future

Climate Action: Our Net-Zero Commitment

OCBC recognises the critical role we play in influencing our clients' transition efforts and mobilising resources to actively support them in order to move us towards a sustainable and resilient future.

In May 2023, OCBC announced our first net-zero targets, articulating our expectations for our clients in emission-intensive sectors on their transition and our broad transition engagement plans for six priority sectors – Power, Oil & Gas, Real Estate, Steel, Aviation and Shipping. The targets are guided by robust decarbonisation pathways geared towards achieving a net-zero level of greenhouse gas (GHG) emissions while limiting global warming to 1.5°C. Our complete methodology, selection of pathways and target-setting approach be found in our net-zero publication: Partnering Clients towards a Net Zero ASEAN and Greater China.[2]

Our Net-Zero Progress Update

As a Net-Zero Banking Alliance (NZBA) signatory,[3] we are committed to disclosing our progress on the net-zero targets every year. We are pleased with the good progress made in the first year for each sector. It is noteworthy that we have reduced the absolute emissions in the Oil & Gas sector and the emissions intensity of the remaining five sectors.

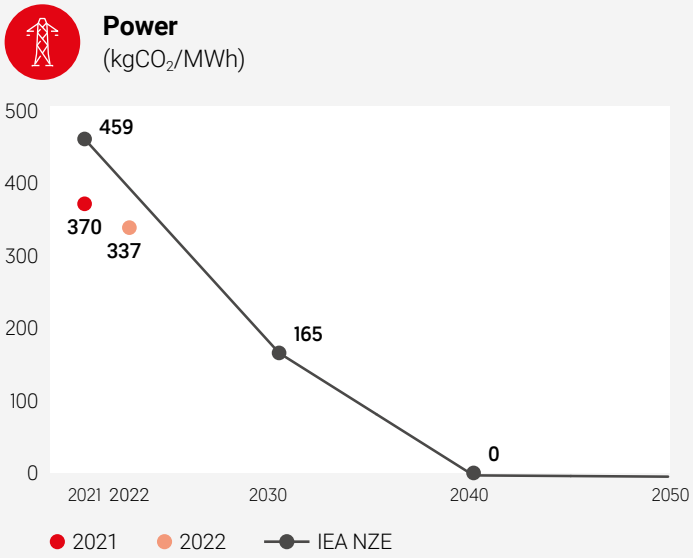
Sector	In scope	Emissions	Metric	Reference Pathway	Baseline (2021)	2022	2030 target	2050 target
Power	• Power generation companies • Power equipment manufacturers	• Scope 1 (generation) • Scope 3 (equipment manufacturers)	$kgCO_2/MWh$	IEA NZE	370	337	165	0 by 2040
Oil & Gas	• Upstream • Integrated	• Scope 1 • Scope 2 • Scope 3	$MtCO_2e$	IEA NZE	14.9	12.1	9.6	0.8
Real Estate	• Real Estate owner-operators • Financed buildings • REITs	• Scope 1 • Scope 2 • Scope 3 (tenant / plug load)	Alignment Delta (%)	CRREM	-5.3%	-1.4%	≤0%	≤0%
Steel	• Steel producers	• Scope 1 • Scope 2	$tCO_2/tSteel$	MPP – TM (regional)	1.93	1.76	1.68	0.12
Aviation	• Airline operators and lessors	• Scope 1 (operators) • Scope 3 (lessors)	$kgCO_2$/ passenger-km	IATA Fly Net Zero	0.261	0.097	0.088	0
Shipping	• Financed vessels	• Scope 1	Alignment Delta (%)	IMO – PP	+4.5%	-2.7% (previous trajectory) +11.2% (revised trajectory[4])	≤0%	≤0%

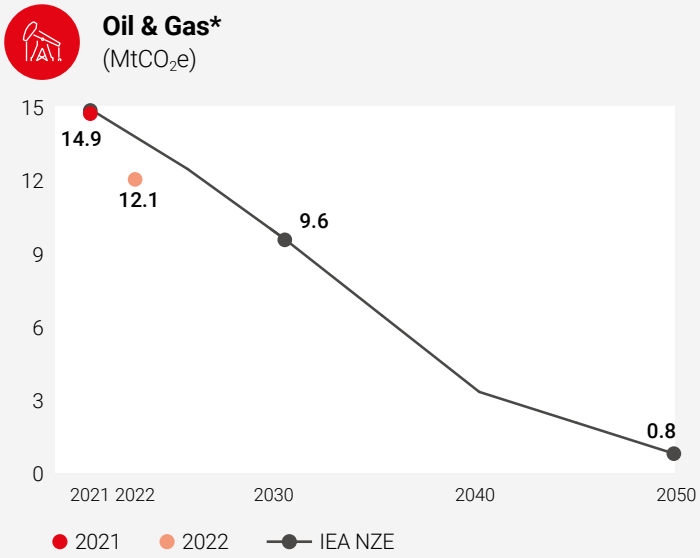
Note: The calculations for the Bank's financed emissions are based on our clients' reported emissions data, which are typically published at least three months after the end of the Financial Year. Given the lag time in reporting and time needed to consolidate, calculate and analyse the emissions data, our 2023 Sustainability Report showcases our 2022 financed emissions.

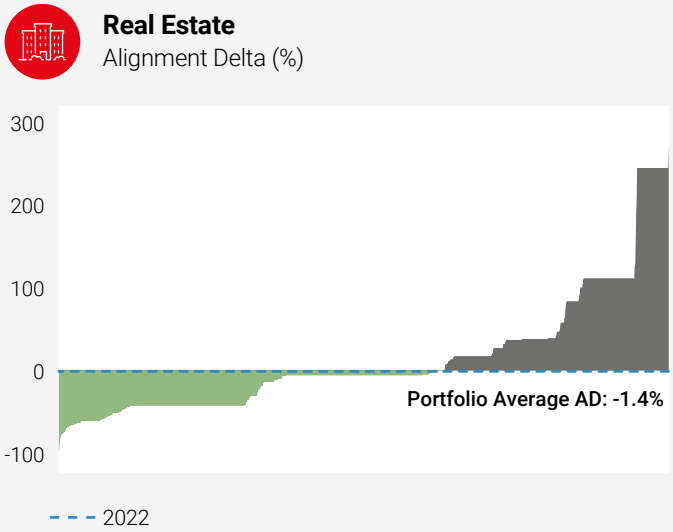
(2) OCBC, Banking on Net Zero – Partnering clients towards a Net Zero ASEAN and Greater China.
(3) UNEPFI, Net-Zero Banking Alliance.
(4) Revised trajectory refers to IMO's 2023 revised minimum trajectory.

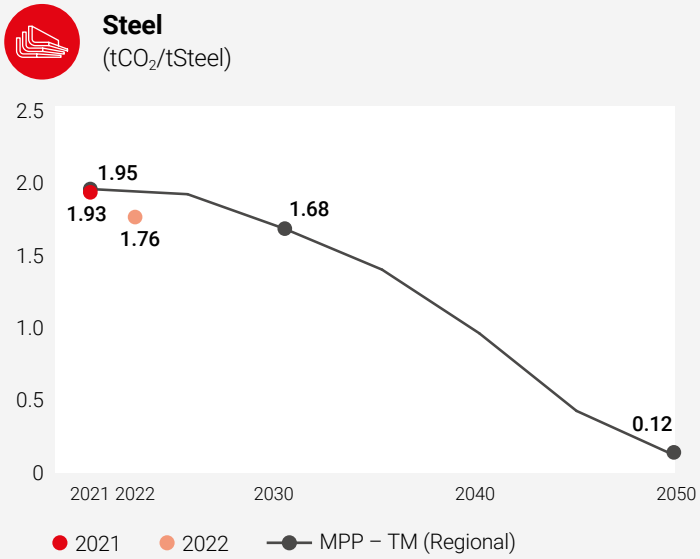
Accelerating the Transition to a Net-Zero Future

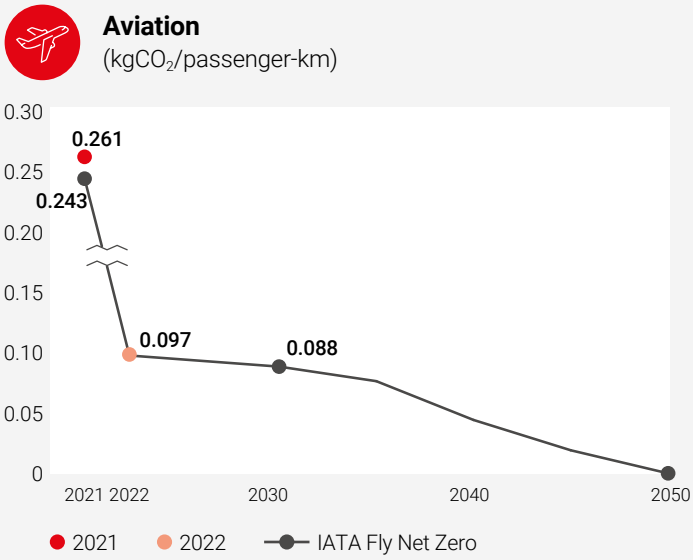
Climate Action: Our Net-Zero Commitment

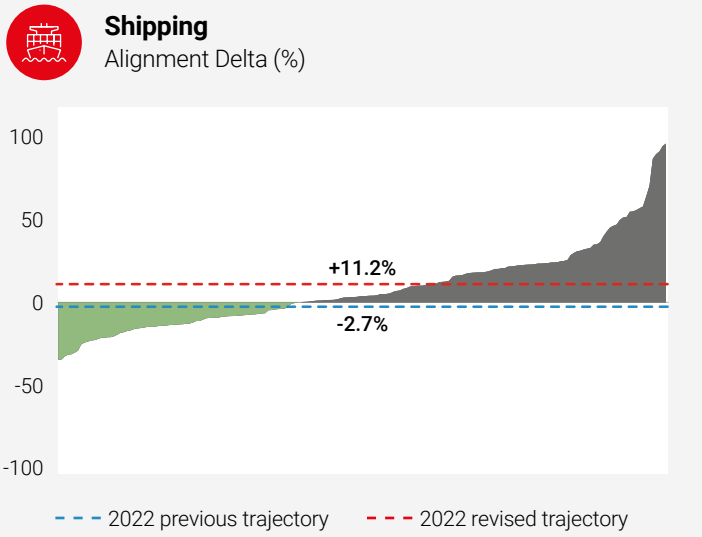












* In addition to an absolute emissions reduction target, OCBC will not extend project financing to upstream Oil & Gas projects that obtained approval for development after 2021.

Accelerating the Transition to a Net-Zero Future

Climate Action: Our Net-Zero Commitment

Power

The global outlook for the power sector shows a consistent increase in energy demand, especially in Asia, where it is expected to account for half of the world's electricity consumption by 2025.[5] Following a similar trend, Southeast Asia's energy demand is expected to increase by 60% by 2040 compared to the baseline of 2018. This will necessitate a concerted effort to upscale the deployment of renewables to meet the growing energy demand.[6] In 2023, the global renewable energy capacity observed a 50% surge to nearly 510 GW, with solar photovoltaic (PV) driving 75% of this growth, signalling a positive stride towards transitioning away from fossil fuels. However, gaps in existing policies and market conditions must be closed to achieve the COP28 goal of tripling renewables by 2030 and to meet the increasing energy demand.[7]

Despite these challenges, we achieved a significant reduction in our 2022 financed emissions for the Power sector. The 337 $kgCO_2$/MWh achieved is 20% lower than the IEA NZE reference pathway, positioning us favourably to achieve our interim 2030 target.

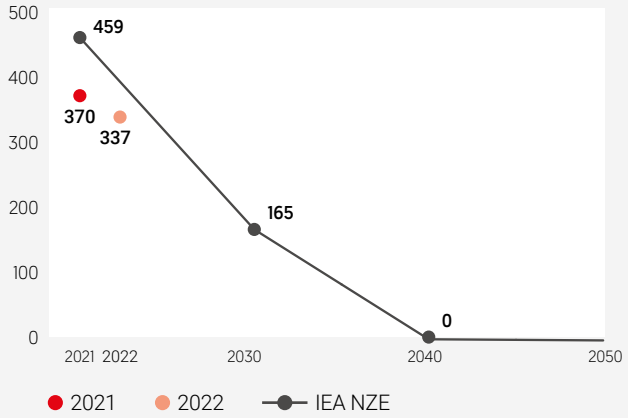
Sector coverage
- Power generation companies
- Power equipment manufacturers

Emissions scope
- Scope 1 (generation)
- Scope 3 (equipment manufacturers)

Metrics
$kgCO_2$/MWh

Reference pathway
IEA NZE by 2050

Power
($kgCO_2$/MWh)



Our Approach

Increasing clean electricity generation capacity is a critical mission in transitioning our economy. Access to affordable, reliable, safe and clean energy is a key social development driver, especially in emerging countries which represent the core markets that OCBC is present in. Therefore, we aim to support the dual aims of growing the power sector while reducing the emissions of our financing portfolio, to stay firmly within the net-zero pathway. To achieve this, we have set targets for reducing GHG emissions intensity from electricity generation companies and power equipment manufacturers, reaffirming our relentless support for clean energy generation.

Our Progress

Year	IEA NZE Reference	OCBC Targets	OCBC Position
2021 Baseline	459		370[8]
2022			337
2030	165	165	
2050	0	0	

In 2022, our Power sector's financed emissions intensity saw a reduction of 9% from the baseline of 370 $kgCO_2$/MWh to 337 $kgCO_2$/MWh. This outcome was only possible because of the continuous engagement with our clients in their transition journey, as well as in increasing our renewable energy portfolio.

Through our active engagements, we helped our clients to understand and navigate the potential challenges to successfully expand their renewable energy business as well as improving their operational efficiency. These intensified efforts have resulted in the overall reduction of the emission intensity of our portfolio for the integrated power generation clients by 6%.

(5) IEA, Electricity Market Report 2023 – Executive Summary.
(6) IEA, World Energy Outlook 2019 – Southeast Asia Energy Outlook 2019.
(7) IEA 50, Massive expansion of renewable power opens door to achieving global tripling goal set at COP28.
(8) The 2021 baseline was updated from 365 to 370 due to refinement of the baseline calculation and reference data points for more accurate results.

Accelerating the Transition to a Net-Zero Future

Climate Action: Our Net-Zero Commitment

Expansion of renewable energy capacity is a key driver for us; therefore, we continue to expand our renewable energy financing, venturing to new markets and supporting new technologies. While several renewable energy generation technologies such as solar and wind are already relatively mature, the challenge lies in scaling deployment of these technologies at the scale and speed required in the 1.5°C-aligned transition. Acknowledging headwinds such as intermittency, storage and grid infrastructure constraints, we remain committed to directing capital toward technologies that facilitate the significant scaling up of renewable energy and its supporting infrastructure.

While we are supporting clean energy deployment and business transition, the fact remains that 60% of the electricity in Asia is generated from coal, with almost seven million people employed in the coal value chain.[9] Notwithstanding that, since 2019, we do not provide new financing or refinancing for coal-fired power plants and have expanded the prohibition over the years. We recognise that a net-zero future is not viable without first addressing existing coal assets in this region. To contribute to the industry's efforts in tackling this complex challenge, OCBC joined TRACTION (Transition Credits Coalition), a coalition convened by the MAS to explore commercially viable ways to finance the early retirement of coal-fired power plants.

Taiwan solar project: Floating solar project in Taiwan's Changhua Coastal Industrial Park.

(9) MAS, Developing the Ecosystem for Energy Transition.

Accelerating the Transition to a Net-Zero Future

Climate Action: Our Net-Zero Commitment

Oil & Gas

The international energy crisis has brought energy security to the forefront of policy discussions. Global oil demand has increased from 99.4 million barrels per day (mb/d) in 2022, to 101.7 mb/d in 2023, and is expected to reach 102.8 mb/d in 2024.[10] However, this rising trend is starting to slow down. By 2030, gas demand is expected to increase as it serves as a transitional fuel, potentially leading to a decrease in coal consumption.

The transition from fossil fuels to alternative, cleaner energy sources is crucial to achieving net-zero emissions. New technologies and solutions are constantly being developed to reduce GHG emissions, which will help accelerate the transition efforts. However, with the parallel importance of ensuring energy security amid market volatility, we need to ensure an orderly transition away from the burning of oil and gas in order to provide a resilient long-term solution.

In 2022, our financed emissions for Oil & Gas achieved a substantial reduction of 19%, placing us on track to meet our 2030 interim target.

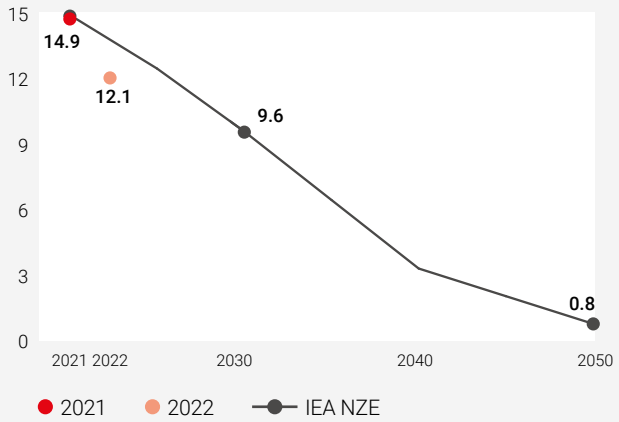
Sector coverage
- Upstream
- Integrated

Emissions scope
- Scope 1
- Scope 2
- Scope 3

Metrics
$MtCO_2e$

Reference pathway
IEA NZE by 2050

Oil & Gas
($MtCO_2e$)



Our Approach

We are committed to working closely with our clients, supporting those who are taking an active role in transitioning towards net zero as we recognise that conventional use of oil and gas has a limited role in the net-zero future. To underscore this view, instead of setting just one target like most of our peers, we have set two clear ones; the first is a reduction in the absolute financed emissions and the second is to not extend project financing to upstream oil and gas projects that obtained approval for development after 2021, in alignment with the IEA net-zero scenario. This sends a clear signal to the market and our clients on our position for the Oil & Gas sector.

Our Progress

Year	OCBC Targets	OCBC Position
2021 Baseline		14.9[11]
2022		12.1
2030	9.6	
2050	0.8	

Our 2022 financed emissions for Oil & Gas reduced by 19% from our baseline of 14.9 $MtCO_2e$ to 12.1 $MtCO_2e$. At this pace, we expect to meet the 2030 interim target of a 35% reduction from our 2021 baseline, set in line with the IEA NZE reference pathway. The reduction in our absolute financed emissions is due to two main factors.

Firstly, the reduction is reflective of the gradual shift in overall portfolio as we support the transition of our Oil & Gas clients as they pivot their businesses.

Secondly, the high oil prices stemming from production cuts in Saudi Arabia and Russia have led to an increase in our clients' total assets. Referencing our Oil & Gas methodology,[12] this leads to a reduction in the Bank's share of our clients' total emissions.

The transition of the Oil & Gas sector entails the exploration of new technologies and venturing into new business activities. We will continue to work with our clients and we stand committed to supporting them in their transition journey.

(10) McKinsey, Global Energy Perspective 2023.
(11) The 2021 baseline was updated from 14.8 to 14.9 due to refinement of the baseline calculation and reference data points for more accurate results.
(12) Please refer to page 21 of our net-zero publication: Partnering Clients towards a Net Zero ASEAN and Greater China.

Accelerating the Transition to a Net-Zero Future

Climate Action: Our Net-Zero Commitment

Co-creating innovative sustainable solutions with businesses

The three winners of the OSIC are Nunam Technologies' second-life battery solution that repurposes used EV batteries as energy storage solutions, Bia Power's smart charging algorithm that monitors, plans and optimises EV charging loads, and Pili Seal's industrial-grade 2-in-1 sealant adhesive, Pili Seal, developed from spent pili resin, a by-product of the hydrodistillation of Pili tree sap. The winners of the OSIC will begin piloting their solutions with TotalEnergies in the first half of 2024; they will be fast-tracked into the final jury phase of TotalEnergies On, the company's start-up accelerator programme dedicated to electricity businesses at Paris-based STATION F – the largest start-up campus in the world.

Winners of the OCBC Sustainability Innovation Challenge 2023 with Mr Steve Kyaw, Head and Managing Director, Hutchinson Research and Innovation Singapore (first from left); Ms Elodie Renaud, Managing Director, Renewables Distributed Generation Asia, TotalEnergies (fifth from left); Mr Tan Teck Long, Head of Global Wholesale Banking, OCBC (sixth from left); Mr Franck Vitte, Managing Director, TotalEnergies Charging Services Singapore (seventh from left); Her Excellency Ms Tang Minh-di, the Ambassador of France to Singapore (eighth from left); Mr Liang Ting Wee, President, Marketing & Services, Asia-Pacific & Middle East and Singapore Country Chair, TotalEnergies (ninth from left); and Mr Mike Ng, Group Chief Sustainability Officer, OCBC (tenth from left).

Accelerating the Transition to a Net-Zero Future

Climate Action: Our Net-Zero Commitment

Real Estate

Our core markets will see a significant growth of real estate assets with the continuation of rapid urbanisation taking place within Asia. While this poses great environmental challenges, there are opportunities for our Real Estate clients to do well by doing good. OCBC has set a clear and credible transition pathway for the sector and our clients.

OCBC continues to take a proactive approach with our clients and their transition. We have increased our financing of greener assets and engaged our clients on their transition plans.

As a Bank, we have a positive track record with our clients in the sector, forging trusted and lasting relationships across the entire built environment (Real Estate and construction) value chain. We work closely with our clients in developing innovative financing solutions and in providing thought leadership and transition engagement.

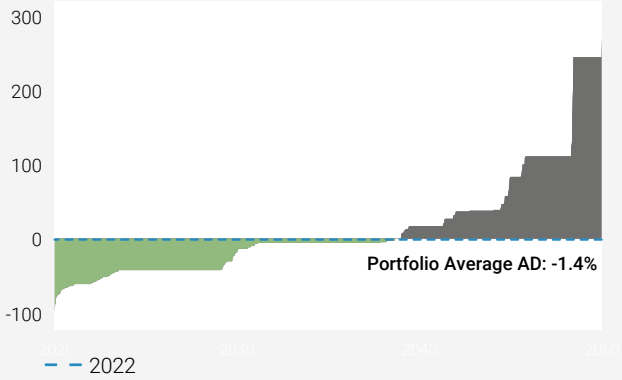
Sector coverage
- Real Estate owner-operators
- Financed buildings
- REITs

Emissions scope
- Scope 1
- Scope 2
- Scope 3 (tenant/plug load)

Metrics
Alignment Delta based on percentage

Reference pathway
CRREM

Real Estate
Alignment Delta (%)



Our Approach
For the Real Estate sector, we have used an Alignment Delta (AD) metric to reflect the highly heterogeneous nature of the sector. A hotel in Hong Kong has a different emissions profile compared to a retail mall in Singapore, and as such are not directly comparable. Using AD ensures each asset is compared with its own reference pathway, which takes into account asset type and location.

Our Progress

Year	OCBC vs CRREM	OCBC Position
2021 Baseline		- 5.3%[13]
2022		-1.4%
2030	≤0%	
2050	≤0%	

Our portfolio analysis uses both direct data and national statistics. In 2022, our portfolio AD was -1.4%, which means our portfolio is performing better than the reference pathway as a whole. This is testament to our proactive approach to financing greener and more efficient buildings.

Where we do not have direct data, we remain dependent on governments publishing accessible data more frequently and in a timely manner. Where national statistics are available, we started to observe a divergence between them and the reference pathways across several of our markets including Hong Kong, USA, and Australia. This highlights the wider data challenges the industry is facing.

Looking ahead, OCBC will deepen our collaboration with our clients. We will focus on enhancing our industry-leading transition advisory capabilities. This includes aiding clients in understanding their current position, evaluating the retrofit potential of their properties and identifying any ambition gaps that must be addressed to align with their 1.5°C pathway. These engagements will also enable us to better capture direct data from our clients, helping to improve the data coverage of our portfolio.

Supporting our Clients
Guided by our streamlined decarbonisation toolbox, we have initiated critical measures focusing on new and existing buildings, accelerating building electrification and energy transition, while mitigating other GHG emissions. These strategic actions are fundamental to driving early-stage decarbonisation within the sector.

(13) The 2021 baseline was updated from -8% to -5.3% due to refinement of the baseline calculation and reference data points for more accurate results.

Accelerating the Transition to a Net-Zero Future

Climate Action: Our Net-Zero Commitment

Republic Plaza, CDL's flagship development in the heart of Singapore's central business district.

OCBC supported Katong Holdings in achieving the BCA Green Mark 2021 Platinum rating for Katong Square.

Climate Action: Our Net-Zero Commitment

Steel

Steel is one of the key building blocks of urbanisation and the modern economy. In the past decade, China has had the largest share of world's crude steel production (c.54% as of 2022) as well as the greatest steel demand (c.52% of the global total).[14]

We believe that the proliferation of international market interventions, designed to differentiate the prices of green and conventional steel products, will facilitate the transition of the sector. An example of one such lever is the European Union (EU) Carbon Border Adjustment Mechanism, which is set to be rolled out in phases starting early 2024.

Our 2022 financed emissions intensity for the Steel sector is 1.76 tCO_2/tSteel. At this pace, we are outperforming the reference pathway by 8% and on track towards delivering our 2030 target.

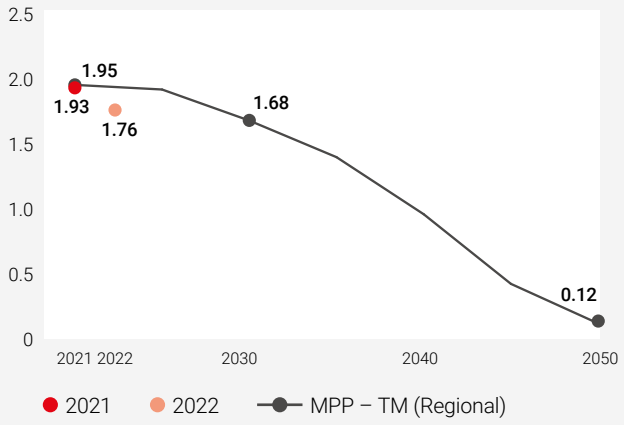
Sector coverage
- Steel producers

Emissions scope
- Scope 1
- Scope 2

Metrics
tCO_2/tSteel

Reference pathway
MPP – TM (regional)

Steel
(tCO_2/tSteel)



Our Approach

For the Steel sector, we have selected a physical emissions intensity target to reduce the CO_2 emissions intensity associated with steel manufacturing (tCO_2/tSteel) to support growing demand for steel while encouraging lower-emissions production processes.

Our Progress

Year	MPP – TM Reference	OCBC Targets	OCBC Position
2021 Baseline	1.95		1.93
2022			1.76
2030	1.68	1.68	
2050	0.12	0.12	

Our 2022 financed emissions intensity for the Steel sector reduced by 8% from our baseline of 1.93 tCO_2/tSteel to 1.76 tCO_2/tSteel.

The decrease in financed emission intensity is a result of a strategic shift in our exposure, tilting our overall steel portfolio towards clients with well-defined transition plans and lower emissions intensity per tonne of steel produced. The reduction in emission intensity can also be attributed to steel producers in our key markets moving towards lower-carbon steel production, national grid decarbonisation, or a combination of both.

The solution for decarbonising the Steel sector will be centred around recycling of scrap steel and adopting cleaner, less carbon-intensive production technologies such as Electric Arc Furnace (EAF) and green hydrogen. The decarbonisation of energy grids around the world will be another powerful enabler for the transition of the Steel sector.

We are committed to directing capital to low-carbon steel production and working with our clients to prepare for a more circular, less carbon-intensive Steel sector that is aligned with the goals under the Paris Agreement. In particular, we will continue to improve data availability, which will enhance the quality of and confidence in our financed emission data.

(14) UNESID, World Steel in Figures 2023.

Climate Action: Our Net-Zero Commitment

Sheet piles manufactured by MHZ use 20% less steel than traditional sheet piles.

However, challenges exist in ensuring the reuse of sheet piles. Often, they are left in the ground after foundations are completed or scrapped prematurely. To tackle this issue, Mlion developed and launched two industry solutions in 2023:

- **GoListid**: This business-to-business (B2B) steel marketplace matches the supply of pre-owned steel materials with those in need, reducing the premature scrapping of perfectly reusable steel products. This eliminates the need for new steel production.
- **GoTagID**: This tagging solution reduces barriers to recycling and reuse of steel products, particularly structural steel materials. It enables the tracing of data such as steel composition, past inspections and test results, and location tracking of steel members. This allows for retrievability and verification of materials for reuse.

GoTagID solution promotes reusability of steel products and simplifies the recycling processes.

Mlion exemplifies the approach that we champion with our clients across all sectors. They focus on developing innovative solutions to industry issues, supported by our own innovative financial sustainability and transition solutions.

Accelerating the Transition to a Net-Zero Future

Climate Action: Our Net-Zero Commitment

Aviation

The global volume of air travel is expected to finally exceed pre-Covid levels in 2024 as the Asia Pacific region makes a full recovery[15]. In the long run, global passenger traffic looks set to double by 2040[16].

With this rapid growth and the sizeable emissions footprint, we have to harness the power of innovation and collaboration to develop cleaner ways of flying. This includes scaling the switch to alternative fuels and developing increasingly efficient aircraft for the sector to continue being a catalyst for global connectivity and socio-economic growth.

A key priority for the Aviation sector is to increase the production and consumption of Sustainable Aviation Fuel (SAF). The regulatory push from the EU for all aircraft at EU airports to use a minimum share of 2% SAF starting in 2025 and increasing it every five years to achieve 70% by 2050 will accelerate SAF adoption efforts.

In 2022, we remained on track to meet our 2030 interim target, achieving a financed emissions intensity of 0.097 $kgCO_2$/passenger-km.

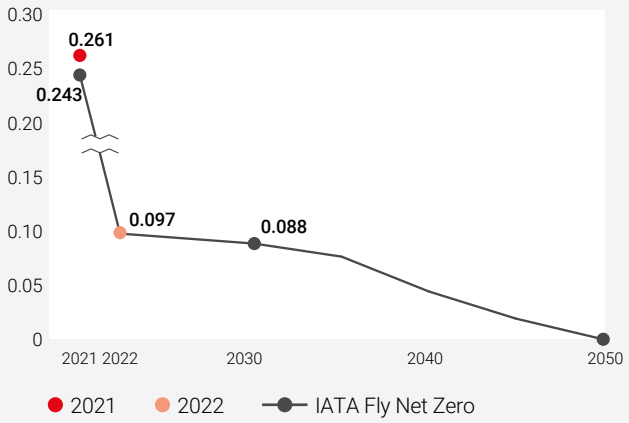
Sector coverage
- Airline operators and lessors

Emissions scope
- Scope 1 (operators)
- Scope 3 (lessors)

Metrics
$kgCO_2$/passenger-km

Reference pathway
IATA Fly Net Zero

Aviation
($kgCO_2$/passenger-km)



Our Approach

Aviation, despite its emissions, is a key enabler for global trade and connecting people to places. We are committed to partnering with our clients in their decarbonisation journey and seizing the new opportunities that arise from the transition. This is why we are setting a physical emissions intensity target to reduce CO_2 emissions intensity, measuring the emissions per person and travelled distance ($kgCO_2$/passenger-km).

Our Progress

Year	IATA Fly Net Zero Reference	OCBC Targets	OCBC Position
2021 Baseline	0.243		0.261
2022			0.097
2030	0.088	0.088	
2050	0	0	

Our 2022 financed emissions intensity saw a significant improvement from our 2021 baseline, with a reduction of 63% from 0.261 $kgCO_2$/passenger-km to 0.097 $kgCO_2$/passenger-km. This sets us in line with the International Air Transport Association (IATA) Fly Net Zero reference pathway, putting us on track to achieve our target of 0.088 $kgCO_2$/passenger-km by 2030. The significant improvement reflects the rebound of this sector as the Covid restrictions have eased and passenger loads have since increased.

Despite the positive development in 2022, decarbonisation in the Aviation sector remains challenging, due to lack of commercially viable decarbonisation solutions that the industry can adopt immediately. We remain confident in our clients' decarbonisation efforts as many of them are already adopting or have committed to adopt these actions:

- Increasing the use of SAF
- Renewing aircraft fleets to younger fleets that are more fuel efficient
- Retrofitting older aircraft to improve fuel efficiency
- Reconfiguring aircraft operations to improve efficiency, such as by optimising flight routes
- Voluntarily participating in the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) before mandatory implementation of the scheme

We will continue to work with our clients to implement further measures to reduce their emissions.

(15) Straits Times, Global air travel will finally surpass pre-Covid levels in 2024, experts say.
(16) IATA, Global Outlook for Air Transport – December 2023 Report.

Accelerating the Transition to a Net-Zero Future

Climate Action: Our Net-Zero Commitment

Shipping

Ships carry 90% of the world's trade,[17] with global freight demand expected to triple by 2050.[18] The shipping sector contributes around 3% of all global GHG emissions,[19] with 99% of energy demand from the sector still met by oil products today.[20]

Most significantly in 2023, the International Maritime Organisation (IMO) revised its GHG reduction strategy in July,[21] aiming to reduce the GHG emissions levels to net zero by or around 2050, which is aligned with the well-below 2°C scenario of the Paris Agreement. The updated strategy expands the scope of the GHG emissions reduction target, to well-to-wake emissions,[22] and introduced a new target to increase the uptake of zero or near-zero GHG emissions fuels. This move was welcomed by PP signatories, among whom OCBC remains the only Singapore bank.

In 2022, our portfolio outperformed the initial trajectory. While the revised trajectory reflects the industry's ambition to achieve net zero, in our first assessment, we are pleased to share that we are one of the top four signatories globally in terms of alignment and the top in Asia.

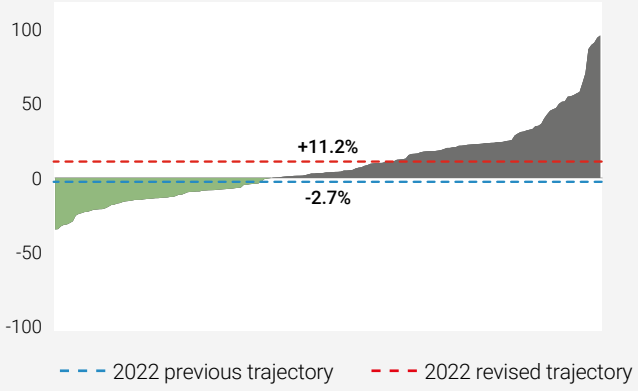
Sector coverage
- Financed vessels under the purview of IMO[23]

Emissions scope
- Scope 1 from fuel burn

Metrics
Alignment Delta based on percentage

Reference pathway
IMO Initial Strategy on reduction of total annual GHG emissions by at least 50% by 2050 based on 2008 levels – adjusted for Poseidon Principles

Shipping
Alignment Delta (%)



Our Approach

As a PP signatory, our financed emission targets are guided by the PP. Hence, we are measuring AD to cater to diverse emissions characteristics of different vessels that cannot be substituted. To support the growth of this critical transport mode while reducing overall emissions, we track the Annual Efficiency Ratio (AER) of each vessel, which is compared with the relevant benchmark.

Our Progress

Year	OCBC vs IMO – PP	OCBC Position
2021 Baseline		+4.5%
2022		-2.7% (previous trajectory) +11.2% (revised trajectory)
2030	≤0%	
2050	≤0%	

In 2022, we made substantial improvement in our Shipping portfolio AD from our +4.5% 2021 baseline to -2.7%, which is better than the reference pathway. This is partly attributed to the normalisation of markets from the effects of Covid towards the end of 2022, especially in the Container segment. In 2022, we remain committed to our clients as they renew their shipping fleets in preparation for the transition to low-carbon fuels. The majority of the new vessels that we now finance are dual-fuel vessels. Our active engagement with clients has contributed to our clients' ongoing efforts to improve their AER by upgrading their vessels and adopting newer technologies and low-carbon fuels.

(17) International Chamber of Shipping, Shipping and world trade: driving prosperity.
(18) International Transport Forum, Transport demand set to triple, but sector faces potential disruptions.
(19) Poseidon Principles, Annual Disclosure Report 2022.
(20) IEA, International Shipping.
(21) IMO, 2023 IMO Strategy on Reduction of GHG Emissions from Ships.
(22) Well-to-wake emissions include GHG emissions related to every stage in the life cycle of a fuel, from production until it is used to fuel a vessel.
(23) Vessels of 5,000 gross tonnage and above which have an established PP trajectory whereby the carbon intensity can be measured with the IMO Data Collection System.

Accelerating the Transition to a Net-Zero Future

Climate Action: Our Net-Zero Commitment

In July 2023, the IMO revised its Strategy on Reduction of GHG emissions from ships, and as a signatory, we will disclose our progress on transition using the revised trajectories as well. Our updated progress can also be found in the Poseidon Principles Annual Disclosure Report 2023.

This is not without challenges, as it is dependent on the availability of commercially viable low-carbon alternatives in the sector. The maritime sector is still in a transitional phase and we will ensure our strategic efforts are adaptable and robust in the face of evolving industry standards and technological advancements.

Cadeler's offshore wind turbine installation vessel.

Climate Action: Managing our Climate-Related Risks

Our ability to manage climate-related risks impacting the Bank is crucial and inextricably linked to supporting climate mitigation and adaptation efforts in the real economy. Given the cross-cutting nature of climate risk, we adopt an integrated and risk-based approach, prioritising the management of climate risks of greater likelihood and impact while closely monitoring interconnections between various risk types.

Identifying our Climate-Related Risks

Climate change presents financial and reputational risks, impacting our business directly and indirectly. It can amplify traditional banking risks, including credit, market, liquidity, operational and reputational risks. We conduct our materiality assessment regularly to ensure it stays relevant, tapping on the growing knowledge and evidence base for climate risk. This ensures that risk drivers that impact the Group across the various risks are adequately identified, assessed and managed in accordance with our existing risk management approaches and planning horizon. Our assessment indicates that credit and reputational implications from climate risks are likely to be more material than other traditional risks.

Portfolio-level Risk Management

We prioritise managing ESG and climate-related credit and reputational risks from our wholesale lending activities through integrating these considerations in our Responsible Financing Framework and Policies and credit approval processes.

Specifically for credit risk, we have built a suite of climate models to assess the impacts of transition and physical risks on the Bank's credit portfolios. We also monitor and report on credit exposures to climate-relevant sectors (oil and gas, power generation, metals and mining, chemicals, transportation, agriculture, other energy-intensive manufacturing, and real estate) to our management and board on a periodic basis, to enhance our understanding of climate risk impact on our portfolio.

While sectors of the economy are exposed to the net-zero transition and physical hazards, clients in the carbon-intensive and hard-to-abate sectors are more exposed to transition risks. We focus our decarbonisation efforts on six sectors – Power, Oil & Gas, Real Estate, Steel, Aviation, and Shipping – that we have set net-zero targets for. We also enhanced sector prohibitions to cease project financing to upstream Oil & Gas projects that obtained approval for development after 31 December 2021.

Client-level Risk management

ESG and climate-related risk assessment is undertaken as part of clients' overall credit risk assessment process. High-risk clients or transactions where significant environmental and social risks are identified and referred to a dedicated team of ESG specialists for enhanced due diligence and no objection review. Those with significant ESG risks that cannot be mitigated may be turned down. Clients or transactions with significant reputational risk will be escalated to the Reputational Risk Review Group for clearance. All transactions must be approved by the relevant Credit Approval authority.

In line with our risk-based approach, we have started to assess and engage clients in selected sectors on their ability to manage their climate-related transition and physical risks, in addition to ESG risks. Please refer to our Responsible Financing chapter for more information on our Responsible Financing Framework and Policies.

Other Risk Types

For market, liquidity and operational risks, climate risk materiality assessments are carried out to identify implications of transition and physical risks on trading activities, asset and liability management, and operational resilience. This will help us identify the types of activities and operations that may be affected and warrant deeper assessments and mitigation actions to be taken.

Our assessment on market risk is that the impact on our exposures is limited for climate-relevant sectors. Adverse impact is also moderated by the short-dated nature of such exposures.

On liquidity risks, our assessment has indicated that our liquidity buffers will remain resilient under assessed climate transition stress scenarios. As we move forward, we will continue to study best practices in this area and enhance our assessment approach.

For operational risks, our focus is on understanding the consequences of physical risk events on operational resilience. We have assessed that our existing measures can adequately mitigate the impact of existing physical risk events on our people, processes and systems. Nevertheless, we recognise that physical risks are likely to increase in frequency and severity in the long term and will be developing a framework to identify changing climate risks and ensure that the measures remain fit-for-purpose.

Climate risk ratings across different time horizons

Risk Types	Focus	Short-term (0 – 3 years)	Medium-term (3 – 10 years)	Long-term (>10 years)
Credit risk	Transition risk	Low	Moderate	Moderate
Market risk	Transition risk	Low	Low	Low
Liquidity risk	Transition risk	Low	Low	Low
Operational risk	Physical risk	Low	Low	Moderate

Low Moderate High

Climate Action: Managing our Climate-Related Risks

Managing our Emerging Risks

In tandem with growing scientific consensus on the interlinkages between climate, nature and biodiversity, the Bank has taken steps to enhance our assessment and management of nature and biodiversity risks.

At the outset, our Responsible Financing Policies prohibit financing of projects that have an adverse impact on nature and biodiversity. More details on our agriculture and forestry sectoral policy can be found in the Responsible Financing chapter.

Within our ESG risk assessments, we have also embedded considerations to assess clients on the impact of their activities on the protection and conservation of biodiversity, water stewardship, minimising of footprint and restoring ecosystems.

Going forward, we will enhance our understanding of nature-related financial risks. This follows from the Bank's participation in the Taskforce for Nature-related Financial Disclosures (TNFD) framework pilot study on assessing nature-related risks and opportunities related to the palm oil sector.

Climate-related Risk Drivers[24]	Risk Types	Potential Financial Risk Impacts for Each Risk Type
Transition Risk Drivers Transition risk drivers are the societal changes arising from a transition to a low-carbon economy. They can arise through: Changes in public sector policies; innovation and changes in the affordability of existing technologies (e.g. that make renewable energies cheaper or allow for the removal of atmospheric GHG emissions); or evolving investor and consumer sentiment towards a greener environment. **Physical Risk Drivers** Physical risk drivers are changes in both weather and climate that impact economies. They can be categorised as acute risks, which are related to extreme weather events, or chronic risks associated with gradual shifts in climate.	**Credit Risk**	• Repayment capacity of clients impacted by transition risks (e.g. change in consumer demand, increase in costs due to carbon pricing) or physical risks causing business disruptions • Collateral values impacted by rising frequency and intensity of physical risk events, leading to asset stranding, reduced balance sheet, strength of obligors, and reduced recovery from potential defaults
	Market Risk	• Decline in market valuation of securities due to disruptive transition events (e.g. sudden climate policy shifts) or severe physical risk events (e.g. major flooding)
	Liquidity Risk	• Material change in cash outflows due to climate-induced risk events or adverse reputational events • Reduction in liquid assets due to climate-induced macroeconomic stresses
	Operational Risk	• Increase in frequency and severity of acute physical risk events, which can affect physical assets, cause business interruptions and pose workplace health and safety challenges
	Reputational Risk	• Reputational issues associated with stakeholder perceptions on adequacy of climate risk and opportunity management

(24) Basel Committee on Banking Supervision, Climate-related risk drivers and their transmission channels, April 2021.

Accelerating the Transition to a Net-Zero Future

Climate Action: Managing our Climate-Related Risks

Climate Scenario Analysis

Climate scenario analysis serves to facilitate our understanding of risks and opportunities associated with climate change under a range of hypothetical scenarios spanning multiple time periods.

In 2022, we updated our climate scenario analysis methodology to capture the combined impacts of both transition and physical risks to eight climate relevant sectors (oil and gas, power generation, metals and mining, chemicals, transportation, agriculture, other energy-intensive manufacturing, and real estate) using a suite of climate scenario analysis models.

These climate scenario analysis models adopt a bottom-up approach to translate key scenario parameters (e.g. emission intensity pathways, carbon price, fossil fuel price and demand, electricity price and demand, physical hazard frequency and severity) into drivers of business performance such as volume, unit cost, price and capital expenditure. The credit rating impacts are then estimated using the adjusted financial statements.

Leveraging on these models, we analysed the impacts on our credit portfolio using reference scenarios developed by the Network for Greening the Financial System (NGFS), i.e. the Net Zero 2050 (Orderly Transition), Delayed Transition (Disorderly Transition) and Current Policies scenarios.

These scenarios were selected to cover three dimensions in the NGFS Climate Scenarios for Central Banks and Supervisors. This ensures that our scenario analysis accounts for a wide range of climate outcomes representing varying levels of risk to the Bank.

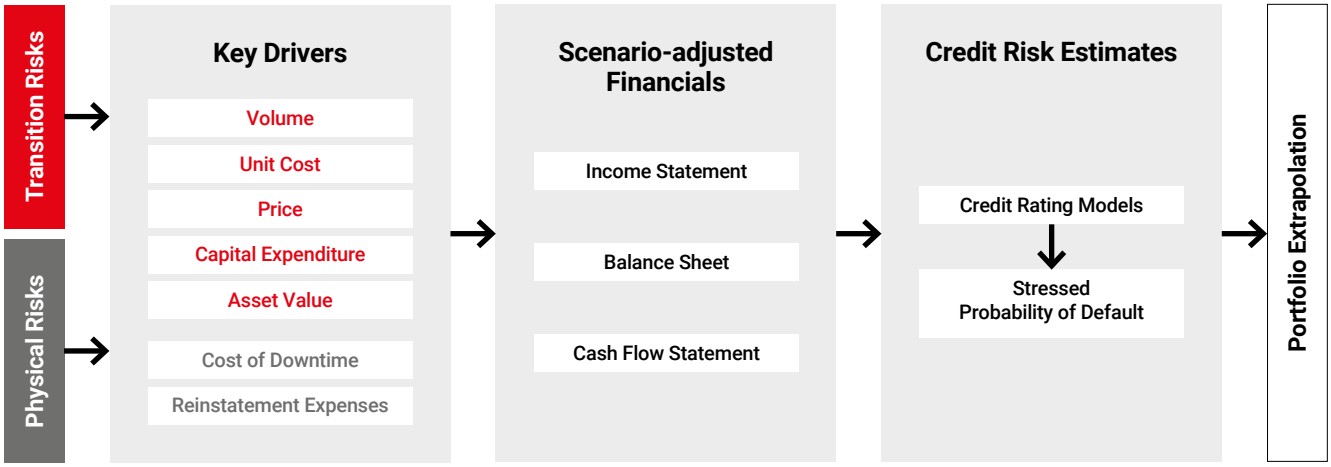
Enhancement to Climate Scenario Analysis

In 2023, we enhanced the methodology for the Real Estate sector to incorporate capital expenditure relating to mandatory or voluntary retrofitting costs required to improve energy efficiency of assets.

Separately, we also conducted a short-term climate scenario analysis as part of the Bank's Internal Capital Adequacy Assessment Process (ICAAP) and Hong Kong Monetary Authority (HKMA) Climate Risk Stress Test 2023. To assess the impacts of short-term physical risk events in these exercises, we identified property collaterals in at-risk areas using geo-locational information (e.g. postal codes, building/street addresses, flood maps) from government or meteorological authorities. Credit impacts arising from potential property devaluation due to asset damages and/or shifts in consumer preferences were assessed.

Results from Climate Scenario Analysis

The scenario analysis results showed that sectors that are carbon-intensive and hard-to-abate would be most impacted under the Orderly and Disorderly Transition scenarios. The high transition risk sectors include upstream and integrated oil and gas, coal mining, conventional power generation, steel and cement manufacturing and aviation, though the impacts are more significant in the medium- to long-term. We have since started regular monitoring and reporting of exposures to these sectors.



Climate Action: Managing our Climate-Related Risks

Limitations of Climate Scenario Analysis Methodology

It is important to view the scenarios not as future forecasts but hypothetical constructs to understand the nature and magnitude of risks across a range of plausible climate and policy pathways. This would help us prepare for the risks and opportunities that could arise across various sectors and geographies relevant to our credit portfolio.

Although we have strengthened our climate scenario analysis methodology and understanding progressively, the results should be interpreted with the following methodological limitations in mind:

i. Extent of assumptions – Due to uncertainty in extended projection timeframe, a large set of assumptions is used.

ii. Relevance of scenario parameters – Climate risk scenarios and parameters from various international think tanks and research bodies are often provided and calibrated at a certain level of granularity which may not fully reflect local market dynamics and constraints.

iii. Availability and consistency of data – Company-level emissions and business activity data may not be available or consistent across companies or sectors.

iv. Absence of company- and country-level transition plans and measures – Such transition plans may not be disclosed and it may be too complex to incorporate granular information at scale.

We remain committed to keeping abreast of developments in this area and continually enhancing our methodology in line with industry standards.

Building Resilience into Our Business Model

We acknowledge that our portfolio faces climate risks and recognise the impact of our lending decisions on the climate through financing. Our net-zero strategy actively aligns the portfolio with a 2050 commitment, setting ambitious decarbonisation targets, particularly for financed emissions. Through partnerships with clients, we actively support sectors in planning effective transitions for decarbonisation and sustainability. More information on our target-setting methodology and selection of key sectors can be found in our net-zero publication: Partnering Clients towards a Net Zero ASEAN and Greater China.

In our journey to a low-carbon world, responsible financing and sustainable solutions play pivotal roles. We have proactively tightened lending policies to shift away from fossil fuel consumption, including enforcing enhanced coal-related prohibitions. In 2021, we committed to growing our sustainable finance portfolio to $50 billion by 2025 and we have surpassed the target ahead of schedule. More information on our Responsible Financing can be found on page 39 and Sustainable Financial Solutions can be found on page 43.

Accelerating the Transition to a Net-Zero Future

Climate Action: Managing our Environmental Footprint

As we support our clients' net-zero transition and their aspirations for a low-carbon world, we also prioritise aligning our operations with sustainability principles to safeguard the vital ecosystem supporting life on Earth and minimising our environmental impact.

We are committed to reducing the environmental footprint of our physical operations by reducing our consumption of energy, water, paper and other resources. To reduce our environmental impact, three key approaches have been identified:

- **Improving building energy efficiency with technology and management practices**
- **Exploring innovative solutions to push boundaries**
- **Enhancing sustainability through strategic collaboration**

OCBC Centre (Singapore).

Maintaining Carbon Neutrality

In 2023, we met our target of achieving carbon neutrality for OCBC's banking operational emissions through a hierarchy of priorities:

Priority 1:
Reducing Energy Consumption from our Operations

We are consistently prioritising the deployment of sustainable technologies, optimising building system efficiency and exploring innovative solutions for Group-owned properties. Since 2020, reducing energy consumption from our operations has been our immediate key agenda. A portfolio-wide energy audit has been conducted across our buildings, supporting the deployment of several data-driven energy optimisations.

Building equipment is progressively replaced with best-in-class energy efficiency options where feasible. Exploration of innovative technology is also intensified to supplement the drive to reduce energy consumption (e.g. deployment of Passive Heat removal technology at our data centre in 2022).

Priority 2:
Increasing Renewable Energy Adoption

We are maximising the deployment of on-site renewable energy. Solar panels have been progressively installed at viable spaces across our local and regional buildings and branches.

For our remaining Scope 2 emissions, we place emphasis on securing Renewable Energy Certificates (RECs) that are generated in the locality we operate in. By doing so, we support the transition of the local electricity grid towards a cleaner grid. We have done so for our operations in Malaysia, Indonesia and Greater China. For Singapore, local renewable energy is limited in supply and we will continue to watch the development of this space and will participate when viable.

Priority 3:
Responsible Purchase of Carbon Credits to Offset Residual and Unavoidable Emissions

For hard-to-abate emissions, we are supporting credible carbon sequestration nature-based offset projects that remove carbon from the atmosphere. Our support extends to carbon removal projects originating in Indonesia and Greater China. These projects not only sequester carbon dioxide but contribute positively to multiple UN SDGs.

These approaches and priorities underscore our commitment to comprehensive sustainability and environmental responsibility.

Accelerating the Transition to a Net-Zero Future

Climate Action: Managing our Environmental Footprint

Our Operational Footprint

Energy	% change between 2023 and 2022	2023	2022	2021
Total energy consumption (GJ)	4.3	418,221	401,076	419,941
Diesel consumption for building operations (GJ)	-62.6	219	586	643
Company fleet mileage (GJ)	11.6	1,842	1,650[25]	2,659
Total electricity consumption (MWh)	4.3	115,600	110,789	115,733
Electricity intensity (MWh/ft^2)	5.0	0.021	0.020	0.022
Emissions[26][27]	**%**	**2023**	**2022**	**2021**
Total emissions (tCO_2e)[28]	-58.0	27,497	65,488	68,151
Scope 1 (tCO_2e)[29]	-8.1	147	160	237
Scope 2 (tCO_2e)[30] (Location-based)	7.1	68,334[31]	63,811[32]	67,636[32]
Scope 2 (tCO_2e)[33] (Market-based)	-63.2	23,501	63,811	67,636
Scope 3 (tCO_2e)[34]	153.7	3,849	1,517	278
Emission intensity ratios	**%**	**2023**	**2022**	**2021**
Scope 2 (tCO_2e/ft^2)	7.0	0.0123	0.0115	–
Water	**%**	**2023**	**2022**	**2021**
Total water consumption (m^3)[35]	8.4	433,969	400,322	407,051
Water consumption intensity (m^3/ft^2)	4.1	0.101	0.097	0.077
Waste	**%**	**2023**	**2022**	**2021**
General Waste (tonnes)	30.6	1,605	1,229	–
Recycled waste (tonnes)[36] – includes electronic waste	27.0	207	163	–
Office paper (tonnes)[37] – excludes statement paper	-7.9	340	369	379

(25) Company fleet mileage for 2022 was restated due to data improvement from our operation in Mainland China.
(26) Our approach to carbon emissions is aligned to the GHG Protocol Standards, using the operational control approach to determine carbon emissions boundaries. The environmental data covers all our operations in Singapore, Malaysia, Indonesia and Greater China unless otherwise stated.
(27) Emission factors used to calculate carbon emissions are derived from, or in reference to, the Intergovernmental Panel on Climate Change (IPCC) emission factor database.
(28) Total emissions refer to the aggregation of Scope 1, Scope 2 (Market-based) and Scope 3 emissions.
(29) Scope 1 carbon emissions include direct carbon emissions from backup diesel generators on OCBC premises and carbon emissions from petrol consumption by corporate cars.
(30) Scope 2 carbon emissions refer to purchased electricity. OCBC reports Scope 2 carbon emissions using the location-based approach. Emission factor source: Energy Market Authority of Singapore, Malaysia Energy Commission, Institute of Global Environment Strategies (IGES) – IGES Grid Emission Factors, HK Electric, CLP Power Hong Kong Limited, Companhia de Electricidade de Macau and (Indonesia's) Directorate General of Electricity.
(31) In 2023, we have added OCBC Space, a new building in Indonesia that is 100% powered by renewable energy to our reporting.
(32) Scope 2 carbon emissions for 2022 and 2021 were restated due to an update to the grid emission factor for Malaysia's purchased electricity released in 2023.
(33) Under the market-based approach, our Scope 2 emissions were reduced from purchased RECs in Malaysia, Indonesia and Greater China.
(34) Scope 3 carbon emissions include business air travel which covers OCBC Bank's key markets, Bank of Singapore, OCBC Securities Pte Ltd and OCBC Property Services Pte Ltd. Emission factors are derived from, or in reference to, the United Kingdom Department for Environment Food and Rural Affairs (DEFRA). This does not include financed emissions. Financed emissions also do not form part of the scope of external assurance.
(35) All of our water use is withdrawn from the municipal water supply, consumed within our operations and discharged to the public sewerage system. The quality of water withdrawn and discharged is managed by the public utility provider. We recognise that OCBC operates in countries that may be water-stressed including Singapore and will therefore continue to do our part to promote water conservation.
(36) Recycled waste includes 18 tonnes of recycled electronic waste from OCBC Bank's key markets, Bank of Singapore, OCBC Securities Pte Ltd and OCBC Property Services Pte Ltd, excluding OCBC Indonesia.
(37) Our paper usage data accounts for paper used within the Group offices for business operations. It excludes papers used for customer statements and letters. Total office paper in 2021 covers Singapore entities including OCBC, OCBC Securities Pte Ltd, OCBC Property Services Pte Ltd, Bank of Singapore, OCBC Malaysia, OCBC China, OCBC Hong Kong, OCBC Macau and OCBC Indonesia. In 2022, the scope expanded to include an additional 38 tonnes from remote offices and branches outside Kuala Lumpur, which were not tracked in 2021. In 2023, office paper covers all OCBC key markets, Bank of Singapore, OCBC Securities Pte Ltd and OCBC Property Services.

Climate Action: Managing our Environmental Footprint

Significantly, scope 3 emissions have risen from 2022, which can be attributed to the post-pandemic recovery in air travel. This recovery has led to an increase in the number of business air travels made in 2023. Going forward, we remain dedicated to improving our progress in fostering sustainability within our operations.

Improving Building Energy Efficiency with Technology and Management Practices

In 2023, we continued the post-pandemic recovery of our office occupancy, directly increasing the energy requirements of our buildings. We have sustained the optimisation of our building to reduce the impact. In Malaysia, we successfully completed the retrofitting of lights at all our offices in Wisma Lee Rubber and Menara OCBC. Across the region, we also completed the installation of solar panels covering 27,000 square feet across several of our buildings, notably on the rooftops of OCBC Centre Tampines One and Two, OCBC Centre (Shanghai) and OCBC Space (Indonesia).

Installation of solar panels on OCBC Tampines Centre Two (left) and OCBC Centre (China) (right).

In tandem with our Singapore branch refurbishment plan, energy efficiency optimisation is also progressively implemented at our 32 branches.

In 2023, two of our branches – Wisma and Tampines – have attained the Green Mark Platinum certification, bringing our total certified branches to 8 out of 32 branches.

Exploring Innovative Solutions to Push Boundaries

While actively promoting building energy efficiency through lifecycle equipment replacement and operational optimisation, we recognise that conventional methods have almost reached saturation. Therefore, in 2023, we intensified our focus on innovation and embarked on two pilot projects to ascertain carbon reduction potential and scalability. One project actively utilises material properties to ionise and break up water molecules, enhancing heat transfer efficiency in our indoor air environment. The other actively leverages the smart Internet of Things (IoT) to optimise our building's air conditioning system. Both projects demonstrated significant carbon reduction potential, prompting active exploration for scaling up across our assets.

Pilot project: Installation of ceramic nets on Air Handling Units (AHUs) and smart optimisation of Heating, Ventilation and Air Conditioning (HVAC) system (chiller plant) operations

Ceramic nets implementation

The implementation of ceramic nets was piloted at OCBC Tampines Centre One. The nets optimise heat exchange through breaking up of water molecule clusters. The first phase of implementation was done at the AHU on a single level to determine the nets' effectiveness in reducing the air conditioning cooling load. With promising results from the pilot, we have since implemented the nets in all the AHUs of the building.

Implementation of ceramic nets at OCBC Tampines Centre One.

HVAC optimisation

Smart Building HVAC optimisation uses historical data, real-time data collected and machine learning to achieve a holistic system efficiency improvement and allow HVAC systems to always work at peak efficiency.

Performance dashboard used for HVAC optimisation.

In the second half of 2023, we started a pilot implementation for HVAC optimisation at our building to assess its viability and feasibility for our operations. While the initial findings from both projects have been promising, we are continually monitoring and assessing their performance with the aim of scaling up across our assets.

Accelerating the Transition to a Net-Zero Future

Climate Action: Managing our Environmental Footprint

Enhancing Sustainability Through Strategic Collaboration
Together with the Singapore Green Building Council (SGBC) and World Wildlife Fund (WWF) Singapore, we curated a series of sustainable real estate management workshops and seminars with our key stakeholders in mind. The workshops and seminars were open to employees and tenants leasing spaces within our properties. Through this, we aim to grow with our ecosystem stakeholders, actively enhancing our capacity and expertise to decarbonise.

Going Forward

Given the existential nature of climate change and the urgent need to substantially reduce emissions, the transition to a net-zero future remains a key priority for us. We will continue to manage our environmental footprint.

Our Forthcoming Targets

- Achieve net zero in financed emissions for six sectors by 2050
- Maintain carbon neutrality for OCBC's banking operational emissions in 2024
- Receive BCA Green Mark award for all OCBC Bank Singapore branches by 2030
- Provide electric vehicle charging facilities to major Group-owned commercial buildings by 2025

SGBC-OCBC Built Environment Decarbonisation Challenge

(From left to right) Mr Allen Ang, 1st Vice President, SGBC; Ms Yvonne Soh, Executive Director, SGBC; Ms Emily Teo, Head of Group Property Management, OCBC; and Mr Mike Ng, Group Chief Sustainability Officer, OCBC.

In a strategic collaboration, OCBC entered into a partnership with the SGBC to drive the adoption of sustainability in the real estate sector.

One of the key outcomes of this partnership is an issuance of challenge call to the industry for novel building technology that will further fuel the decarbonisation of the real estate sector. Successes from the challenge will be shared within SGBC's network and OCBC's client base, proliferating their adoption.

Tailored training is also designed for OCBC employees, clients and tenants to strengthen our combined capabilities and knowledge of decarbonisation. Through closer connections, green financing can be provided to member organisations under SGBC, facilitating and amplifying the deployment of sustainable solutions in the broader community.

Accelerating the Transition to a Net-Zero Future

Responsible Financing

Driving responsible growth

Why this is Material to Us

The escalating challenge of climate change and the critical imperative for sustainable development present a dual landscape of business risks and opportunities within the banking industry. As we navigate these evolving risks, particularly in the ESG domain, we prioritise effective ESG risk management and responsible lending practices to safeguard our businesses while contributing to a greener future.

Our Management Approach

Our approach is rooted in the principles of risk management and responsible lending. We are cognisant of the significant impact our financing activities can have on the environment and society. We also recognise the diverse physical and transition risks that climate change poses to both our clients and the Bank's portfolio. As such, our primary objective is to prudently navigate and mitigate these risks and provide a steadfast commitment to guide our clients towards the transition to a low-carbon economy, in alignment with the objectives of the Paris Agreement.

This strategic focus goes beyond fulfilling our social responsibilities; it is also instrumental in mitigating the Bank's exposure to climate-related risks and safeguarding the long-term value of our clients' assets.

We are guided by our Responsible Financing Framework and Policies which outline OCBC's approach and dedication to managing ESG risks within our lending practices. Our Framework and Policies detail our ESG-focused strategy for both lending and debt-related activities, encompassing debt issuance and underwriting, and applies to new and existing corporate, commercial, and institutional clients. We firmly adhere to a policy of non-engagement in any financing activities that are on our exclusion and prohibition lists where there is clear evidence of immitigable adverse impact to the environment, people or communities, or where there is a breach of local regulations.

See the table on the following page for key highlights of our major policies.

Our Targets and Performance

Our 2023 Targets	Performance Against Targets
Strengthen ESG policies and procedures to support climate risk management	We have strengthened ESG policies and procedures through: • prohibition of project financing to upstream Oil & Gas projects that obtained approval for development after 2021; • expansion in scope of Responsible Financing Policy for Agriculture and Forestry to include animal production and fisheries, and enhanced our expectations including No Deforestation, No Peat, No Exploitation (NDPE); and • full implementation of climate risk assessments to assess clients' transition and physical risks for climate-relevant sectors

Achieved On track

Accelerating the Transition to a Net-Zero Future

Responsible Financing

Our Policies

Responsible Financing Framework and Policy	• Established to manage ESG risks in our credit decision process. • By considering environmental and social risks, we will be better able to assess and advise our clients on their ESG risk exposure. This in turn allows us to better manage the Bank's ESG risk exposure.

Responsible Financing Sector-Specific Policies	• We are also guided by sector-specific policies that outline our requirements and expectations for clients in sectors with high risk of potential environmental and social impacts.
	• Our Responsible Financing sector-specific policies cover all the sectors identified as high risk by The Association of Banks in Singapore (ABS) Responsible Financing Guidelines:
	  • Responsible Financing Policy for Agriculture & Forestry
	  • Responsible Financing Policy for Mining and Metals
	  • Responsible Financing Policy for Energy
	  • Responsible Financing Policy for Chemicals
	  • Responsible Financing Policy for Infrastructure
	  • Responsible Financing Policy for Waste Management

Responsible Investing Policy	• Established to enhance returns and our risk-taking decisions by integrating ESG considerations into the Bank's own investment activities. • By investing responsibly and ensuring that our investment activities do not violate our ESG exclusions and prohibitions, the Bank is able to better fulfil our commitment towards sustainability and avoid supporting activities that may be harmful to the environment or society.

Key Policy Enhancements in 2023

Oil & Gas

To align with our net-zero objectives, we have enhanced sector prohibitions to cease project financing to upstream Oil & Gas projects that obtained approval for development after 2021. This enhancement is in addition to our existing prohibitions on financing coal-fired power plants and thermal coal mines.

Agriculture & Forestry

In response to growing concerns around global land use change and the sustainability of food systems, we have broadened the scope of our Responsible Financing Policy for Agriculture & Forestry to encompass animal production and fisheries.

We have also enhanced our expectations for palm planter clients to comply with the mandatory requirements under the Malaysian Sustainable Palm Oil (MSPO) and Indonesian Sustainable Palm Oil (ISPO), or the Roundtable on Sustainable Palm Oil (RSPO).

New plantations are required to demonstrate alignment to NDPE. For fishing activities, clients are expected to avoid drift net fishing using nets that are more than 2.5km in length as well as illegal, unreported and unregulated (IUU) fishing.

Accelerating the Transition to a Net-Zero Future

Responsible Financing

Programmes and Initiatives

ESG Risk Assessment Process

Our ESG risk assessment process evaluates our clients' track record along with their capacity and commitment to manage ESG factors and climate risk effectively. This assessment is an integral component of the credit and risk evaluation, undertaken by relationship managers and is reviewed annually. Transactions identified as having high ESG risk are subjected to enhanced due diligence through no objection review, while transactions that pose significant reputational risks are escalated to the Reputational Risk Review Group (RRRG) for additional review.

In 2023, over 8,500 transactions were assessed, with more than 300 necessitating enhanced due diligence. There were no escalations to the RRRG in 2023.

In addition, we have incorporated climate-related risk assessments across climate-relevant sectors. We assess the transition risk and physical risk, including their impact and time horizon, as well as the client's carbon emissions targets and performance.

EQUATOR PRINCIPLES

The Equator Principles serve as a framework for managing environmental and social risks, ensuring that project-related financing is developed in an environmentally and socially responsible manner. OCBC adopted the Equator Principles in 2020 and has since integrated them into our policy framework and ESG risk assessment process. In 2023, there were 10 transactions that reached financial close under the purview of the Equator Principles, as detailed in the table below.

S/N	Financial Product Type	Project Name	Sector	Project Location	Category[1]	Independent Review
1.	Project Finance	Westlink M7-M12 Integration Project	Infrastructure	Australia	B	Yes
2.	Project Finance	Port Arthur LNG, LLC	Oil and Gas	USA	A	Yes
3.	Project Finance	Rio Grande LNG, LLC	Oil and Gas	USA	A	Yes
4.	Project Finance	RDMP Balikpapan	Others	Indonesia	A	Yes
5.	Project Finance	SK ON Hungary Kft	Others	Hungary	B	No
6.	Project Finance	Project Millenium Falcon	Others	Indonesia	A	Yes
7.	Project Finance	Changhua 03 Floating Solar	Power	Taiwan, R.O.C	B	Yes
8.	Project Finance	Changhua 04 Floating Solar	Power	Taiwan, R.O.C	B	Yes
9.	Project Finance	Project Panda	Power	Vietnam	C	Yes
10.	Project Finance	Amateras Solar	Power	Japan	B	Yes

[1] According to the Equator Principles (2020), Category A Projects are those with potential significant adverse environmental and social risks and/or impacts that are diverse, irreversible or unprecedented. Category B Projects are those with potential limited adverse environmental and social risks and/or impacts that are few in number, generally site specific, largely reversible and readily addressed through mitigation measures. Category C Projects are those with minimal or no adverse environmental and social risks and/or impact.

Responsible Financing

Training and Capacity Building

Strengthening our internal capacity on ESG and climate-related risks remains a key focus. We conducted training and annual capacity building programmes for our people in relevant roles, such as client relationship management and credit risk management. For instance, we conducted training on our Responsible Financing Framework and Policies for employees enrolled in the Bank's Credit Induction Programme (CIP). We also conducted Group-wide annual refresher training on the Bank's ESG and climate risk assessments, and educated employees on the Equator Principles.

These initiatives are complemented by sustainability-related risk management e-learning modules on topics such as the Equator Principles, as well as the OCBC Future Smart Programme, which provides a comprehensive suite of sustainability training courses for our employees.[2]

Partnerships and Engagements

We will continue to engage a broad spectrum of stakeholders, including industry peers, regulatory authorities, non-governmental organisations (NGOs), our employees and clients, to keep abreast of the latest advancements in responsible and sustainable financing, alongside climate risk management.

In 2023, we participated in the consultation conducted by MAS on the proposed supervisory Guidelines on Transition Planning for financial institutions. This reflects our ongoing dedication to aligning with best practices in transition planning and risk management.

Moreover, we have undertaken a comprehensive review of courses addressing climate-related and nature-related risks provided by the Asia Sustainable Finance Initiative (ASFI). This review is part of our continuous efforts to support the capacity building of the industry.

Apart from our local partnerships and engagements with relevant industry stakeholders, we also actively engage various industry collaborations through our subsidiaries. In Malaysia, we are part of the Bank Negara Malaysia (BNM) Joint Committee on Climate Change (JC3) Sub-Committee on Risk Management and Climate Change and Principle-based Taxonomy (CCPT) Implementation Group. Our involvement in JC3 and the CCPT Implementation Group includes actively participating in discussions and supporting efforts surrounding the industry-wide implementation of the CCPT, as well as keeping abreast with the latest developments around the implementation of the Climate Risk Management and Scenario Analysis (CRMSA) Policy Document. In China, we collaborated with external technical expertise to uplift our knowledge on topics such as climate risk analysis and management, interpretation of green finance policies, disclosure and climate risk opportunities.

Going Forward

Navigating the dual landscape of ESG risk and opportunities continues to be of paramount importance. Doing so requires deepening our understanding and capabilities in pertinent areas such as climate and nature risks. Only then can we continue to effectively safeguard our businesses and our stakeholders' trust.

Our Forthcoming Targets

- Enhance climate scenario analysis capabilities to keep pace with industry practices
- Complete high-level materiality mapping of nature-related risks to enhance our understanding of nature-risk implications

[2] Please refer to our Talent Management and Wellbeing chapter for more information on our learning and development suite of sustainability initiatives.

Accelerating the Transition to a Net-Zero Future

Sustainable Financial Solutions

Supporting our partners' climate aspirations

Why this is Material to Us

At OCBC, we strive to be Asia's leading financial services partner for a sustainable future. We recognise our responsibility and opportunities in directing capital towards the transition to a net-zero economy and sustainable future. Through transition engagement and innovative financing and investment products, we partner with our customers to support their aspirations while driving positive impact for the environment and society.

Our Targets and Performance

Our 2023 Targets	Performance Against Targets
Grow our sustainable financing portfolio to $50 billion by 2025	Grew our sustainable financing portfolio to $56 billion

Achieved | On track

Our Achievements in Sustainable Financing and Sustainable Investing

Sustainable Financing at OCBC

Global Wholesale Banking

- **$14 billion** in new transactions in sustainable finance (including all green and sustainability-linked loans)
- **>100** green and sustainability-linked loans
- **>70** green and sustainability advisory roles

Sustainable Investing at OCBC

Global Markets

- **Four** types of sustainability-themed investment products[1] were offered across Singapore, Malaysia, Indonesia and Hong Kong for our retail customers
- Total volume of sustainability-themed investment products transacted by retail customers:
  - Singapore: **$62 million**
  - Malaysia: **RM 14 million**
  - Indonesia: **IDR 158 billion**
  - Hong Kong: **HK$45 million**
- Total volume of sustainability-themed products (including ESG bonds, sustainability-linked structured deposits, sustainability-linked interest rate swaps and voluntary carbon credits) transacted by corporate clients:
  - Singapore: **$227 million**
  - Malaysia: **RM 236 million**
  - Indonesia: **IDR 18 billion**
  - Hong Kong: **HK$3 billion**
- **$6.7 billion** of ESG bonds transacted by institutional clients in Singapore and Malaysia
- Trained **83** employees on sustainability or ESG topics across Singapore, Malaysia and Hong Kong
- **111** ESG-themed research pieces published, consisting of weekly publications, thematic pieces, credit research, ESG podcasts and videos

Global Consumer Financial Services[2]

- **68%** of our wealth management investment AUM has a minimum of MSCI ESG Rating BB and above
- Percentage of recommended funds, companies and issuers with minimum MSCI ESG rating of BB:
  - Funds: **88%**
  - Equities: **97%**
  - Fixed Income: **75%**
- Trained **1,104** employees on sustainability or ESG topics
- Incorporated sustainability-related topics into **30** client engagement events

(1) The sustainability-themed products refer to four types of bonds (Green, Sustainability, Sustainability-linked and Transition).
(2) Only includes performance of OCBC Singapore.

Sustainable Financial Solutions

Our Management Approach

We have been offering our customers sustainable and transition finance solutions across sectors as early as 2018. In 2023, we continued to expand our sustainable finance expertise across our key markets in Singapore, Malaysia and Greater China, offering our customers across the region bespoke transition engagement and financing solutions to enable their transition to a low-carbon future.

On the investments front, we make it our priority to understand our customers' individual goals, needs and preferences. Our ESG product offerings are targeted at four different customer segments – high-net-worth individuals, retail customers, corporate clients and institutional clients.

To further engage our core leadership team in driving our sustainability agenda, our Global Consumer Financial Services (GCFS) division has extended our quarterly engagement sessions to include heads of departments and their team leads. This expansion allows us to effectively involve all departments, ensuring that sustainability is reviewed and integrated into their day-to-day operations. By doing so, we can execute our sustainability strategy more efficiently within each department and team.

1. **Mobilising Capital to Support Our Clients' Sustainability Development**

   We have been actively embedding sustainability considerations in the way we engage our clients. Leveraging on the knowledge obtained through our net-zero target-setting exercise, we have gained a better understanding of our clients' challenges and opportunities in transitioning towards a net-zero future. This has enabled us to better support our clients with tailored transition financing solutions to meet their needs, providing them with the capital they need to achieve their climate aspirations.

   In particular, expanding clean electricity generation is a crucial enabler for the transition of other sectors, such as transport and manufacturing. Global electricity demand is expected to grow at an accelerated pace, particularly in emerging countries, with Asia expected to account for half of the world's electricity consumption by 2025.[3] To meet growing electricity demand and Southeast Asia's national net-zero targets, the region will need to add over 250 GW of solar and wind capacity by 2050.[3] Aligned with the demands of a net-zero future, we continue to look for new opportunities to finance clean energy development in our key markets.

[3] IEA, Electricity Market Report 2023.

Accelerating the Transition to a Net-Zero Future

Sustainable Financial Solutions

China Longyuan Power Group is China's largest wind farm operator.
Image Credit: Longyuan Power ESG Report 2022.

The OCBC team at the groundbreaking ceremony for the cold storage logistics centre.

Sustainable Financial Solutions

2. Empowering Client Action

For a successful transition to net zero, businesses need to set ambitious, rigorous targets and follow through with strong initiatives to reduce emissions and measure progress. Through our engagements with our clients, we aim to influence them to take meaningful action to transition their businesses, while providing them with access to the knowledge and tools they need to do so.

That is why we introduced the OCBC 1.5°C loan, a new financing solution that aims to incentivise corporates to set and work towards clear carbon emissions reduction targets aligned with internationally-recognised, science-based net-zero decarbonisation pathways for their sectors. In 2023, we offered City Developments Limited (CDL) Singapore's first net-zero-aligned loan. More details on the CDL 1.5°C loan can be found in the Climate Action chapter on page 25.

This is aligned with our broader ambition to continue expanding our sustainable financing solutions across our key markets.

Shangri-La Hotel, Garden Wing – Exterior.

Accelerating the Transition to a Net-Zero Future

Sustainable Financial Solutions

3. Building Knowledge and Solution Ecosystem

Beyond sustainable financing, we aim to support our clients through a suite of sustainable solutions as part of their net-zero journey.

Tampines 1 building, which has obtained BCA Green Mark GoldPlus Certification. Image credit: FCT

Equipping SMEs with Knowledge

We have curated a series of webinars specifically to address the immediate sustainability challenges faced by small and medium enterprises (SMEs), focusing on areas such as business viability, cost reduction and stakeholder pressure. The webinars bring together subject matter experts, solution providers and business leaders to share opportunities, common stumbling blocks and how to successfully navigate around them. We recognise the pivotal role of knowledge in enabling SMEs in their transition, especially during the early stages of their sustainability journey.

Webinar: Powering your business with solar energy

An early adopter, Topsteel Solutions Asia, provided valuable insights to fellow businesses on the adoption of solar energy solutions and how this benefitted their business by securing reliable energy at a lower cost. To catalyse action, industry experts from Energetix and Redex unpacked the opportunities, challenges and business models for solar adoption by SMEs.

Webinar: Building an energy efficient business

This webinar provided insights by businesses, such as Goldenlink Auto, on how being energy efficient makes significant business sense by reducing operating costs. Environmental design specialist G-Energy Global elaborated on principles of successful energy efficiency solutions applicable for SMEs. To further lower the barriers for action, the National Environment Agency (NEA) shared how SMEs can access green grants such as the Energy Efficiency Fund to offset capital costs for energy efficiency improvements.

Webinar: Carbon 101

Carbon is a key topic for SMEs, especially those operating within global supply chains. Global textile and apparel company Ghim Li Group provided context on how the company measures, reports and manages its carbon emissions. Paia Consulting, a leading sustainability consultant, gave an introduction to carbon accounting, common challenges and, most importantly, how SMEs can overcome them. To simplify carbon accounting and reporting, Evercomm Singapore brought a technical lens to the process and how readily-available technological solutions can be deployed.

Sustainable Financial Solutions

4. A Differentiated Approach for SME's Transition

SMEs play a pivotal role in the net-zero transition by supporting business value chains and networks to provide products and services essential for the net-zero economy. We introduced the Sustainable Finance Framework for SMEs in 2020 as we are aware of the challenges faced by SMEs when navigating this transition. This Framework was designed to simplify and reduce costs for SMEs seeking sustainable financing. Through this framework, we enable our SME clients to gain access to the capital they need to finance sustainable projects, expediting their shift to a low-carbon economy. The Framework has been verified by Moody's ESG Solutions as aligned with all four core components of the Green Loan Principles. Moreover in 2023, the Framework was expanded to Malaysia, Indonesia and Hong Kong, providing SMEs in our key markets access to straightforward sustainable financing.

Beyond offering green loans, the Framework has enabled our bankers to have meaningful discussions on sustainability with our clients, helping to raise awareness on this topic among SMEs and identify leaders and solution providers to create an ecosystem of sustainability solutions with our clients.

With the growing global commitment to act on decarbonisation, many SMEs now aspire to embark on their sustainability journey to future-proof their businesses. However, the task of calculating emissions and reporting can be daunting. This is why OCBC continues to develop our ecosystem of enabling partners to support our clients in their sustainability journey, such as:

- EcoVadis, which provides sustainability assessments for our clients;
- Bureau Veritas and Tembusu, which provide emission monitoring and verification services;
- UN Global Compact Network Singapore (GCNS), which provides a simplified tool to record and manage emissions data; and
- STACS ESGpedia, Evercomm Singapore and Univers, which empower SMEs to effectively manage their ESG data to make data-driven decisions to decarbonise their businesses.

Since our launch of the SME Sustainable Finance Framework, OCBC has extended sustainable financing solutions to over 1,200 SMEs regionally.

Fabric dyeing at Ghim Li's fabric mill.

(4) United Nations Economic and Social Commission for Asia and the Pacific.

Accelerating the Transition to a Net-Zero Future

Sustainable Financial Solutions

Sustainable Financial Solutions at Bank of Singapore

Bank of Singapore offers an open architecture product platform with robust research capabilities to deliver a total risk-based solution customised to each client's needs. Sustainability remains a strategic priority at Bank of Singapore and we are committed to delivering the best sustainable investment solutions to our clients.

Our Management Approach at Bank of Singapore

Our strategy remains to integrate sustainability considerations holistically in everything that we do, including the way we invest and communicate to our stakeholders. To achieve this objective, we are progressively expanding our ESG product shelf, developing innovative tools, strengthening the education of our employees and engaging our stakeholders through a range of initiatives to support our sustainable investment agenda.

In response to the increasing environmental risks, we have established a robust governance framework to proactively manage sustainable investment matters within our discretionary portfolio management (DPM) services.

Bank of Singapore

Our Targets and Performance

Our 2023 Targets	Performance Against Targets
Include and enhance climate metrics for increased transparency in DPM's disclosure statement	BOS clients who invest in BOS' ESG-aligned discretionary portfolio mandate strategy can access climate disclosure reports upon request
Introduce ESG investment exclusions for DPM's ESG–aligned portfolio	Exclusion considerations incorporated into portfolio construction process of BOS' ESG-aligned discretionary portfolio mandate strategy

Performance

Percentage of recommended funds, companies and issuers with minimum MSCI ESG rating of BB:

- Funds: **92%**
- Equities: **96%**
- Fixed Income: **78%**

Trained **1,125** employees on sustainability or ESG topics

Organised **six** sustainability-themed client engagement events

21 ESG-themed research pieces published

59% of our clients hold securities with MSCI ESG Rating BB and above

Achieved | On track

Our Policies

As part of our approach to managing and guiding more ESG-conscious investment decisions, we are supported by key policies and frameworks. These policies are reviewed annually and updated as needed by the Bank of Singapore Sustainability Council.

Bank of Singapore	
Sustainable Investment Policy	Our DPM services are guided by the Sustainable Investment Policy, which integrates the assessment of ESG factors within our DPM services.

Accelerating the Transition to a Net-Zero Future

Sustainable Financial Solutions

Programmes and Initiatives

Sustainable Investment Solutions for Clients

As we continue our pursuit of sustainable investment solutions for our clients, below are some notable highlights of key developments in 2023:

- **Sustainable Investing Products and Research**
  In 2023, we continued to strengthen our shelf of thematic mutual funds and grew DPM's World ESG Equity mandate. Concurrently, we have maintained our commitment to ESG research with a total of 21 reports including our newly launched interactive publications covering aspects of climate change and biodiversity.

- **Singapore Stewardship Principles**
  In 2022, we were the first private bank to be a signatory of the Singapore Stewardship Principles. This milestone demonstrates our commitment to sustainability, as we progressively incorporate these principles into our processes, ensuring that sustainability remains at the core of our decision-making. As we forge ahead, we released our inaugural stewardship disclosure in 2023, further showcasing our dedication to transparently communicating our efforts in stewardship.

- **The ABS Sustainable Investment**
  In 2022, we co-chaired the ABS taskforce that led to the release of the region's first Sustainable Investment Guidelines for Private Banks and Wealth Managers. Following the launch of the guidelines, we have started implementing and incorporating the requirements into our processes in 2023 to align with the guidelines.

Bank of Singapore team with members of the ABS Taskforce.

- **Collaboration with World Wildlife Fund (WWF)**
  The Bank worked with World Wildlife Fund (WWF) to develop the Sustainable Private Banking and Wealth Management (SPRING) assessment tool. This tool is designed to help private banks improve portfolio resilience and ensure alignment with a low-carbon and sustainable future through the application of science-based approaches to responsible investing.

ESG Training and Capacity Building

One strength of Bank of Singapore remains in our collaborative approach to sustainability where we continue to build a strong sustainability ecosystem across academia, non-profits, consultancies and regulators. Additionally, we remain active with industry associations to help shape the future of our industry to grow more sustainably.

In 2023, we continued to educate our clients in sustainability matters and encourage them to embed sustainability in their businesses through various client events including our industry outlook events but also through the second edition of our flagship Bank of Singapore Sustainability Summit. We organised five sustainability-related client events across Singapore, Hong Kong and Shanghai. A key development has been the setting up of an ESG Dashboard capturing the client's portfolio ESG performance combined with our new client ESG profiling framework.

Besides educating our clients, it is important to cultivate the expertise of our own employees in sustainability. We have continued to train our global workforce on sustainability and front office employees in aspects of sustainable investing through the ASFI Academy. As of December 2023, 1,125 employees have been trained in sustainability or ESG topics. Additionally, we held our first case competition on the topic of sustainable investing involving the higher education landscape in Singapore, which saw over 60 participating undergraduate teams.

Panel discussion during the Bank of Singapore Sustainability Summit 2023.

Accelerating the Transition to a Net-Zero Future

Sustainable Financial Solutions

Going Forward

Sustainable financing and investing will play a pivotal role in driving the global transition towards a net-zero economy. As it becomes increasingly urgent to combat climate change, significant increases in capital flows towards projects and initiatives that align with the goal of achieving net-zero emissions would be required. We will continue to develop innovative sustainable financial solutions and partner with our clients to support their aspirations while driving positive environmental and societal impacts.

Our Forthcoming Targets

OCBC

- Percentage of recommended funds, companies and issuers with minimum MSCI ESG rating of BB by 2024[5]:
  - Funds: At or above 90%
  - Equities: At or above 95%
  - Fixed Income: At or above 70%
- Onboard eight new Funds with MSCI ESG Rating BB and above in 2024[5]

Bank of Singapore

- Percentage of recommended funds, companies and issuers with minimum MSCI ESG rating of BB by 2024:
  - Funds: At or above 90%
  - Equities: At or above 95%
  - Fixed Income: At or above 70%
- Organise at least six sustainability-themed client engagement events in 2024
- Train an additional 1,500 unique employees on sustainability or ESG topics in 2024
- ESG Profiling Penetration – 100% of all new clients onboarding from 2024
- Publish at least 12 ESG-themed research pieces in 2024

(5) Target only includes the performance of OCBC Singapore, OCBC Malaysia, OCBC Indonesia, OCBC Hong Kong and OCBC Macau.

Mangrove restoration as part of OCBC employees' volunteerism initiative.

Sustainability Imperative:

Bringing Impact to **Communities**

In this section, we will cover the following material ESG factors:

Talent Management and Wellbeing	**Nurturing our people and working together as One Group.** The comprehensive strategies and practices employed to engage, energise and attract top-tier talent, fostering an environment that supports the overall wellbeing and professional growth of our workforce.
Workplace Diversity	**Building a vibrant workforce.** A work environment that values differences and promotes equality is aimed to be created through the establishment of a culture that embraces diversity, fair treatment of individuals, and the provision of equal opportunities.
Community Development	**Empowering communities and enriching lives.** The engagement initiatives involving the organisation, employees and society that aim to address social, economic and environmental needs, with a commitment to fostering sustainable development, promoting financial inclusion and enhancing the quality of life in the communities where the organisation operates.

Bringing Impact to Communities

Talent Management and Wellbeing

8 DECENT WORK AND ECONOMIC GROWTH

Nurturing our people and working together as One Group

Why this is Material to Us

Our employees are the driving force behind our success, contributing to economic growth, maintaining our reputation and ensuring our longevity. To cultivate a more future-ready workforce, we are dedicated to fostering a sustainable learning organisation. By investing in our employees' growth, we empower them to reach their full potential so that they can in turn contribute to the growth of OCBC.

Apart from creating a nurturing environment where our people can grow their career, we also prioritise health, safety and overall wellbeing of our people. We understand the significance of providing comprehensive support for their physical and mental wellbeing as it contributes to both job satisfaction and workforce productivity. We aim not only to enhance the individual's wellbeing, but also that of the team and organisation as a whole.

Our Management Approach

We are committed to foster opportunities for our employees. We firmly believe in the inherent talent and distinct skill sets that each employee brings to the organisation. By leveraging on their unique skills and experiences, they can chart their own growth journeys within the Bank.

Our focus is on creating a sustainable pool of future-ready talents by offering carefully curated learning opportunities for upskilling and comprehensive development. We prioritise skills-first career growth and continuous learning experiences for our employees, all of which are aligned with our core philosophy.

We recognise the importance of cultivating a thriving talent management ecosystem that aligns with our values. By doing so, we build knowledge and expertise in the banking industry. As we develop our employees' skills and careers, we remain steadfast in our commitment to our employees' wellbeing. We ensure that our growth as an organisation is matched by our dedication to the ethical and respectful treatment of our workforce.

Our Targets and Performance

Our 2023 Targets	Performance Against Targets
Maintain employee engagement score within the Kincentric Best Employer range in Employee Engagement Survey	In majority of our key markets, the perceptions of our employees in four key measures, namely Engagement, Agility, Engaging Leadership and Talent Focus, have surpassed each respective country's top quartile threshold[1]
Support all employees in their career development, providing them with learning opportunities	Launched our inaugural Grow Your Way career expedition to signal the pivot to skills-first mobility for our Singapore, Malaysia, China, Hong Kong and Indonesia employees; average learning hours increased from 49.5 hours to 54.6 hours year-on-year[1]
Implement our existing key employee wellness and sustainability initiatives on a Group-wide basis	Conducted MyWellness Fiesta 2023 across 17 locations, and organised 35 monthly wellness talks as part of our MyWellness Programmes, which saw 55,760 completions[1]

Achieved On track

(1) Includes performance of OCBC Group, including Great Eastern Holdings.

Bringing Impact to Communities

Talent Management and Wellbeing

Our Policies

Our talent management and wellbeing initiatives grow out of a dynamic set of policies. These key policies are routinely updated and reviewed to ensure that our actions align with the Bank's purpose, values and ambition. These guiding principles are instrumental in fostering a culture that supports our people's professional growth and personal welfare.

MyWellness Programme	• MyWellness Programme aims to provide our people with emotional and practical support on a wide range of topics, ranging from personal development to work-related challenges. Examples of our wellness offerings include:
	  • Mindfulness Programme
	  • New Parent Return to Work Programme
	  • Work-life Services
	  • Clinical Counselling
	  • Life Coaching Session
	  • In My Hands (online cognitive behavioural therapy services)
	• These services are available to all our employees and their immediate family members, including spouse, children, parents and siblings.

Learner's Commitments	• We are committed to provide all employees with an average of 37.5 learning hours per employee per year.

Programmes and Initiatives

Employee Engagement Survey 2023

This survey was first conducted in 2004 to facilitate our understanding of the needs and concerns of our employees and to pinpoint areas that require enhancement, with the goal of increasing overall engagement and productivity. By responding to employee concerns and needs, we continue to nurture our engagement with our workforce and strengthen our proposition and reputation as an employer. This enables us to draw top talent and maintain a strong and valuable team that will contribute to our overall success.

As of 2023, the Employee Engagement Survey has been refreshed to include cultural and conduct outcomes. We believe in having a strong culture of individual and collective accountability, promoting mutual respect and encouraging employees to speak up. These essential cultural characteristics will promote a positive and supportive work environment, and drive our organisation's success. We recorded an employee engagement score of 79% this reporting year, an improvement from 71% in 2021.[2] The percentage score represents the proportion of employees who would speak positively of their work experience, demonstrate motivation to contribute consistently and intend to remain with the organisation in the future.

Employee Engagement Survey 2023

Our employees have reported a positive experience regarding their learning, development and growth.

Employee Listening Questions	OCBC 2023	APAC 2023 (vs OCBC 2023)	OCBC 2021 (vs OCBC 2023)
My learning and development are actively supported by my organisation	87%	72% (+15)	79% (+8)
I am able to grow and thrive personally and professionally at this organisation	83%	NA	New in 2023

Our employees also rated our organisation positively in the aspect of culture.

Employee Listening Questions	OCBC 2023	APAC 2023 (vs OCBC 2023)	OCBC 2021 (vs OCBC 2023)
I am proud to work for this organisation	85%	79% (+6)	New in 2023
I am able to integrate my work and personal life in a way that works for me	82%	67% (+15)	77% (+5)

(2) The Employee Engagement Survey, including culture and conduct questions, has been streamlined in line with evolving market trends and OCBC's priorities in focusing on culture and conduct outcomes.

Bringing Impact to Communities

Talent Management and Wellbeing

Curating Learning Opportunities for Holistic Growth for our Employees

In 2023, we made a deliberate strategic pivot from Future Smart, our skill-focused development, to Grow Your Way Expedition, our skills-first growth and mobility initiative. Grow Your Way aims to create employee excitement around Career Mobility and showcase the diverse career growth options within OCBC.

Alongside our existing 19,000 programmes for employees, our inaugural Grow Your Way event saw the birth of another two signature programmes – Build Your Skills Portfolio workshops for employees and the Coaching for Growth certification programme for leaders. Complementing this, we are currently developing MOBI, an AI-powered platform that allows employees to assess their skills and delve into potential career possibilities.

While building technical and soft skills remains important, we have begun to emphasise Learning Agility, a critical meta-competency to drive long-term development within our workforce. This internal initiative equips our employees with abilities to effectively handle and navigate unfamiliar circumstances. Our Learning Agility Power (LeAP) framework promotes two central mindsets – the Growth mindset and the Productive Failure mindset. It also emphasises four key attributes: Reflectiveness, Reciprocity, Resourcefulness and Resilience. This holistic approach equips our employees with the necessary skills to adapt and excel in any circumstance, fostering a workforce that is resilient and versatile.

Leadership development continues to be a key tenet of our strategy to support employees' growth through our hallmark leadership programmes for leaders at all levels, ranging from the C-suite to the individual contributors. We have expanded our programmes to focus on developing traits such as managing different groups of people effectively and respecting their individuality in an empathetic and bias-free way.

On the coaching and mentoring front, we extended MentorMe – a mentoring programme traditionally catering to female employees – to male mentees in 2023. The pilot programme saw 149 mentor-mentee pairs; 59% of the mentees are males.

Opening speech by Yap Aye Wee, Head of Learning and Transformation, at the Grow Your Way Expedition.

Bringing Impact to Communities

Talent Management and Wellbeing

Participants of the OCBC-INSEAD EDP 2023 at Huawei's Song Shan Lake Campus in Dongguan.

Sustainability-related Learning Opportunities and Training

As OCBC continues to make strides in our sustainability efforts, it is crucial that we prioritise building internal capacity and upskilling our workforce in sustainability-related matters to support and advance our sustainability agenda. During our immersive leadership development programme in Shenzhen, the Green Financing Banking Association (GFBA) shared insights with our OCBC leaders on the sustainability challenges faced by the banking sector in Shenzhen.

Additionally, we launched nine new certification programmes on sustainability in 2023 across OCBC Group, covering areas such as Sustainable Marketing, Media and Sustainability Stewardship. Complementing our certification programmes, a suite of 900 sustainability-related programmes were introduced in our curriculum, which saw more than 49,000 completions across the Group in 2023.

Bringing Impact to Communities

Talent Management and Wellbeing

Creating an Ecosystem for a Thriving Learning Culture

In 2023, we celebrated our community of growth champions, honouring over 900 Campus Stars and 57 returning mentors, marking our largest cohort yet. Notably, our employees produced more than 3,000 new learning resources, encompassing online courses, events, videos and reading materials, enriching knowledge-sharing within the Bank. Additionally, we fostered an organic network of growth champions through alumni gatherings for our signature leadership programmes. Nearly 300 past graduates reunited at these gatherings, cultivating a supportive community for professional growth across various business domains.

We launched Insights from the Inside which is a classroom-based learning series led by our employees from different business units. These sessions offered invaluable insights from across various functions, enabling employees to comprehend diverse roles within our Bank. Employees were able to foster meaningful conversations and connections through these engagements.

OCBC has actively forged strategic partnerships with external organisations that share our ethos and philosophy. We emphasised integrating our learning design principles into the ecosystem through nine benchmarking visits, engaging nearly 200 partners across industries including institutes of higher learning and public service organisations, enriching interactions and knowledge-sharing among participants.

As a testament to our strong organisation-wide strategy and commitment to workforce transformation, talent pipeline building and skills development, we received the Workforce Singapore's Most Valuable Advocate Award in October 2023.

Training and Developing our Workforce

We believe in empowering our employees with the necessary skills for success through the wide range of relevant training programmes offered. In 2023, we achieved an average of 54.6 hours of training and development across all employees. Our commitment to continuous development includes ensuring employees' access to a wide variety of relevant training programmes across multiple modalities. In 2023, employees completed an average of 35.4 training programmes; more than 80% of our learning completions are in virtual and hybrid formats. This reflects our shift towards bite-sized learning-on-the-go, to enable all employees to excel and adapt in the dynamic world of banking.

Average Training Hours[3]

Average Training Hours by Gender	2023	2022	2021[4]
Male	**53.5**	49.1	44.6
Female	**55.6**	49.9	45.4
Total	**54.6**	49.5	45.1
Average Training Hours by Employee Category			
VP and above	**51.7**	46.3	45.9
AVP	**52.0**	51.1	49.2
Managers and Assistant Managers	**54.6**	48.7	43.5
Non-executives	**67.7**	54.4	41.7
Average Training Hours by Age Group (years old)			
<30	**68.1**	61.1	52.6
30-49	**52.8**	48.0	43.7
>=50	**45.5**	40.5	40.3

Note: 7.5 hours constitute one day of training.

Average Training Completions[3][5]

Average Training Completions by Gender	2023	2022
Male	**33.9**	34.0
Female	**36.6**	37.7
Total	**35.4**	36.1
Average Training Completions by Employee Category		
VP and above	**28.0**	26.2
AVP	**33.0**	33.8
Managers and Assistant Managers	**38.1**	41.0
Non-executives	**40.6**	34.2
Average Training Completions by Age Group (years old)		
<30	**40.5**	41.9
30-49	**34.7**	35.3
>=50	**31.7**	31.9

(3) Statistics include permanent employees of OCBC Group, including Great Eastern Holdings.
(4) Statistics include permanent employees of OCBC Group, excluding OCBC Capital Malaysia Berhad.
(5) Average Training Completions refer to the average number of training programmes completed per employee, which we have started disclosing from 2022.

Bringing Impact to Communities

Talent Management and Wellbeing

Ensuring the Wellbeing of our Employees

In our commitment to ensure the wellbeing of our employees, OCBC developed a dynamic Group-wide MyWellness Framework. This framework serves as a robust support system that empowers our valued employees to proactively invest in their health and wellness. With the challenges posed by a rapidly evolving banking landscape, rising cost of living and other influencing factors, the framework is designed to safeguard the financial, physical, mental and family wellbeing of our employees. With a recent refresh in 2023, OCBC rolled out a series of targeted and proactive initiatives to support employees in each area of their wellbeing journey. By providing a supportive, safe and healthy environment, we contribute to the overall health and wellbeing of our employees.

MyWellness Framework

OCBC MyWellness Pillars

Financial Wellness	Physical Wellness	Mental Wellness	Family Wellness	Wellness at Workplace
Employees have the ability to confidently manage their finances while preparing for the future and the unexpected.	Employees recognise the importance of, and take active steps to make, healthy choices to achieve physical wellness.	Employees have a positive state of mental health, are self-assured and are in control of their attitudes and reactions to daily living. They are aware of the support and programmes available in the Bank should they need help.	Employees have the capacity to thrive through meaningful connections and relationships with their family, and by ensuring their loved ones' physical and mental wellbeing are taken care of.	Provide a safe and healthy working environment for employees. Employees are aware of potential workplace hazards and possess the know-how to reduce exposure or address them.

Awareness/Knowledge
Increase awareness and knowledge through educational initiatives on wellness topics

Support Programme
Create enablers and platforms to raise awareness and promote wellness programmes through support initiatives

Benefits
Enhance benefits competitiveness by providing a benefits proposition that boosts the wellbeing of our employees

Success Metrics
Establish measurable business outcomes resulting from our wellness initiatives

Bringing Impact to Communities

Talent Management and Wellbeing

MyWellness Fiesta 2023

OCBC organised the MyWellness Fiesta in 2023 to promote the importance of holistic wellness and inspire employees to embrace sustainable lifestyles across key areas: family, mental health, physical fitness, financial management and workplace wellness.

The fiesta spanned three weeks, from October to November, providing ample opportunities for employees to participate in various activities and earn MyWellness points, enhancing their chances of winning exciting prizes.

Remarkably, the virtual event witnessed a participation count of 6,141 by 31 October 2023, marking a fivefold increase in participants compared to the previous year.

Additionally, a physical event took place in October 2023, featuring chiropractic practitioners who offered complimentary screenings for employees' spinal health.

OCBC employees participating in activities during MyWellness Fiesta, which promotes the importance of holistic wellness and inspires employees to embrace sustainable lifestyles.

One of the notable highlights from the fiesta was a panel discussion on Seeking Help and Giving Support. Employees from OCBC Singapore, OCBC Malaysia and OCBC China openly shared their personal challenges and experiences, fostering a deeper understanding of mental health and encouraging professional help for employees' overall wellbeing.

Participation in virtual talks that aimed to provide valuable insights on mental, physical, and financial wellness to our employees.

Talks were organised on emerging themes, including achieving a balance between hybrid work and family life, financial detoxing, managing debt and building resilience.

To support employees' mental wellness, dedicated virtual booths were made available, offering wellness-related resources and access to wellness coaches or counsellors.

Work health safety sessions were conducted, featuring engaging activities like scavenger hunts to identify equipment that minimises workplace injuries, mini-games to spot workplace hazards, a bulletin board for employees to share tips on handling workplace hazards, downloadable resources addressing common workplace injuries, and talks addressing high-level workplace risks.

MyWellness Talks

As part of the wellness training roadmap, OCBC successfully conducted 35 wellness talks in collaboration with healthcare service providers. These talks aimed to provide valuable insights on mental, physical and financial wellness to our employees. In 2023, a total of 15,804 participations were recorded, comprising 5,046 employees who joined the live talks and on-demand sessions.

Bringing Impact to Communities

Talent Management and Wellbeing

Work-Related Injuries and Ill Health

The importance of addressing work-related injuries cannot be overstated. In addition to the immediate impact on individuals, these injuries have far-reaching consequences for our employees, organisation and society at large. By prioritising workplace safety and preventing injuries, we are committed to safeguard the physical wellbeing of our workforce, ensuring that everyone can thrive and contribute to their fullest potential.

Number of	2023
Fatalities	**0**
Recordable injuries	**18**
Recordable work-related ill health	**0**

Parental Leave

Parental leave is crucial for both employees and employers due to its numerous benefits. For parents, the time away from work allows them to prioritise their family responsibilities without sacrificing their careers, reducing stress and promoting work-life harmony. It also demonstrates our commitment to support our employees' personal lives and cultivate a family-friendly working environment.

Region	Number of weeks of fully paid Maternity Leave	Number of weeks of fully paid Paternity Leave
Singapore	16 weeks	4 weeks
Malaysia	at least 98 days	at least 7 days
Mainland China	at least 158 days	at least 10 days
Hong Kong	14 weeks	5 days
Macau	98 days	5 days
Indonesia	12 weeks	5 days

	2023
Total number of employees who took maternity leave	**606**
Total number of employees who took paternity leave	**527**
One-year retention rate of returning mothers	**79%**

Going Forward

Our commitment to prioritising talent management and investing in comprehensive wellness programmes will position us to attract and retain talent, foster a thriving work environment and drive productivity and innovation. We recognise the significance of work-life harmony and personalised development plans; we are dedicated to creating a culture that supports the holistic growth and fulfilment of our employees. By doing so, we are confident that we will achieve long-term success and sustainability, ensuring our organisation remains at the forefront of excellence in the future.

Our Forthcoming Targets

- Support all employees in their career development, providing them with learning opportunities and insights into career possibilities[6]
- Maintain being an employer of choice, including improving employee engagement scores for at least 50% of our business units[6]
- Implement our existing key employee wellness and sustainability initiatives on a Group-wide basis[6]

(6) Target includes the performance of OCBC Group, including Great Eastern Holdings.

Bringing Impact to Communities

Workplace Diversity

5 GENDER EQUALITY
8 DECENT WORK AND ECONOMIC GROWTH

Building a vibrant workforce

Why this is Material to Us

Embracing diversity matters to us and is pivotal to our sustained and long-term success. We foster a culture where all individuals are respected, appreciated for their uniqueness, and provided equal opportunities to contribute, learn and progress. We believe in empowering our workforce to advocate for positive change, driving products that increase equity and accessibility, and actively supporting improvements across our communities. Together, we harness the strength of our diverse perspectives to enhance decision making, better understand and cater to the needs of our clients and foster innovation and creativity within the Group.

Our Management Approach

We consistently foster a culture that is supportive and nurturing, ensuring that employees from all backgrounds feel valued and empowered. Our commitment to diversity is reflected in our Board Diversity Policy, which ensures that our board comprises directors of varying ages, gender, skills and backgrounds. This diverse composition serves as a foundation for promoting diversity throughout our workforce. In addition, we offer family friendly policies, as well as wellbeing and workplace support measures, so that everyone feels that they belong and are supported in OCBC.

Our Targets and Performance

Our 2023 Targets	Performance Against Targets
Achieve 42% of leadership positions filled by women by 2025	41% of leadership positions filled by women[1][2]
Maintain a balanced gender mix across our workforce	Maintained a balanced gender mix of 44% male and 56% female across our workforce[2]

Achieved On track

Our Policies

As part of our approach to ensuring diversity within our OCBC community, we are guided by the following policies which are reviewed and updated as needed by the relevant Board Committee.

Board Diversity Policy	• Guides OCBC's approach to diversity on the appointment and composition of its board of directors. • Considers diversity factors such as age, gender, length of service, skills, experiences and background.
OCBC Fair Recruitment Practices and Hiring Policy	• Ensures the Tripartite Guidelines on Fair Employment Practices issued by the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP) are included in our recruitment process. • Guides our recruitment and selection process on the basis of merit, and regardless of age, race, gender, religion, marital status and family responsibilities or disability.
Group Code of Conduct	• Guides OCBC's approach to providing our employees with a work environment where we treat each other fairly and with respect. We do not tolerate harassment and bullying of any kind, under any circumstances. • All our employees are required to complete an annual training and assessment on the Code of Conduct.

(1) In 2023, the leadership positions filled by women grew by 1% to 41%. We will continue to reinforce a supportive and nurturing organisational culture to grow and aim to achieve 42% of leadership positions to be filled by women by 2025.
(2) Includes performance of OCBC Group, including Great Eastern Holdings.

Bringing Impact to Communities

Workplace Diversity

Programmes and Initiatives

International Women's Day

In March 2023, we held our annual celebration of International Women's Day at OCBC, with over 750 employees in attendance. The occasion was dedicated to celebrating and honouring women, and attendees actively participated by sharing their thoughts on a collaborative data wall, expressing themselves through threaded labels and voicing their priorities. The importance of flexible work arrangements that accommodate personal schedules and responsibilities, as well as fair treatment, equal opportunities and advancement for all individuals, emerged as top concerns for the participants. The event had a strong focus on celebrating diversity and embracing the unique talents that women bring to the workplace.

Two panel discussions, namely MentorMe and W Suite, captivated the audience. The discussion featuring MentorMe, one of OCBC's flagship mentoring initiatives, featured a panel composed of our own women mentors and mentees who shared their heartfelt career journeys and emphasised the importance of nurturing mentors during early career transitions. The second panel discussion showcased women leaders from our esteemed W Suite programme. These inspiring panellists passionately advocated for greater female representation and highlighted the promising progress of women in STEM fields and C-suites.

Celebrating International Women Day 2023 at OCBC.

Relaunched Employee Resource Groups

We revitalised our support network for employees by relaunching two Employee Resource Groups (ERGs), specifically tailored for single parents and caregivers. These groups complement the existing ERGs that serve Parents with Teens and First-time Parents. ERGs foster a sense of community and support as they provide a platform for employees with shared backgrounds, experiences or interests to come together, share knowledge, offer support and advocate for their specific needs within the workplace. These groups contribute to a positive work environment, where the employees feel that they belong, and are valued and supported, benefitting both the individuals and the organisation.

Unconscious Bias Training

We have strengthened our catalogue of more than 180 unconscious bias learning opportunities through more targeted programmes tailored for all employees, both managers and individual contributors.

Gender Pay Equity

OCBC is committed to regularly reviewing our compensation practices to ensure gender pay equity within our organisation.

Non-conventional Talent Hire Initiative

As part of our commitment to fostering a diverse environment for all, we launched our inaugural non-conventional talent hire initiative in 2023. The primary objective of the initiative is to provide opportunities for individuals who may have been overlooked given traditional hiring practices. Comprising three pilot programmes, the initiative offers flexible work arrangements and personalised tools and resources to ensure sufficient support is provided throughout their journey at OCBC.

1. **Return to Work Programme**: This programme focuses on reintegrating mothers, caregivers and retirees back into the workforce. It offers empowering solutions such as flexible work arrangements and job-sharing schemes, tailored to accommodate their unique needs.

2. **Persons with Disabilities Programme**: As a registered Open Door Programme (ODP) Employer under SG Enable since March 2023, we are committed to integrating persons with disabilities into the workforce. Key elements of this programme include:

   a. Engagement with persons with disabilities through volunteering, mentorship and internships. Notably, the Bank participated in SG Enable's Virtual Career Preparatory Workshop in October 2023.

   b. Employment opportunities for persons with disabilities, accompanied by a job coach to assist in their workplace integration.

   c. Implementation of Resources/Support programmes to help persons with disabilities assimilate into the organisation and to train managers and their team about Disability Awareness to better support persons with disabilities in the workplace.

3. **Transiting Servicemen Programme**: We conducted a career talk in August 2023 for approximately 35 servicemen, which focused on highlighting career transition opportunities for retiring servicemen; subsequently, we had our first successful hire of a serviceman into our organisation.

Bringing Impact to Communities

Workplace Diversity

Jerome Syed, an individual with hearing impairment, joined OCBC's Human Resources Marketing team as a Social Media Content Writer in August 2023.

Sustainable merchandise created by persons with disabilities from i'mable Collective by SG Enable Pop-Up Store during the OCBC Sustainability Day 2023.

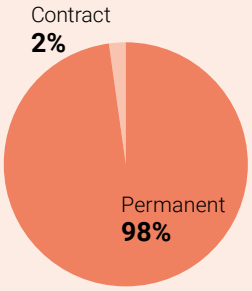
Bringing Impact to Communities

Workplace Diversity

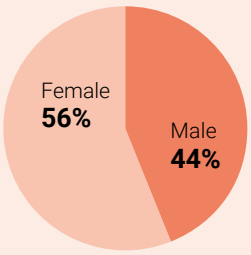
Our Workforce[3]

Total Workforce in 2023
33,330

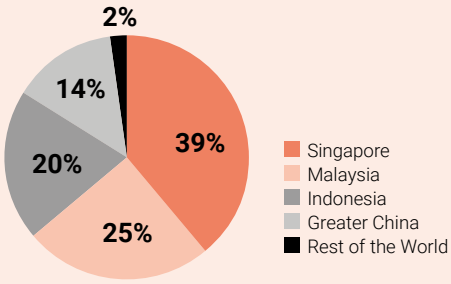
Total Workforce by Employment Nature in 2023



Total Workforce by Gender in 2023



Percentage Workforce by Region in 2023



Total Workforce by Age Group[3]

Workforce by Age Group	2023	2022	2021[4]
<30	**19%**	19%	21%
30-49	**67%**	67%	66%
>=50	**14%**	14%	13%

Percentage of Employees by Employee Contract and Region[3]

	2023		2022		2021[4]	
Employee Breakdown by Region	**Permanent**	**Contract**	**Permanent**	**Contract**	**Permanent**	**Contract**
Singapore	**37.3%**	**1.3%**	36%	1%	36%	2%
Malaysia	**24.9%**	**0.2%**	26%	1%	25%	<1%
Indonesia	**19.8%**	**0.4%**	20%		20%	
Greater China	**14.0%**	**0.3%**	14%		14%	
Rest of the World	**1.7%**	**0.1%**	2%		2%	

Percentage of Employees by Employee Type and Region[3]

	2023		2022		2021[5]	
Employee Breakdown by Region	**Full time**	**Part time**	**Full time**	**Part time**	**Full time**	**Part time**
Singapore	**39%**	**<0.1%**	38%	1%	–	–
Malaysia	**25%**		26%		–	–
Indonesia	**20%**		20%		–	–
Greater China	**14%**		14%		–	–
Rest of the World	**2%**		<2%		–	–

(3) Statistics include permanent and contract employees of OCBC Group, including Great Eastern Holdings.
(4) Statistics include permanent and contract employees of OCBC Group, excluding OCBC Capital Malaysia Berhad.
(5) Data not available for 2021.

Bringing Impact to Communities

Workplace Diversity

Percentage of Employees by Employee Type/Contract and Gender[3]

Employee Breakdown by Gender	2023		2022		2021[4]	
	Male	Female	Male	Female	Male	Female
Permanent	**43%**	**55%**	42%	56%	41%	57%
Contract	**1%**	**1%**	<1%	1%	1%	1%
Full time[5]	**44%**	**56%**	43%	57%	–	–
Part time[5]	**<1%**		<1%		–	–

Percentage of Employees by Employee Category and Age Group[3]

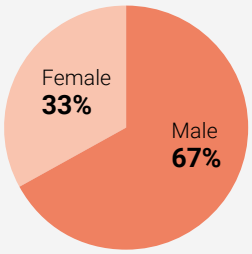
Employee Category by Age Group (Permanent and Contract Employees)	2023			2022			2021[4]		
	< 30	30-49	≥ 50	< 30	30-49	≥ 50	< 30	30-49	≥ 50
VP and above	**0%**	**10%**	**5%**	0%	10%	5%	0%	10%	4%
AVP	**1%**	**22%**	**3%**	1%	23%	3%	1%	21%	3%
Managers and Assistant Managers	**16%**	**30%**	**4%**	16%	29%	3%	4%	7%	2%
Non-executives	**2%**	**5%**	**2%**	3%	5%	2%	4%	7%	2%

Percentage of Employees by Employee Category and Gender[3]

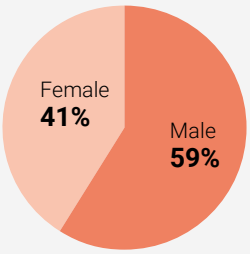
Employee Category by Gender (Permanent and Contract Employees)	2023		2022		2021[4]	
	Male	Female	Male	Female	Male	Female
VP and above	**8%**	**7%**	8%	7%	8%	6%
AVP	**13%**	**13%**	13%	14%	12%	13%
Managers and Assistant Managers	**20%**	**30%**	19%	29%	19%	30%
Non-executives	**3%**	**6%**	3%	7%	4%	9%

Representation of Female Leaders at Management Level in 2023[3]

Senior Management Positions

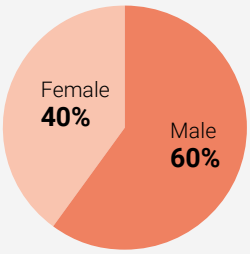


Leadership Positions



Board[6] Diversity in 2023

Gender



(3) Statistics include permanent and contract employees of OCBC Group, including Great Eastern Holdings.
(4) Statistics include permanent and contract employees of OCBC Group, excluding OCBC Capital Malaysia Berhad.
(5) Data not available for 2021.
(6) All members of our Board are aged 50 and above.

Bringing Impact to Communities

Workplace Diversity

New Hire (Permanent Employees Only)[3]

	2023		2022		2021[4]	
Total	**Number**	**New hire rate(%)**	**Number**	**New hire rate(%)**	**Number**	**New hire rate(%)[5]**
Overall	**6,528**	**20%**	7,325	24%	5,764	19%
Gender	**%**		**%**		**%**	
Male	**49%**	**22%**	49%	27%	50%	–
Female	**51%**	**18%**	51%	21%	50%	–
Age Group	**%**		**%**		**%**	
< 30	**40%**	**43%**	41%	51%	43%	–
30-49	**56%**	**17%**	56%	19%	54%	–
≥ 50	**4%**	**5%**	3%	6%	3%	–
Region	**%**		**%**		**%**	
Singapore	**42%**	**22%**	42%	27%	47%	–
Malaysia	**24%**	**19%**	23%	21%	19%	–
Indonesia	**18%**	**18%**	19%	22%	16%	–
Greater China	**14%**	**20%**	14%	23%	16%	–
Rest of the World	**2%**	**20%**	2%	25%	2%	–

Employee Turnover Rate (Permanent Employees Only)[3]

	2023		2022		2021[4]	
Total	**Number**	**Turnover rate(%)**	**Number**	**Turnover rate(%)**	**Number**	**Turnover rate(%)[5]**
Overall	**4,707**	**14%**	6,408	21%	5,449	18%
Gender	**%**		**%**		**%**	
Male	**44%**	**15%**	45%	22%	48%	–
Female	**56%**	**14%**	55%	20%	52%	–
Age Group	**%**		**%**		**%**	
< 30	**30%**	**24%**	30%	33%	32%	–
30-49	**61%**	**13%**	62%	19%	59%	–
≥ 50	**9%**	**10%**	8%	13%	9%	–
Region	**%**		**%**		**%**	
Singapore	**36%**	**14%**	39%	22%	40%	–
Malaysia	**28%**	**16%**	24%	19%	21%	–
Indonesia	**18%**	**13%**	21%	21%	22%	–
Greater China	**16%**	**16%**	14%	20%	16%	–
Rest of the World	**2%**	**17%**	2%	17%	1%	–

Going Forward

Workplace diversity will continue to be a critical aspect of successful organisations. By embracing diversity, we not only attract top talent, but create a culture that fosters creativity, collaboration, enhanced employee engagement and sustainable growth. Embracing diversity is not just a strategic advantage, but a moral imperative that will shape the future of work and drive success in the global marketplace.

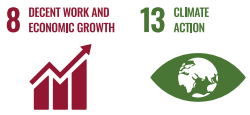
Our Forthcoming Targets

- Achieve 42% of leadership positions to be filled by women by 2025[7]
- Maintain a balanced gender mix across our workforce[7]

(3) Statistics include permanent and contract employees of OCBC Group, including Great Eastern Holdings.
(4) Statistics include permanent and contract employees of OCBC Group, excluding OCBC Capital Malaysia Berhad.
(5) Data not available for 2021.
(7) Target includes the performance of OCBC Group, including Great Eastern Holdings.

Bringing Impact to Communities

Community Development



Empowering communities and enriching lives

Why this is Material to Us

At OCBC, we acknowledge that our business growth is deeply connected to societal wellbeing. Being a regional financial services provider with a wide business footprint in Asia, we recognise that the way we conduct business has a lasting impact on the development of society and the environment. As such, our mission to give back goes beyond offering high-quality financial services.

Our Management Approach

In addition to our dedication to financial inclusivity, we also inspire our workforce to actively contribute to society and the various markets we operate in. At the heart of our approach is encouraging volunteerism among employees, the promotion of financial resilience for individuals and businesses, and a steadfast commitment to transparency in economic contributions as well as responsible tax management[1], as we strive towards building trust and ensuring a sustainable future for all.

We are also committed to supporting underserved communities in strategic areas across our core markets. We seek to help these communities overcome challenges and meet their needs through curated programmes and tailored activities facilitated by our employee volunteers. Our community engagement programmes through our #OCBCCares Programme are anchored around key thematic areas, aligned with the Group's Sustainability Framework:

- **Families**: Supporting cohesive and healthy family units.
- **The Elderly:** Meeting the health and social interaction needs of the ageing population.
- **Persons with Special Needs**: Encouraging social inclusion and acceptance.
- **Children and Youths**: Providing guidance and support for children and youths from lower-resourced backgrounds.

Our continual dedication to financial inclusion is upheld by a comprehensive approach that addresses the retail and commercial needs of our customers throughout various growth phases. Our retail offerings tailored for each phase of life include Child Development Accounts (CDA) for young families, FRANK Student Loans for youth, OCBC Life Goals for career-focused adults, and the OCBC Digital Silvers Programme for seniors. This is complemented with bespoke and innovative products for SMEs that cater to their dynamic business needs.

Our Targets and Performance

Our 2023 Targets	Performance Against Targets
Maintain No. 1 market share of Child Development Accounts in Singapore	Achieved No. 1 market share of Child Development Accounts in Singapore
Achieve 90% of local spending to support economic growth of our core markets	Achieved 93% of local spending to support economic growth of our core markets
Increase by 30% in skills-based employee volunteering projects	Increased our skills-based employee volunteering projects by more than four times year-on-year
Boost employee support for the community through employee volunteerism	16,329 employee volunteers have participated in community development efforts

Performance

129 workshops engaging 2,722 seniors were conducted in Singapore as part of Digital Silvers Workshop programme
208,155 individuals benefitted from our support
59,482 volunteer hours contributed by our employees
484 community-support activities organised across the Group

Achieved On track

Programmes and Initiatives

Child Development Accounts

The CDA is a special co-savings account which comprises (a) CDA First Step Grant which will be automatically deposited into the CDA without having to save first; and (b) dollar-for-dollar Government co-matching for each dollar that is deposited in the CDA, up to the maximum Government co-matching cap. These CDA funds can be used at the Baby Bonus Approved Institutions to pay for education-related and health-related expenses of your child. Despite having taken the pole position for market share of CDA in Singapore for multiple years, OCBC will continue to work together with the relevant authorities and products teams to further enhance our CDA proposition to benefit our younger customer base.

[1] Details of our responsible tax management practices are available on our website.

Bringing Impact to Communities

Community Development

Skills-Based Employee Volunteering Projects

In 2023, our employee volunteers from Singapore, Malaysia, Indonesia and Greater China engaged in a multitude of initiatives encompassing 484 projects. We increased our skills-based employee volunteering projects by more than four times and a total of 208,155 beneficiaries benefitted from these programmes organised and guided by 16,329 OCBC employee volunteers. These ranged from financial literacy sessions for children with special needs to anti-scam workshops, creating edible gardens, cleaning coastlines and organising handicraft workshops for our charity partners. Details on such initiatives can be found in the subsequent paragraphs:

Families100 Programme by OCBC

The Families100 Programme by OCBC, a partnership with the Ministry of Social and Family Development, is a first-of-its-kind social uplift initiative by OCBC targeting 100 lower-income families with children living in rental flats. We have assigned 200 OCBC volunteers to work closely with these families for 12 months, fostering self-reliance and social mobility. Besides financial aid, the programme offers avenues in sports, creativity and academic support for children and youths. Our employee volunteers also mentor parents in financial literacy and career guidance, establishing meaningful connections and empowering families to overcome challenges.

The Families100 Programme by OCBC is a first-of-its-kind social uplift initiative to provide targeted help to 100 lower-income families.

Little Green Summer Camp

The Little Green Summer Camp is an annual event in Mainland China that allows our employee volunteers to mentor the young camp participants. Through the interactions, the children can deepen their critical thinking abilities and improve their communication skills. Coming from less-privileged households in Shanghai, these children were encouraged to take initiative and strive to be the next generation of leaders to protect the environment. Through interesting courses, games, art workshops and a visit to the ocean park, these children were taught innovative and new ways to help mitigate climate change.

Care Corner ElderConnect

The Care Corner ElderConnect initiative, supported by OCBC, targets over 3,500 socially isolated seniors above 60 years old by engaging them in OCBC and Care Corner Singapore activities at neighbourhood Active Ageing Centres (AACs). The aim is to combat social isolation and foster deeper community connections which are crucial for mental and physical health. In 2023, more than 1,000 employee volunteers have conducted monthly house visits to check on the wellbeing of these seniors and encourage them to step out of their homes for activities organised by the AACs.

Care Corner ElderConnect Supported by OCBC addresses social isolation among seniors from low-income families.

Greener Energy and Better Financial Literacy

Our employee volunteers from the OCBC Kajang branch in Malaysia came together and bought RM 24,000 worth of solar panels for Kaizen Children Home in Kuala Lumpur. This will enable the Home to save up to 100% in electricity bills, which will ultimately contribute to a greener and more sustainable world. The employee volunteers also donated necessities for the Home and taught the children financial literacy. This gave the children the necessary foundation to manage their money more wisely when they grow up.

The donated necessities and solar panels will go a long way in managing operating costs for Kaizen Children Home.

Bringing Impact to Communities

Community Development

Contribution to local economies

Aside from providing financial solutions, OCBC plays an integral role in supporting the local economy through paying fair and progressive compensation to employees, taxes to the respective authorities and dividends to shareholders. We prioritise sourcing from local suppliers to support the economy in our core markets. Our structured policies, frameworks and processes are diligently implemented to ensure discipline and pave the way for a lasting, positive influence on our stakeholders.

Supply Chain Spending[2]	2023	2022	2021
Total Supply Chain Spending	**$1.57b**	$1.45b	$1.48b
Local Spending	**93%**	92%	92%
Local Vendors[3]	**88%**	88%	89%

A plastic collection point outside OCBC Centre (Singapore) to encourage plastic recycling.

An aerial map of the Thirty Hills Initiative in Indonesia.

(2) The supply chain spending accounts for Singapore entities including OCBC Singapore, OCBC Securities Pte Ltd, OCBC Property Services Pte Ltd, and Bank of Singapore. Other entities include OCBC Malaysia, OCBC China, OCBC Hong Kong, OCBC Macau and OCBC Indonesia. The reporting markets are Singapore, Malaysia, Indonesia, Greater China, Thailand, Australia, Japan, Myanmar, South Korea, Vietnam, US, UK, Philippines, Dubai and Luxembourg. For 2021 and 2020, the reporting countries excluded Philippines, Dubai and Luxembourg.

(3) Local is defined as registered in the same country. Local vendors exclude subsidiaries and related parties.

Bringing Impact to Communities

Community Development

Launching of OCBC eBiz Account-i (from left to right): Ms Amanda Gan, Head of Marketing & Communications of Emerging Business, OCBC Bank; Mr Syed Abdull Aziz Syed Kechik, CEO, OCBC Al-Amin; and Mr Mohd Kamal Bin Abdul Karim, Head of Islamic Product & Business Development, OCBC Al-Amin.

Bringing Impact to Communities

Community Development

The SME Ready to Export Seminar organised by the Indonesian Women Leadership Organisation (PERPINA), at The Sunan Hotel Solo, Indonesia.

Bank of Singapore has partnered with non-profit organisation Community Foundation of Singapore (CFS) to offer site visits to beneficiaries to support our clients' philanthropic goals.

Going Forward

Community development is not just a social responsibility but a strategic imperative for sustainable growth and positive societal impact. We will continue our drive to consistently innovate our range of products and services while adjusting our business model to meet the diverse requirements of society. By investing in local communities, supporting small businesses and providing access to financial services, we strive to make a meaningful difference in the lives of individuals and communities we serve.

Our Forthcoming Targets

- Increase by 10% in annual employee volunteering hours in 2024
- Encourage deeper engagement with the community through at least five projects that foster ties between beneficiaries and employee volunteers
- Maintain No. 1 market share in Child Development Accounts in Singapore in 2024

Our anti-fraud team with the anti-scam command officers from Singapore Police Force.

Sustainability Imperative:

Conducting Our Business **Responsibly**

In this section, we will cover the following material ESG factors:

Cybersecurity and Data Protection	**Banking confidently and securely.** The established protocols designed to safeguard both customer and organisational information and assets, protecting against potential data breaches and cyber fraud.
Fair Dealing	**Transacting with trust.** The commitment to providing customers with transparent, relevant and timely information, fostering an environment where ethical and equitable treatment is prioritised in all interactions and transactions.
Financial Crime Prevention	**Safeguarding the financial system.** The specific processes and strategies implemented to protect the integrity of the financial system and mitigate the threat and risk of financial crime, encompassing measures to combat fraud, money laundering and other illicit activities.
Governance and Culture	**Leading with integrity.** The organisational principles, values and practices that shape conduct at OCBC, embodying the standards set forth in the Code of Conduct to guide employees in fostering stakeholder trust and cultivating sustainable value.

Conducting Our Business Responsibly

Cybersecurity and Data Protection

Banking confidently and securely

Why this is Material to Us

Against the backdrop of continuously evolving technology solutions and the digitalisation of products and services, the financial system and broader economy continue to face an increased risk of cyber-attacks and data breaches. Cyber threats can potentially disrupt banking services leading to downtime and reduced productivity. OCBC must remain vigilant against these risks to prevent any financial losses impacting customers and our organisation.

Our Management Approach

We have implemented a robust strategy to efficiently manage our cyber risk, aiming to safeguard against cyber threats and avert potential cyber fraud. We continue to leverage effective risk governance, skilled talent, comprehensive processes and cutting-edge technology to protect our customers' information and assets from data breaches and cyber threats. Mindful of an ever-evolving cyber threat landscape, we remain proactive in our approach and continuously invest in innovative technologies.

We adopt a whole-of-organisation approach to effectively manage cyber risk and attain cyber resilience. This approach encompasses the following:

Our Targets and Performance

Our 2023 Targets	Performance Against Targets
Maintain 100% completion of mandatory employee online training and assessment course on Cyber and Information Risk Awareness	100% completion of mandatory employee online training and assessment course on Cyber and Information Risk Awareness[1]

Achieved | On track

Review

Undertake proactive assessments and periodic revisions of our information security and digital (i.e. cyber and technology) risk framework, policies and standards, taking into account the dynamically evolving risk landscape and increasing regulatory requirements.

Transform

Strengthen our preventive, detective and responsive capabilities.

This includes the deployment of advanced security tools and solutions to enhance the collection and analysis of security logs, thereby improving our ability to detect and respond to potential anomalies.

React

Conduct routine vulnerability assessments and penetration tests of the Bank's IT systems to identify and remediate security gaps.

Furthermore, we regularly engage in cyber-related tabletop exercises, adversarial attack simulation exercises (known as Red Teaming) and disaster recovery drills to validate the effectiveness of the Bank's established processes and controls.

Develop

Enhance our employees' cyber vigilance and competencies through the Cyber Smart Programme. This is a multi-year programme affiliated with the Group-wide Future Smart programme.

It assesses and improves employees' knowledge, skills and demonstrated behaviours in managing risks related to cybersecurity, data protection and social engineering.

We remain committed to strengthening our cyber resilience through active engagement and collaboration with the broader community. We forge partnerships with industry peers to gather crucial cyber threat intelligence, collaborating closely with law enforcement agencies and fellow financial institutions to collectively address and mitigate cyber threats.

(1) The training performance includes employees of OCBC Group, including Great Eastern Holdings.

Conducting Our Business Responsibly

Cybersecurity and Data Protection

Our Policies

Our approach comprises a comprehensive set of risk management framework, policies and standards. These incorporate key regulatory expectations and align with international industry guidance on key areas such as risk management practices, information security and cyber resilience. They are reviewed regularly and approved by relevant risk committee such as the Group Information Security and Digital Risk Management Committee and Board Risk Management Committee.

Information Security and Digital Risk Policy	This Policy establishes the control expectations from organisational responsibilities to specific information security and digital risk (including technology and cyber risks) domains to manage risk arising from internal and external threats to the Group's information assets and personnel. These control expectations are stipulated with the intention of ensuring the confidentiality, integrity and availability of the Group's information assets.
Acceptable Use Sub-Policy	This Policy defines the proper conduct and use of the Group's information assets (encompassing technology equipment, information and software services), as well as communication services.
Information Classification & Handling Sub-Policy	This Policy establishes the control expectations for ownership, classification and handling of information to protect them from unauthorised access and disclosure.

In addition, the Group has several standards, such as the Technology Security Standards that define the baseline security requirements for any technology or systems implemented, as well as the Cryptographic Key Management Standards that define the acceptable cryptographic algorithm and processes to be adopted.

Programmes and Initiatives

Uplift Employees' Cyber Vigilance and Competency

OCBC has an extensive and comprehensive Group-wide cyber and information risk training programme, which covers various levels of literacy. This comprises mandatory learning of information protection, online and in-person Digital Risk Seminars focusing on industry-level outside-in learning, in-house cyber risk management training, as well as cyber certification pathway detailed technical training.

Our Digital Risk Seminars in 2023 educated our employees across the Group about the risks associated with various trending topics, such as generative artificial intelligence, and the latest cyber threat landscape published by the Cyber Security Agency (CSA) of Singapore.

Additionally, we have a social engineering phishing test programme to continuously instil cyber vigilance across the Group. This comprises general employee phishing tests and targeted role phishing tests.

Finally, we have in place an innovative Group-wide Cyber Smart Programme which encourages and measures all employees on their levels of knowledge, skills and behaviour with regard to the principal risk type of information security and digital risk.

Maintaining Customer Privacy

Our Data Protection Office (DPO) monitors personal data incidents using a General Incident Template (GIT) that is submitted by various departments across the Bank. A personal data incident refers to any event that causes or is suspected to have caused the following:

- The unauthorised access, collection, use, disclosure, copying, modification or disposal of personal data
- The loss of any storage medium or device on which personal data is stored in circumstances where the unauthorised access, collection, use, disclosure, copying, modification or disposal of personal data is likely to occur

Conducting Our Business Responsibly

Cybersecurity and Data Protection

Ms Veronica Tan (Cyber Security Agency of Singapore) and Mr Saju Pillai (ISOCert) awarding the Cyber Trust Mark certificate to OCBC Bank.

Going Forward

As we move into an increasingly digital world, the importance of cybersecurity and data protection has never been more critical. We will continue to invest in implementing robust cybersecurity measures to ensure the highest level of protection for our stakeholders. Additionally, we are dedicated to fostering a culture of cybersecurity awareness and responsibility among our employees.

Our Forthcoming Targets

- Maintain 100% completion of mandatory employee online training and assessment course on Cyber and Information Risk Awareness in 2024[2]
- Maintain Cyber Trust Mark Certification in 2024[3]
- Promote strong employee digital risk vigilance through regular risk awareness broadcast and simulated email phishing test to bank-wide employees in 2024[2]

(2) Target includes performance of OCBC Group, including Great Eastern Holdings.
(3) Target only includes the performance of OCBC Singapore.

Conducting Our Business Responsibly

Fair Dealing

Transacting with trust

Why this is Material to Us

Prioritising the trust of our stakeholders and holding ourselves to the highest ethical standards have made OCBC synonymous with integrity, reliability and financial soundness. Since 1932, OCBC has built an invaluable franchise through decades of strong, long-term relationships with our customers. We continue to uphold their trust and confidence by enshrining honesty and ethics in all that we do.

Our Brand Promise to be reliable, smart and knowledgeable and take a long-term view reflects our commitment to building enduring customer relationships by delivering reliable services and excellent experiences; offering the most suitable financial solutions; and giving the most relevant financial advice and support.

Our Management Approach

Fair dealing is a core part of our corporate culture. Our core values of LIFRR guide our actions and decisions. We are committed to:

- providing our customers with clear, relevant and timely information to help them make informed decisions;
- recommending products that are aligned with our customers' financial objectives and risk profiles;
- deepening our sales employees' knowledge and competencies so they can give appropriate advice and recommendations; and
- addressing customers' feedback and complaints independently, effectively and promptly.

Through living by our core values, we strive to go beyond compliance with the MAS' Fair Dealing Guidelines and regularly review and enhance our practices, processes and policies.

Our Targets and Performance

Our 2023 Targets	Performance Against Targets
Maintain 100% completion of mandatory employee training on fair dealing	100% completion of mandatory employee training on fair dealing[1]
Maintain zero significant cases of mis-selling from a regulatory breach perspective	Zero significant cases of mis-selling from a regulatory breach perspective[2]
Maintain 100% attendance for product suitability assessment for new Product Managers	100% attendance for product suitability assessment for new Product Managers[3]

Achieved On track

Our Policies

Fair Dealing Framework	• Establishes the strategy, policy, processes and practices that enable a consistent approach to achieving Fair Dealing Outcomes under MAS' Fair Dealing Guidelines in OCBC.
Product Suitability Policy and Guidelines	• Establishes the policy and guidelines governing OCBC's product suitability procedures for approving new investment products that are suitable for our target customers.

(1) The training performance includes employees of OCBC Singapore international branches.
(2) The cases of mis-selling from a regulatory breach perspective only include performance of OCBC Singapore and OCBC Singapore international branches.
(3) The product suitability assessment only includes all Product Managers from OCBC Singapore.

Conducting Our Business Responsibly

Fair Dealing

Programmes and Initiatives

Fair Dealing Committee, Framework and Monitoring Programme

To ensure that fair dealing is an integral part of our interactions with customers, we use quantitative and qualitative indicators in our Monitoring Programme to measure and monitor our performance against the fair dealing outcomes set out by the MAS. The Fair Dealing Committee, which consists of division heads from various business units, leverages the findings from the programme to determine the Group's performance in fair dealing.

The quantitative indicators in the Monitoring Programme include the number of misconduct cases reported to the MAS, audit results, compensation amounts arising from mis-selling and the MAS Balanced Scorecard results, covering financial, operational and business areas. The qualitative indicators reflect how systemic the cases of misconduct are. This grading system is a comprehensive and objective approach in identifying gaps quickly and ensuring they are addressed appropriately.

We review the Programme for continual enhancement of our practices, processes and policies. In 2023, no adverse issues were identified in our reviews.

Product Suitability Committee, Policy and Guidelines

The Product Suitability Committee, Policy and Guidelines govern the approval of new investment products, ensuring that customers are only recommended products which are appropriate for them. Using OCBC's Product Suitability Risk Rating Methodology, the Product Suitability Committee is responsible for evaluating the soundness of investment products. This methodology takes into account the target customers' risk profiles as well as the risk considerations of new investment products. Products are then recommended after aligning customers' risk profiles with the product risks.

Before proposing new products to the committee, our product managers in Singapore are tested to validate their understanding of OCBC's Product Suitability Policy and Guidelines. The Policy and Guidelines is essential in reinforcing the transparency and comprehensiveness of our risk disclosures to safeguard fair pricing and mitigate risks for our customers.

Going Forward

Upholding the trust of our customers and building enduring relationships with them remains a core priority for OCBC. Guided by our core values of LIFRR, we remain committed to ensuring that fair dealing continues to be embedded in our corporate culture and practices.

Order management system that ensures pricing fairness being used by OCBC's sales representatives to transact bonds for their customers.

Our Forthcoming Targets

- Maintain 100% completion of mandatory employee training on fair dealing in 2024[4]
- Maintain zero significant cases of mis-selling from a regulatory breach perspective in 2024[4]

(4) Target includes performance of OCBC Singapore international branches.

Conducting Our Business Responsibly

Financial Crime Prevention

Safeguarding the financial system

Why this is Material to Us

Financial crimes can potentially disrupt banking services and result in financial losses for our customers, organisation and the broader economy. Financial crime threats, if mismanaged, can also pose significant legal and reputational repercussions, which will severely compromise the integrity of the financial system and erode the confidence of our stakeholders. It is therefore critical that we continue to remain vigilant and resilient against these threats and safeguard the interest of our stakeholders.

Our Management Approach

We recognise our responsibilities in safeguarding the integrity of the financial system and take an active stance by implementing comprehensive financial crime prevention measures across the Group. Our holistic approach encompasses risk governance, people, processes and leverages on technology to effectively prevent and manage financial crimes. We prioritise staying up to date with the latest systems, enabling us to swiftly adapt to the constantly evolving scam typologies. As such, we continuously upgrade our Fraud Management System to ensure quick responses to incidents and to effectively counter any attacks in real time.

Recognising the importance of vigilance within our organisation, we continuously enhance our framework, policies, processes and controls to combat evolving financial crimes. We provide mandatory training to increase employees' awareness and knowledge throughout the Group. We also actively collaborate with law enforcement agencies, other financial institutions and the wider community to jointly combat financial crimes.

Our Policies

As part of our approach to manage and prevent financial crimes, we are guided by key policies covering anti-money laundering and fraud. These policies detail our commitment to safeguarding the Bank and our stakeholders, and provide clear guidance on the required response in the event of any incidents. These policies are reviewed regularly and updated as needed by the Anti-Fraud Standing Committee and Group AML/CFT & Reputational Risk Committee (Group ARRC).

- Group AML/CFT Policy
- Guidelines on Fraud Measures
- Fraud Incident Response Procedure
- Group Code of Conduct
- Group Anti-Fraud Policy
- Whistleblowing Programme
- Anti-Criminal Facilitation of Tax Evasion Policy

Our Targets and Performance

Our 2023 Targets	Performance Against Targets
Maintain 100% completion of mandatory employee training on Anti-money Laundering and Countering the Financing of Terrorism (AML/CFT) and Sanctions	100% completion of mandatory employee training on AML/CFT and Sanctions[1]

Performance

$5.9 million prevented from falling into the hands of fraudsters through our anti-fraud programme

Achieved | On track

Programmes and Initiatives

Anti-Fraud Measures

In our commitment to protecting our customers, we prioritise customer education, vigilance and taking pre-emptive measures as our primary defense against scams. In 2023, we intensified our efforts to educate customers about scam typologies and methods to safeguard themselves. Utilising various channels such as social media, direct electronic mail and SMS, we raised awareness among our customers about scams.

We actively monitor and assess any shifts in scam trends to ensure that our customers are protected from new scam typologies. We strengthened our fraud detection capabilities and maintained close collaboration with key industry players and the Singapore Police Force (SPF) to explore additional anti-scam security measures and safeguards for our customers. In recognition of our efforts in helping customers who fell victim to scams, we were presented with 10 awards by the SPF in 2023.

To combat malware scams, we have implemented additional measures on our OCBC Digital app. When the app detects the usage of remote administration tools, it automatically blocks access. We also block logins when we detect the presence of apps that have not been downloaded from official app stores and have the accessibility function turned on. These measures specifically address malware scams where apps are downloaded through Android Application Package files and prevents unauthorised parties from remotely accessing our customers' devices.

[1] The training performance includes employees of OCBC Singapore international branches and Great Eastern Holdings, and excludes employees of OCBC Property Services Pte Ltd and employees who are on long-term medical, sabbatical leave, etc.

Conducting Our Business Responsibly

Financial Crime Prevention

Anti-Money Laundering (AML) Measures

Since 2019, OCBC Singapore has been actively collaborating with Law Enforcement Agencies (LEAs) through Project POET (Production Orders: Electronic Transmission) to allow banking information to be conveyed more promptly between the Bank and the SPF. Since it was devised, it has resulted in a 99% reduction in turnaround time, now completing requests within just one to two days, enhancing efficiency in solving financial crime cases. The effectiveness of POET has attracted more LEAs to join us, benefitting from the expedited response times that OCBC provides. With LEAs and banks working together more swiftly and efficiently, we are better equipped to detect and investigate suspicious trends and patterns, ultimately combating financial crimes and minimising money laundering risks.

We are also committed to safeguarding the integrity of the financial system on a wider scale by actively contributing to industry-wide initiatives such as the AML/CFT Industry Partnership (ACIP) and Project COSMIC, which stands for Collaborative Sharing of Money Laundering/Terrorism Financing Information and Cases. Additionally, our participation in The ABS Standing Committee for Fraud further demonstrates our dedication to fortifying compliance controls and increasing the industry's resilience against financial crime.

Apart from our collaborative efforts, OCBC consistently emphasises the importance of risk awareness among our employees. This is evident through the mandatory AML and CFT training that all our employees must complete (an annual refresher is required). Through this focus, we have been able to effectively detect early signs of money laundering, terrorist financing and sanctions risks. By swiftly identifying these risks, we are empowered to take prompt and proactive actions to mitigate potential threats. Moreover, our commitment to integrity is embedded in our Code of Conduct, emphasising that all our business activities are conducted in an honest and ethical manner. The Bank adopts a zero-tolerance approach to bribery, corruption and fraud. This unwavering commitment further strengthens our ability to maintain a secure and resilient banking environment.

OCBC and SPF jointly working to safeguard Bank customers and minimise losses to scams at the Anti-Scam Centre.

Going Forward

In the coming years, financial crime prevention will see remarkable advances and transformative changes driven by the continuous evolution of technology and the relentless ingenuity of criminals seeking to exploit vulnerabilities. To stay ahead of these emerging threats, the future of financial crime prevention will have to incorporate a dynamic and proactive approach.

Our Forthcoming Targets

- Maintain 100% completion of mandatory employee training on AML/CFT and Sanctions in 2024[2]

[2] Target includes performance of OCBC Singapore international branches and Great Eastern Holdings, and excludes OCBC Property Services Pte Ltd.

Conducting Our Business Responsibly

Governance and Culture

8 DECENT WORK AND ECONOMIC GROWTH

Leading with integrity

Why this is Material to Us

Strong leadership plays a vital role in shaping our governance and culture. As custodians of our customers' and society's wealth and value, we recognise the importance of maintaining robust controls and oversight over our business operations. Our governance framework enables us to foster stakeholder confidence, ensuring long-term sustainability and value creation.

Our Management Approach

We are committed in maintaining the highest corporate governance standards. Our robust governance structure and policies are guided by the Board Ethics and Conduct Committee, which is responsible for cultivating and maintaining our LIFRR core values throughout the organisation, grounding employees' conduct. To foster a robust internal control culture, it is imperative for every level of management to consistently reinforce these expectations through their directives and actions. The active participation of each employee is also vital in contributing to and nurturing this culture.

Our Targets and Performance

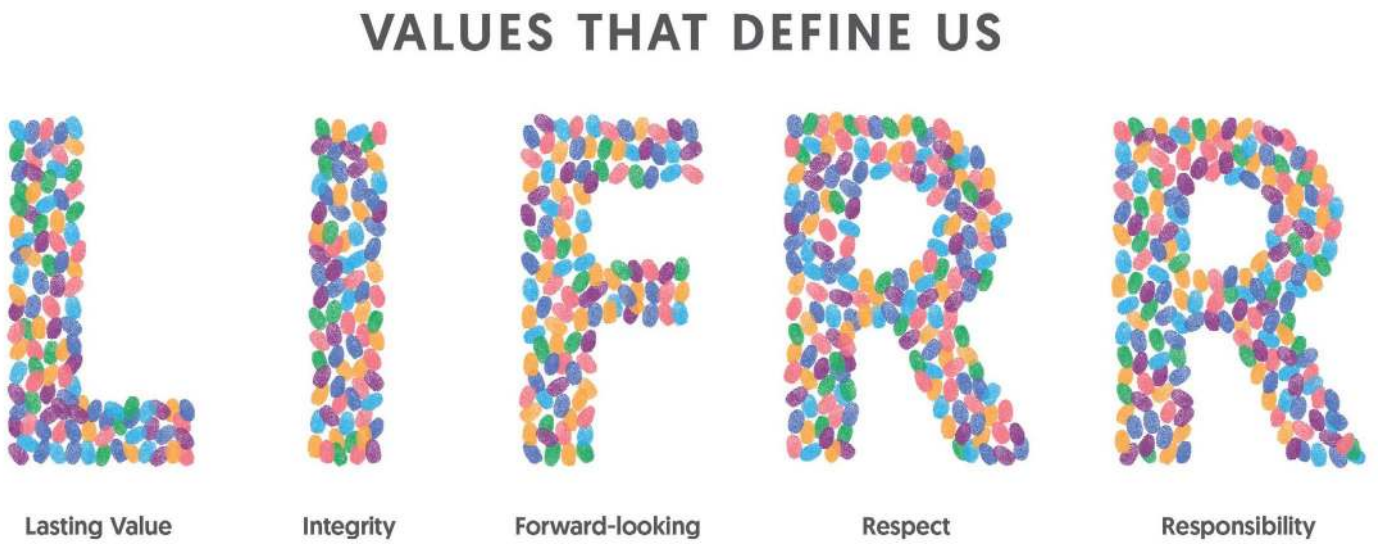
Our 2023 Targets	Performance Against Targets
Maintain 100% completion of mandatory employee training on fraud awareness, whistleblowing, anti-bribery and anti-corruption	100% completion of mandatory employee training on fraud awareness, whistleblowing, anti-bribery and anti-corruption[1]

Performance

Zero confirmed incidents of corruption and maintained zero-tolerance stance against bribery and corruption

99% of employees exhibited the right behaviours in accordance with the indicators tracked, as revealed by the Employee Conduct Triggers (ECT) Programme

Achieved On track



The word – LIFRR – pronounced as 'Lifer', embodies our set of Corporate Core Values. LIFRR stands for Lasting Value, Integrity, Forward-looking, Respect and Responsibility.

(1) The training performance includes employees of OCBC Singapore international branches and Great Eastern Holdings. For training on anti-bribery and anti-corruption, the performance excludes employees of OCBC Property Services Pte Ltd. Training performance also excludes employees who are on long-term medical, sabbatical leave, etc.

Conducting Our Business Responsibly

Governance and Culture

Our Policies

We have created a strong culture of governance throughout the Group by embedding our Code of Conduct and Group Policies within our operations. We align these policies with the regulations, codes and corporate governance guidelines in the jurisdictions we operate in. These serve as a compass for employees in fulfilling their duties and responsibilities. Regular reviews of our Code of Conduct are conducted to ensure ongoing alignment with industry best practices.

Group Code of Conduct	• Outlines a set of guiding principles outlining various issues such as anti-bribery and corruption, information confidentiality, conflicts of interest, insider trading, anti-slavery and human trafficking, whistleblowing, work ethics and behaviours, working hours, anti-workplace harassment, bullying and inappropriate conduct. • Maintains zero-tolerance stance against bribery and corruption. Any form of corrupt payment or gratification involving employee and third party is prohibited, regardless of whether it occurs directly or indirectly.

OCBC Group Policy on Anti-Bribery and Corruption	• Sets out the Anti-Bribery and Corruption (ABC) compliance programme and key principles to mitigate bribery and corruption risks. These measures include:
	  • Written policies and procedures;
	  • Risk identification and assessment;
	  • Training and communication; and
	  • Reporting channel.
	• Ensures political contributions and offerings of any value, including gifts, entertainment, charitable contributions, sponsorships and facilitation payments, are strictly prohibited.
	• Ensures mandatory participation of biennial ABC awareness training by all employees.

Gift and Entertainment Disclosure Policy	• Provides a detailed framework on how employees should handle the giving and receiving of gifts and entertainment. • Sustains ethical and open interactions with clients, suppliers and other significant stakeholders. • Sets specific restrictions on both the monetary value and frequency of gifts and entertainment, with a focus on circumventing any conflicts of interest or perceived improper conduct. • Provides crucial directions regarding the reporting and approval process for any gifts or entertainment that is either offered or received.
Supplier Code of Conduct and Anti-Bribery and Corruption Notification Guidance	• Communicates strong anti-bribery and corruption stance to the organisation. • Conducts due diligence on service providers and suppliers prior to external engagement.

Conducting Our Business Responsibly

Governance and Culture

Programmes and Initiatives

OCBC maintains a robust system of internal controls that serve to safeguard shareholders' investments and the assets of the Group. These controls are instrumental in mitigating the occurrence of unexpected losses and minimising the risk of fraudulent activities.

Programmes to foster positive risk culture

Aligned with our Sustainability Imperative, Conducting our Business Responsibly, we have implemented various programmes aimed at fostering a positive risk culture while meeting the expectations of regulators to actively identify measurable indicators to assess risk cultures and evaluate the adequacy of existing policies in promoting a desired risk culture.

1. **Material Risk Takers (MRT) Programme**
   The Material Risk Taker (MRT) programme identifies employees whose authorities and actions have a significant impact on the Bank's long-term performance as well as a material impact to the Bank's risk profile. To encourage prudent risk behaviour within this group, the programme includes measures such as deferring the payment of their variable performance bonuses. In addition, employees with significant variable performance bonuses will also have a portion of their bonuses allotted as deferred shares.

2. **Employees Conduct Triggers (ECT) Programme**
   Under the ECT Programme, each employee is assessed against a set of ECT Indicators, whereby employees who breach ECT indicators will be accorded ECT points. The ECT points will be accumulated for review and consequence management (where necessary) during the year-end appraisal. Through this programme, it ensures employees' conduct is aligned with the expected standards.

   In 2023, the Bank has introduced initiatives to further enhance the current ECT programme. This enhancement not only focuses on consequence management for employees who have breached ECT indicators, but also reinforces and recognises employees who exhibit exemplary risk behaviour. Initiatives include offsetting of an ECT point, if any, in the following year if an employee does not incur any ECT breaches in the current year.

3. **Governance and Oversight of Global Markets Rogue Trading/ Unauthorised Trading**
   To ensure proper governance and oversight of the Global Market Rogue Trading/Unauthorised Trading (RT/UT) and Market Conduct Risk, OCBC has established clear understanding among all Global Markets (GM)[2] employees. They are required to conduct themselves in a proper manner to discharge their responsibilities effectively in the best interest of the Bank and our customers.

   The Bank's Global Markets Trade Surveillance and Governance programme provides early warning of control issues that could create opportunities for rogue trading or unauthorised trading activities, drives risk management actions to rectify any control gaps, and allows management to have a single view of all RT/UT controls.

   The governance of RT/UT underwent enhancements in both 2022 and 2023. The enhancements included extending controls coverage from front office to all support areas, including Market Conduct Risk, aligning with key risk scenarios defined by Financial Markets Standards Board (FMSB), Global Markets Policies, MAS regulations and the Bank's ECT programme.

   To streamline the management of Global Markets Conduct Risk, all crucial end-to-end key controls were consolidated under a single governance and supervision body. This extended governance framework was initially implemented in Singapore and all international branches, with plans in place for implementation in the subsidiaries by 2024.

Going Forward

Good governance and culture are crucial enablers in realising our sustainability aspirations. Conducting our business responsibly allows us to serve as effective stewards for our customers and society, to ensure lasting and enduring value creation.

Our Forthcoming Targets

- Maintain high percentage of employees exhibiting the desired risk behaviours in 2024[3]
- Maintain 100% completion of mandatory employee training on fraud awareness, whistleblowing, anti-bribery and anti-corruption in 2024[4]

(2) Global Markets is responsible for the management of the Group's asset and liability interest rate positions, engagement in foreign exchange activities, money market operations, fixed income and derivatives trading, and offering of structured treasury products and financial solutions to meet customers' investment and hedging needs.
(3) Target includes performance of OCBC Singapore international branches.
(4) Target includes performance of OCBC Singapore international branches and Great Eastern Holdings. For training on anti-bribery and anti-corruption, the target excludes performance of OCBC Property Services Pte Ltd.

GRI Standards Content Index

Statement of use : OCBC Group has reported the information cited in this GRI Standards Content Index in accordance with the GRI Standards for the period from 1 January 2023 to 31 December 2023.

GRI 1 used : GRI 1: Foundation 2021

Applicable GRI Sector Standard(s) : Not applicable

General Disclosures

GRI Standard	Disclosure		Reference and Remarks
GRI 2: General Disclosures 2021	**The organisation and its reporting practices**		
	2-1	Organisational details	OCBC's Corporate Profile and Information – Annual Report – Inside Back Cover Group Business
	2-2	Entities included in the organisation's sustainability reporting	About this Report – page 1
	2-3	Reporting period, frequency and contact point	This Sustainability Report is published on 5 April 2024, covering the reporting period from 1 January 2023 to 31 December 2023, aligned with the publication of OCBC's financial reporting on an annual basis. We welcome your feedback and suggestions at corpcomms@ocbc.com
	2-4	Restatements of information	Climate Action: Managing our Environmental Footprint – page 36: Data for Scope 2 carbon emissions and Company fleet mileage were restated.
	2-5	External assurance	Assurance Statement – pages 95-96
	Activities and workers		
	2-6	Activities, value chain and other business relationships	The Strengths of One Group – Annual Report – pages 12-13 OCBC's Corporate Profile and Information – Annual Report – Inside Back Cover OCBC engages external service providers in IT, advertising and event management, outsourcing, HR recruitment, legal and real estate/facilities. Group Business
	2-7	Employees	Workplace Diversity – pages 64-66
	2-8	Workers who are not employees	We are working towards disclosing more granular details of the information on other workers who are not employees of our organisation.
	Governance		
	2-9	Governance structure and composition	Our Sustainability Governance Structure – pages 7-8 Workplace Diversity – page 65 Our Board – Annual Report pages 28-29 Corporate Governance – Annual Report pages 48-67 We are working towards disclosing more granular details of the information on the composition of our governance body.
	2-10	Nomination and selection of the highest governance body	Corporate Governance – Annual Report pages 49-50, 53-55, 68-71
	2-11	Chair of the highest governance body	Our Board – Annual Report pages 28-29
	2-12	Role of the highest governance body in overseeing the management of impacts	Our Sustainability Governance Structure – pages 7-8 Our Materiality Assessment Process – pages 14-15 Corporate Governance – Annual Report pages 48-52, 61-65
	2-13	Delegation of responsibility for managing impacts	Our Sustainability Governance Structure – pages 7-8 Corporate Governance – Annual Report pages 48-51
	2-14	Role of the highest governance body in sustainability reporting	Our Sustainability Governance Structure – pages 7-8 Our Materiality Assessment Process – pages 14-15
	2-15	Conflicts of interest	Corporate Governance – Annual Report pages 48, 53, 55, 59-60, 65, 68-72
	2-16	Communication of critical concerns	Corporate Governance – Annual Report pages 61, 64

GRI Standards Content Index

GRI Standard	Disclosure		Reference and Remarks
	2-17	Collective knowledge of the highest governance body	Our Sustainability Governance Structure – pages 7-8 Corporate Governance – Annual Report pages 53-54
	2-18	Evaluation of the performance of the highest governance body	Corporate Governance – Annual Report page 55
	2-19	Remuneration policies	Corporate Governance – Annual Report pages 50, 55-60, 108-111
	2-20	Process to determine remuneration	Corporate Governance – Annual Report pages 50, 55-60, 108-111
	2-21	Annual total compensation ratio	We do not disclose this metric due to confidentiality considerations.
	Strategy, policies and practices		
	2-22	Statement on sustainable development strategy	Board Statement – page 3
	2-23	Policy commitments	Governance and Culture – page 81 Workplace Diversity – page 61 Our Commitments – Modern Slavery Act Transparency Statement We are working towards disclosing more granular details of the information on the policy commitment to respect human rights.
	2-24	Embedding policy commitments	Governance and Culture – pages 80-82 Workplace Diversity – pages 61-66
	2-25	Processes to remediate negative impacts	Stakeholder Engagement – pages 11-13
	2-26	Mechanisms for seeking advice and raising concerns	Governance and Culture – pages 80-82 OCBC whistleblowing programme
	2-27	Compliance with law and regulations	Governance and Culture – pages 80-82 There was no material instance of non-compliance with laws and regulations during the year.
	2-28	Membership associations	Our key memberships include: • The Association of Banks in Singapore (ABS) • The Association of Banks in Malaysia (ABM) • The Hong Kong Association of Banks (HKAB) • Indonesian Bank Association (Perbanas) • China Banking Association (CBA) • A pioneer member of Global Compact Network Singapore (GCNS) which is a local chapter of the United Nations Global Compact (UNGC) in 2006 • One of the founding members of the National Volunteer & Philanthropy Centre (NVPC) Company of Good in 2016
	Stakeholder Engagement		
	2-29	Approach to stakeholder engagement	Stakeholder Engagement – pages 11-13
	2-30	Collective bargaining agreements	In Singapore: • The Banking & Financial Services Union (BFSU) • Singapore Bank Employees' Union (SBEU) • Singapore Manual and Mercantile Workers' Union (SMMWU) In West Malaysia: • The Association of Bank Officers, Peninsular Malaysia (ABOM) • National Union of Bank Employees, States of Malaya (NUBE) In East Malaysia: • The Sabah Banking Employees' Union • Sarawak Bank Employees' Union The data for percentage of employees covered and not covered under collective bargaining is currently unavailable. OCBC aims to provide the data as soon as it is available.

GRI Standards Content Index

Material Topics			
GRI Standard	**Disclosure**		**Reference and Remarks**
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Stakeholder Engagement – pages 11-13 Our Materiality Assessment Process – pages 14-15
	3-2	List of material topics	Our Materiality Assessment Process – pages 14-15 Our Approach – page 9
Climate Action			
GRI 3: Material Topics 2021	3-3	Management of material topics	Climate Action – pages 17-38
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	Climate Action: Managing our Environmental Footprint – page 36
	302-3	Energy intensity	Climate Action: Managing our Environmental Footprint – page 36
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Climate Action: Managing our Environmental Footprint – pages 35-36
	303-2	Management of water discharged-related impacts	This disclosure is less relevant for OCBC given the nature of our operations. However, we will continue to report as appropriate.
	303-3	Water withdrawal	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Climate Action: Managing our Environmental Footprint – page 36
	305-2	Energy indirect (Scope 2) GHG emissions	Climate Action: Managing our Environmental Footprint – page 36
	305-3	Other indirect (Scope 3) GHG emissions	Climate Action: Managing our Environmental Footprint – page 36
	305-4	GHG emissions intensity	Climate Action: Managing our Environmental Footprint – page 36
Non-GRI	Non-GRI	Total water consumption	Climate Action: Managing our Environmental Footprint – page 36
	Non-GRI	Water consumption intensity	Climate Action: Managing our Environmental Footprint – page 36
Responsible Financing			
GRI 3: Material Topics 2021	3-3	Management of material topics	Responsible Financing – pages 39-42
GRI G4 Sector Disclosure – Financial Services	Former FS1	Policies with specific environmental and social components applied to business lines	Responsible Financing – pages 39-42
	Former FS2	Procedures for assessing and screening environmental and social risks in business lines	Responsible Financing – pages 39-42
	Former FS4	Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines	Responsible Financing – page 42 Sustainable Financial Solutions – page 50 Talent Management and Wellbeing – page 56
Sustainable Financial Solutions			
GRI 3: Material Topics 2021	3-3	Management of material topics	Sustainable Financial Solutions – pages 43-51

GRI Standards Content Index

GRI Standard	Disclosure		Reference and Remarks
Talent Management and Wellbeing			
GRI 3: Material Topics 2021	3-3	Management of material topics	Talent Management and Wellbeing – pages 53-60
GRI 401: Employment 2016	401-3	Parental Leave	Talent Management and Wellbeing – page 60
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Talent Management and Wellbeing – pages 58-60 We are working towards disclosing more granular details of the health and safety related information within the organisation.
	403-2	Hazard identification, risk assessment, and incident investigation	We will continue to monitor the relevance of these disclosures as we review our material topics for future reporting.
	403-3	Occupational health services	Talent Management and Wellbeing – pages 58-60 We are working towards disclosing more granular details of the health and safety related information within the organisation.
	403-4	Worker participation, consultation, and communication on occupational health and safety	Talent Management and Wellbeing – pages 58-60 We are working towards disclosing more granular details of the health and safety related information within the organisation.
	403-5	Worker training on occupational health and safety	Talent Management and Wellbeing – pages 58-60 We are working towards disclosing more granular details of the health and safety related information within the organisation.
	403-6	Promotion of worker health	Talent Management and Wellbeing – pages 58-60 We are working towards disclosing more granular details of the health and safety related information within the organisation.
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Talent Management and Wellbeing – pages 58-60 We are working towards disclosing more granular details of the health and safety related information within the organisation.
	403-8	Workers covered by an occupational health and safety management system	Talent Management and Wellbeing – pages 58-60 We are working towards disclosing more granular details of the health and safety related information within the organisation.
	403-9	Work-related injuries	Talent Management and Wellbeing – page 60
	403-10	Work-related ill health	Talent Management and Wellbeing – page 60
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Talent Management and Wellbeing – page 57
	404-2	Programmes for upgrading employee skills and transition assistance programmes	Responsible Financing – page 42 Sustainable Financial Solutions – page 50 Talent Management and Wellbeing – pages 53-57
Workplace Diversity			
GRI 3: Material Topics 2021	3-3	Management of material topics	Workplace Diversity – pages 61-66
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Workplace Diversity – page 66

GRI Standards Content Index

GRI Standard	Disclosure		Reference and Remarks
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Workplace Diversity – pages 64-66
Community Development			
GRI 3: Material Topics 2021	3-3	Management of material topics	Community Development – pages 67-71
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	Community Development – page 69
GRI G4 Sector Disclosure – Financial Services	FS14	Initiatives to improve access to financial services for disadvantaged people	Community Development – pages 67-71
	Former FS16	Initiatives to enhance financial literacy by type of beneficiary	Community Development – pages 67-71
Non-GRI	Non-GRI	Number of beneficiaries supported	Community Development – pages 67-71
	Non-GRI	Number of volunteering hours	Community Development – pages 67-71
Cybersecurity and Data Protection			
GRI 3: Material Topics 2021	3-3	Management of material topics	Cybersecurity and Data Protection – pages 73-76
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Cybersecurity and Data Protection – page 74 There was no instance of data breach due to cyber-attacks during the year. We are constantly reviewing and enhancing our policies in regard to data security. We will disclose relevant information in due course.
Fair Dealing			
GRI 3: Material Topics 2021	3-3	Management of material topics	Fair Dealing – pages 76-77
GRI G4 Sector Disclosure – Financial Services	Former FS15	Policies for the design and sale of financial products and services	Responsible Financing – pages 39-42 Fair Dealing – pages 76-77
Financial Crime Prevention			
GRI 3: Material Topics 2021	3-3	Management of material topics	Financial Crime Prevention – pages 78-79
Governance and Culture			
GRI 3: Material Topics 2021	3-3	Management of material topics	Governance and Culture – pages 80-82
GRI 205: Anti-Corruption 2016	205-2	Communication and training about anti-corruption policies and procedures	Fair Dealing – pages 76-77 Financial Crime Prevention – pages 78-79 Governance and Culture – pages 80-82
	205-3	Confirmed incidents of corruption and actions taken	Governance and Culture – page 80

SASB Commercial Banks Standard Index

SASB Code	Accounting Metrics	Reference and Remarks
Data Security		
FN-CB-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of account holders affected	Cybersecurity and Data Protection – page 74 There was no instance of data breach due to cyber-attacks during the year. We are constantly reviewing and enhancing our policies in regard to data security. We will disclose relevant information in due course.
FN-CB-230a.2	Description of approach to identifying and addressing data security risks	Cybersecurity and Data Protection – page 74 Risk Management – Annual Report pages 75-78, 87
Financial Inclusion and Capacity Building		
FN-CB-240a.1	(1) Number and (2) amount of loans outstanding qualified to programmes designed to promote small business and community development	Sustainable Financial Solutions – pages 43, 48 Community Development – pages 67-71 Seeding Change – Annual Report page 22 Helping with Heart – Annual Report pages 23-25
FN-CB-240a.2	(1) Number and (2) amount of past due and non-accrual loans qualified to programmes designed to promote small business and community development	Sustainable Financial Solutions – pages 43, 48 Community Development – pages 67-71
FN-CB-240a.3	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	We will continue to monitor the relevance of these disclosures as we review our material topics for future reporting.
FN-CB-240a.4	Number of participants in financial literacy initiatives for unbanked, underbanked or underserved customers	Community Development – pages 67-71 Helping with Heart – Annual Report pages 23-25
Incorporation of Environmental, Social and Governance Factors in Credit Analysis		
FN-CB-410a.1	Commercial and industrial credit exposure, by industry	Responsible Financing – pages 39-42 Financial Statements – Annual Report page 183
FN-CB-410a.2	Description of approach to incorporation of Environmental, Social and Governance (ESG) factors in credit analysis	Responsible Financing – pages 39-42 Sustainable Financial Solutions – pages 43-51
Business Ethics		
FN-CB-510a.1	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behaviour, market manipulation, malpractice or other related financial industry laws or regulations	None reported in 2023.
FN-CB-510a.2	Description of whistleblower policies and procedures	Governance and Culture – pages 80-82 OCBC whistleblowing programme
Systematic Risk Management		
FN-CB-550a.1	Global Systemically Important Bank (G-SIB) score, by category	Pillar 3 Disclosures – Annual Report page 91
FN-CB-550a.2	Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy and other business activities	Capital Management – Annual Report pages 73-74 Risk Management – Annual Report pages 75-87 Financial Statements – Annual Report pages 207-241
Activity Metrics		
FN-CB-000.A	(1) Number and (2) value of checking and savings accounts by segment: (a) personal and (b) small business	Management Discussion and Analysis – Annual Report page 103 We do not disclose this information by segment.
FN-CB-000.B	(1) Number and (2) value of loans by segment: (a) personal, (b) small business and (c) corporate	Financial Statements – Annual Report page 183 We do not disclose this information by segment.

TCFD Index

Disclosure Focus Area	Recommended Disclosure	Reference and Remarks
Governance		
Disclose the organisation's governance around climate-related risks and opportunities	a. Describe the board's oversight of climate-related risks and opportunities	Our Sustainability Governance Structure – pages 7-8 Our Materiality Assessment Process – pages 14-15
	b. Describe management's role in assessing and managing climate-related risks and opportunities	Our Sustainability Governance Structure – pages 7-8 Our Materiality Assessment Process – pages 14-15
Strategy		
Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning where such information is material	a. Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long term	Climate Action – pages 17-38 Responsible Financing – pages 39-42 Sustainable Financial Solutions – pages 43-51
	b. Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning	Climate Action – pages 17-38 Responsible Financing – pages 39-42 Sustainable Financial Solutions – pages 43-51
	c. Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Climate Action – pages 18, 31-34
Risk Management		
Disclose how the organisation identifies, assesses and manages climate-related risks	a. Describe the organisation's processes for identifying and assessing climate-related risks	Climate Action: Managing our Climate-Related Risks – pages 31-34
	b. Describe the organisation's processes for managing climate-related risks	Climate Action: Managing our Climate-Related Risks – pages 31-34
	c. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	Climate Action: Managing our Climate-Related Risks – pages 31-34
Metrics and Targets		
Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material	a. Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	Climate Action – pages 17, 18, 36 Sustainable Financial Solutions – pages 43, 49, 51
	b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	Climate Action: Managing Our Environmental Footprint – page 36
	c. Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Climate Action – pages 17, 18, 38 Responsible Financing – pages 39-42 Sustainable Financial Solutions – pages 43, 49, 51

UNGC Ten Principles

Principles	Description	Reference and Remarks
Human Rights		
Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights	Talent Management and Wellbeing – pages 53-60 Workplace Diversity – pages 61-66 Community Development – pages 67-71 Governance and Culture – page 81 Our Commitments – Modern Slavery Act Transparency Statement
Principle 2	Make sure that they are not complicit in human rights abuses	Governance and Culture – page 81 Our Commitments – Modern Slavery Act Transparency Statement
Labour		
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	The data for percentage of employees covered under collective bargaining is currently unavailable. We aim to provide the data as soon as it is available.
Principle 4	The elimination of all forms of forced and compulsory labour	Governance and Culture – page 81 Our Commitments – Modern Slavery Act Transparency Statement
Principle 5	The effective abolition of child labour	Governance and Culture – page 81 Our Commitments – Modern Slavery Act Transparency Statement
Principle 6	The elimination of discrimination in respect of employment and occupation	Workplace Diversity – pages 61-66
Environment		
Principle 7	Businesses should support a precautionary approach to environmental challenges	Responsible Financing – pages 39-42 We do not explicitly refer to the precautionary principle or approach in our Risk Management principles. We seek to create sustainable value for our stakeholders, as detailed in this report. Please see our approach to Risk Management on page 75 in our Annual Report.
Principle 8	Undertake initiatives to promote greater environmental responsibility	Climate Action – pages 17-38 Responsible Financing – pages 39-42 Sustainable Financial Solutions – pages 43-51 Community Development – pages 67-71
Principle 9	Encourage the development and diffusion of environmentally friendly technologies	Climate Action – pages 17-38 Responsible Financing – pages 39-42 Sustainable Financial Solutions – pages 43-51
Anti-corruption		
Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery	Cybersecurity and Data Protection – pages 73-75 Fair Dealing – pages 76-77 Financial Crime Prevention – pages 78-79 Governance and Culture – pages 80-82

UN SDG Index

Goal	Target	Relevant UN SDG Target(s)	OCBC's Contributions	Reference and Remarks
UN SDG 5 Gender Equality	5.1	End all forms of discrimination against all women and girls everywhere.	• **Celebrating women in banking and tech on International Women's Day:** OCBC celebrated International Women's Day by highlighting the importance of gender diversity and embracing the unique talents that women bring to the workplace. This was accomplished through range of activities and panel discussions featuring our own women mentors and mentees who shared their personal career journeys and underscored the importance of nurturing mentors during early career transitions. • **Launched Return to Work Programme:** OCBC launched the Return to Work Programme as part of the non-conventional talent hire initiative to reintegrate mothers back into the workforce by offering empowering solutions such as flexible work arrangements and job-sharing schemes to accommodate their unique needs. • **Commitment to Gender Pay Equity:** We are committed to regularly reviewing our compensation practices to ensure gender pay equity within our organisation. **Our forthcoming targets that support the UN SDG:** • Maintain a balanced gender mix across our workforce in 2024 • Achieve 42% of leadership positions to be filled by women by 2025	Workplace Diversity – pages 61-66
	5.5	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life.		Workplace Diversity – pages 61-66
UN SDG 7 Affordable and Clean Energy	7.2	By 2030, increase substantially the share of renewable energy in the global energy mix.	• **Maximising renewable energy adoption:** OCBC is making significant progress in integrating sustainability measures across our local and regional buildings and branches. In 2023, we installed solar panels covering 27,000 square feet in key locations. • **Improving building energy efficiency:** OCBC is consistently prioritising the deployment of sustainable technologies, optimising building system efficiency and exploring innovative solutions for Group-owned properties. In 2023, we implemented several solutions to improve our building's energy efficiency through HVAC optimisation and the installation of ceramic nets to reduce the cooling load of our AHUs. • **Providing solar financing solutions for clients:** OCBC supported multiple clients to increase their adoption of renewable energy. In 2023, we financed the launch of a pioneering 192MW floating project in Taiwan as well as the extension of the inaugural US$100 million green loan to support a China's largest wind farm operator under the Green Loan Framework. OCBC also developed a SME Solar Programme which provides financing directly to solar providers secured against their PPA. **Our forthcoming targets that support the UN SDG:** • Maintain carbon neutrality for OCBC's banking operational emission in 2024 • Receive BCA Green Mark award for all OCBC Bank Singapore branches by 2030 • Provide electric vehicle charging facilities to other major Group-owned commercial building by 2025	Climate Action – pages 18-30, 35-38 Sustainable Financial Solutions – pages 43-51
	7.3	Double the global rate of improvement in energy efficiency by 2030.		

UN SDG Index

Goal	Target	Relevant UN SDG Target(s)	OCBC's Contributions	Reference and Remarks
UN SDG 8 Decent Work and Economic Growth	8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	• **Initiated Grow Your Way Expedition:** OCBC launched the skills-first mobility initiative to raise awareness on career mobility and showcase the diverse career growth option within OCBC. • **Relaunched Employee Resource Groups (ERGs):** OCBC enhanced the support network for employees by relaunching two ERGs that cater specifically to single parents and caregivers. These ERGs foster a sense of community and support as they provide a platform for employees with shared backgrounds, experiences or interests to come together, share knowledge, offer support and advocate for their specific needs within the workplace.	Talent Management and Wellbeing – pages 53-60 Workplace Diversity – pages 61-66 Community Development – pages 67-71
	8.8	Protect labour rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants and those in precarious employment.	• **Ensuring the wellbeing of our employees:** OCBC developed the Group-wide MyWellness Framework to empower employees to proactively invest in their health and wellness. In 2023, We organised the MyWellness Fiesta to promote the importance of holistic wellness and inspire employees to embrace sustainable lifestyles across key areas: family, mental health, physical fitness, financial management and workplace wellness. • **Implemented non-conventional talent hire initiative:** OCBC launched the inaugural non-conventional talent hire initiative in 2023. This initiative aims to provide opportunities such as flexible work arrangements and personalised tools and resources for individuals who may have been overlooked in traditional hiring practices. • **Providing financial solutions for women entrepreneurs in Indonesia:** OCBC's #TAYTB Women Warriors Programme continues to support and empower women entrepreneurs in Indonesia. As of 2023, we assisted more than 1,300 women entrepreneurs, providing loans totalling IDR 3.2 trillion at preferential rates. • **Providing unconscious bias learning opportunities:** OCBC strengthened the catalogue of more than 180 unconscious bias learning opportunities through targeted programmes tailored for all employees, both managers and individual contributors. • **Creating a strong culture of governance:** OCBC aligned the Group's Code of Conduct with the regulations, codes and corporate governance guidelines in the jurisdictions we operate in. **Our forthcoming targets that support the UN SDG:** • Support all employees in their career development, providing them with learning opportunities and insights into career possibilities • Maintain being an employer of choice, including improving employee engagement scores for at least 50% of our business units • Implement our existing key employee wellness and sustainability initiatives on a Group-wide basis • Maintain a balanced gender mix across our workforce in 2024	Talent Management and Wellbeing – pages 53-60 Workplace Diversity – pages 61-66 Governance and Culture – pages 80-82

UN SDG Index

Goal	Target	Relevant UN SDG Target(s)	OCBC's Contributions	Reference and Remarks
UN SDG 9 Industry, Innovation and Infrastructure	9.4	By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, all countries taking action in accordance with their respective capabilities.	• **Promoting the adoption of electric vehicles:** OCBC completed the installation of electric vehicle charging points at most of the major Group-owned commercial buildings in Singapore, Malaysia, Indonesia and China. • **Co-creating innovative sustainable solutions with businesses:** OCBC collaborated with TotalEnergies in the OCBC Sustainability Innovation Challenge to foster innovation and facilitate the transition towards sustainable energy. The challenge statements were specifically designed to address renewable energy and sustainable mobility, recognising their pivotal role in driving the energy transition and mitigating climate change. **Our forthcoming targets that support the UN SDG:** • Maintain carbon neutrality for OCBC's banking operational emission in 2024 • Receive BCA Green Mark award for all OCBC Bank Singapore branches by 2030 • Provide electric vehicle charging facilities to other major Group-owned commercial building by 2025 • Enhance climate scenario analysis capabilities to keep pace with industry practices	Climate Action: Managing Our Environmental Footprint – pages 35-38 Responsible Financing – pages 39-42 Sustainable Financial Solutions – pages 43-51
UN SDG 11 Sustainable Cities and Communities	11.3	By 2030, enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.	• **Maintaining building certifications:** OCBC attained the BCA Green Mark certification for OCBC Wisma branch and OCBC Tampines branch. • **Building knowledge and solution ecosystems through curated webinars for clients:** OCBC organised a series of webinar sessions aimed at helping SMEs tackle sustainability challenges. The webinars covered various topics including "Harnessing Solar Energy for Business Success", "Creating an Energy-Efficient Business", and "Understanding Carbon Footprints". These sessions provided insights into adopting solar energy solutions, the advantages of energy efficiency and the importance of carbon accounting and reporting. • **Collaborating with strategic partner to drive adoption of sustainability in the real estate sector:** OCBC has partnered with the Singapore Green Building Council to drive sustainability adoption in the real estate sector. As part of this collaboration, a challenge has been launched to inspire the industry to develop innovative technology that supports decarbonisation efforts. Furthermore, tailored training programmes have been developed for OCBC employees, clients, and tenants to enhance the decarbonisation capabilities and knowledge. **Our forthcoming targets that support the UN SDG:** • Maintain carbon neutrality for OCBC's banking operational emission in 2024 • Receive BCA Green Mark award for all OCBC Bank Singapore branches by 2030 • Provide electric vehicle charging facilities to other major Group-owned commercial building by 2025 • Complete high-level materiality mapping of nature-related risks to enhance our understanding of nature-risk implications	Climate Action: Our Net-Zero Commitment – pages 18-30, 35-38 Responsible Financing – pages 39-42 Sustainable Financial Solutions – pages 43-51

UN SDG Index

Goal	Target	Relevant UN SDG Target(s)	OCBC's Contributions	Reference and Remarks
UN SDG 13 Climate Action	13.3	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	• **Commitment to net zero and progress update:** OCBC committed to achieving net zero in financed emissions for six sectors by 2050. As a signatory of the Net-Zero Banking Alliance, OCBC is also committed to disclosing the progress of the net-zero targets every year. • **Maintaining carbon neutrality for banking operational emissions:** OCBC maintained carbon neutrality for the banking operational emissions in 2023 through reducing energy consumption, increasing renewable energy adopting and supporting carbon offset projects. • **Enhanced Oil & Gas prohibitions:** OCBC enhanced the sector prohibitions to cease project financing to upstream Oil & Gas projects that obtained approval for development after 2021. • **Broadened the scope of Agriculture & Forestry Responsible Financing Policy:** OCBC expanded the Responsible Financing Policy for Agriculture & Forestry to include animal production and fisheries. Additionally, OCBC strengthened the requirements for palm planter clients, mandating compliance with the Malaysian Sustainable Palm Oil and Indonesian Sustainable Palm Oil standards, as well as the Roundtable on Sustainable Palm Oil guidelines. • **Launched single-use plastics recycling initiative:** OCBC launched the Nationwide Plastic Recycling Initiative in 2023 with local environmental start-up to encourage the community to embrace sustainable practices in their daily lives. The HDPE type 2 waste collected through this imitative was then repurposed into practical household items. • **Sponsored rainforest restoration in Sumatra, Indonesia:** Bank of Singapore sponsored the WWF-Singapore's conservation project, Thirty Hills Initiative, to restore over 38,000 hectares of rainforest in the Bukit Tigapuluh Ecosystem Restoration Concession. • **Enhanced methodology for climate scenario analysis:** OCBC enhanced the methodology for the Real Estate sector to incorporate capital expenditure relating to retrofitting costs required to improve energy efficiency of assets. **Our forthcoming targets that support the UN SDG:** • Achieve net zero in financed emissions for six sectors by 2050 • Maintain carbon neutrality for OCBC's banking operational emission in 2024 • Receive BCA Green Mark award for all OCBC Bank Singapore branches by 2030 • Provide electric vehicle charging facilities to other major Group-owned commercial building by 2025 • Enhance climate scenario analysis capabilities to keep pace with industry practices • Complete high-level materiality mapping of nature-related risks to enhance our understanding of nature-risk implications • Organise at least six sustainability-themed client engagement events by 2024 • Train an additional 1,500 unique employees on sustainability or ESG topics by 2024 • Publish at least 12 ESG-themed research pieces by 2024	Climate Action – pages 18-30, 35-38 Responsible Financing – pages 39-42 Sustainable Financial Solutions – pages 43-51 Community Development – pages 67-71

Independent Practitioner's Limited Assurance Report

INDEPENDENT PRACTITIONER'S LIMITED ASSURANCE REPORT ON SUSTAINABILITY INFORMATION OF OVERSEA-CHINESE BANKING CORPORATION LIMITED

We have been engaged by Oversea-Chinese Banking Corporation Limited (the "Bank" or "OCBC") to undertake a limited assurance engagement in respect of the selected sustainability information from the 2023 Sustainability Report of the Bank described below for the year ended 31 December 2023 ("the Identified Sustainability Information").

Identified Sustainability Information

The respective Identified Sustainability Information for the year ended 31 December 2023 is set out below:

1. GRI 2-7: Employees
2. GRI 302-1: Energy consumption within the organisation
3. GRI 302-3: Energy intensity
4. GRI 305-1: Direct (Scope 1) GHG emissions
5. GRI 305-2: Energy indirect (Scope 2) GHG emissions
6. GRI 305-3: Other indirect (Scope 3) GHG emissions
7. GRI 305-4: GHG emissions intensity
8. GRI 401-1: New employee hires and employee turnover
9. GRI 404-1: Average hours of training per year per employee

Our assurance engagement was with respect to the year ended 31 December 2023. We have not performed any procedures with respect to (i) earlier periods and (ii) any other elements included in the Bank's 2023 Sustainability Report, and in the annual report, website and other publications, and therefore do not express any conclusion thereon.

Reporting Criteria

The Identified Sustainability Information has been assessed against the Global Reporting Initiative ("GRI") Sustainability Reporting Standards 2021 ("the Reporting Criteria").

Management's Responsibility for the Identified Sustainability Information

Management of the Bank is responsible for the preparation of the Identified Sustainability Information in accordance with the Reporting Criteria. The responsibility includes designing, implementing and maintaining internal control relevant to the preparation of Identified Sustainability Information that is free from material misstatement, whether due to fraud or error.

Practitioner's Independence and Quality Control

We have complied with the independence and other ethical requirements of the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies Singapore Standard on Quality Management 1 which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Practitioner's Responsibility

Our responsibility is to express a limited assurance conclusion on the Identified Sustainability Information based on the procedures we have performed and the evidence we have obtained. We performed our limited assurance engagement in accordance with Singapore Standard on Assurance Engagements 3000 (Revised) – Assurance Engagements other than Audits or Reviews of Historical Financial Information and, in respect of greenhouse gas emissions included in the Identified Sustainability Information, Singapore Standard on Assurance Engagements 3410 – Assurance Engagements on Greenhouse Gas Statements ("SSAE 3410") (collectively the "Standards"). These Standards require that we plan and perform our work to form the conclusion about whether the Identified Sustainability Information is free from material misstatement. The extent of our procedures depends on our professional judgment and our assessment of the engagement risk.

A limited assurance engagement involves assessing the suitability in the circumstances of the Bank's use of the Reporting Criteria as the basis for the preparation of the Identified Sustainability Information, assessing the risks of material misstatement of the Identified Sustainability Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Identified Sustainability Information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

Independent Practitioner's Limited Assurance Report

The procedures selected included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records. Given the circumstances of the engagement, we also performed the following:

- interviewed management and personnel in Group Corporate Services, Property Services, and Human Resources departments in relation to the Identified Sustainability Information;
- obtained an understanding of how the Identified Sustainability Information is gathered, collated and aggregated internally;
- performed limited substantive testing, on a selective basis, of the Identified Sustainability Information (i) to verify the assumptions, estimations and computations made in relation to the Identified Sustainability Information; and (ii) to check that data had been appropriately measured, recorded, collated and reported, to the extent we considered necessary and appropriate to provide sufficient evidence for our conclusion; and
- assessed the disclosure and presentation of the Identified Sustainability Information.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we do not express a reasonable assurance opinion about whether the Bank's Identified Sustainability Information has been prepared, in all material respects, in accordance with the Reporting Criteria.

Inherent Limitations

In designing these procedures, we considered the system of internal controls in relation to the Identified Sustainability Information and reliance has been placed on internal controls where appropriate. Because of the inherent limitations in any accounting and internal control system, errors and irregularities may nevertheless occur and not be detected.

The absence of a commonly used generally accepted reporting framework or a significant body of established practice on which to draw to evaluate and measure subject matter allows for different, but acceptable, measurement techniques that can affect comparability between entities.

The quantification of the greenhouse gas emissions data underlying the Identified Sustainability Information is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases, and the estimation uncertainty from the measurement and calculation processes used to quantify emissions within the bounds of existing scientific knowledge. This can affect the ability to draw meaningful comparison of the Bank's greenhouse gas emissions over time.

Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Identified Sustainability Information for the year ended 31 December 2023 is not prepared, in all material respects, in accordance with the Reporting Criteria.

Purpose and Restriction on Distribution and Use

This report, including our conclusion, has been prepared solely for the Bank in accordance with the letter of engagement between us. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Bank for our work or this report.

Yours faithfully

PricewaterhouseCoopers LLP
Public Accountants and Chartered Accountants

Singapore

28 March 2024

Glossary

Acronyms	Definition
ABS	Association of Banks in Singapore
AD	Alignment Delta
AER	Annual Efficiency Ratio
AHU	Air Handling Unit
ASEAN	Association of Southeast Asian Nations
ASFI	Asia Sustainable Finance Initiative
BCA	Building Construction Authority
BEAM	Building Environmental Assessment Method
BNM	Bank Negara Malaysia
CCPT	Climate Change and Principle-based Taxonomy
CDA	Child Development Accounts
CO_2e	Carbon dioxide equivalent
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation
CRREM	Carbon Risk Real Estate Monitor
CRMSA	Climate Risk Management and Scenario Analysis
CSA	Cyber Security Agency
EAF	Electric Arc Furnace
ESG	Environmental, Social and Governance
EV	Electric vehicle
FMSB	Financial Markets Standard Board
GHG	Greenhouse Gas
GCNS	Global Compact Network Singapore
GFBA	Green Financing Banking Association
HKMA	Hong Kong Monetary Authority
HVAC	Heating, Ventilation and Air Conditioning
IATA	International Air Transport Association
IEA	International Energy Agency
IMO	International Maritime Organisation
ISPO	Indonesian Sustainable Palm Oil
IPCC	Intergovernmental Panel on Climate Change
JC3	Joint Committee on Climate Change
LEED	Leadership in Energy and Environmental Design
MAS	Monetary Authority of Singapore
MPP – TM	Mission Possible Partnership's Tech Moratorium
MSPO	Malaysian Sustainable Palm Oil
NEA	National Environmental Agency
NGFS	Network for Greening the Financial System
NZBA	Net-Zero Banking Alliance
NZE	Net Zero Emissions by 2050
PP	Poseidon Principles
PPA	Power Purchase Agreement
PV	Photovoltaic
RECs	Renewable Energy Certificates
RSPO	Roundtable on Sustainable Palm Oil
SAF	Sustainable Aviation Fuel
SBTi	Science Based Targets Initiative
SGX	Singapore Exchange
SME	Small and Medium Enterprise
SPF	Singapore Police Force
TCFD	Taskforce for Climate-related Financial Disclosures
TNFD	Taskforce for Nature-related Financial Disclosures
UNGC	United Nations Global Compact
UN SDGs	United Nations Sustainable Development Goals

Oversea-Chinese Banking Corporation Limited
(Incorporated in Singapore)

Company Registration Number: 193200032W