







The illustrative concept

At MCB, we believe that good deeds need a helping hand. In line with our raison d'être, Success Beyond Numbers, we are committed to making a difference by partnering with those who have made it their mission to make a difference in their respective areas and on issues we hold dear. This year's annual reporting suite showcases our impactful partnerships with various stakeholders.



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Ebony Forest

Ebony Forest is dedicated to restoring and conserving Mauritius' native forests and wildlife. Their mission involves reforestation efforts, managing conservation areas and promoting environmental education to protect endangered species. They have successfully restored over 30 hectares out of 50 hectares of native forest, significantly increasing biodiversity and providing habitat for endangered species.

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I PROVIDE SHELTER
& FOOD FOR ANIMALS

10 YEARS
mcb
football
ACADEMY

10 YEARS
mcb
football

10 YEARS
mcb
football
ACADEMY

As Mauritius' longest-standing financial institution, we have been at the forefront of fostering sustainable prosperity for our customers, communities, people, and the nation. As our business evolves, we remain committed to redefining the very meaning of success and ensuring that our actions and impacts go well beyond numbers.



Introducing our 2024 Sustainability Report

We proudly present our 2024 Sustainability Report for the year ended 30 June 2024

Our Sustainability Report provides an opportunity to tell you more about the Group's sustainability initiatives and our actions during the year to deliver on our purpose: Success Beyond Numbers.

About MCB Group Limited

MCB Group Limited ('MCB Group Ltd' or the 'Group') is the holding company of MCB Group, which consists of local and overseas banking subsidiaries and associates. Our main subsidiary, The Mauritius Commercial Bank Ltd ('MCB Ltd', 'MCB' or the 'Bank'), is the leading bank in Mauritius. MCB Group is a prominent regional financial services player.

We are committed to using our financial expertise and investing in our employees to act as a force for good – with the ultimate aim of delivering a positive economic, social and environmental contribution across the countries we operate in.

Our values

Our values guide and inspire every individual across MCB Group, helping them remember they are part of something bigger than themselves.

Integrity
honest and trustworthy at all times

Teamwork
working together towards a common goal

Innovation
proactively seeking out new opportunities

Customer care
delivering unrivalled service

Knowledge
believing in lifelong learning

Excellence
being the best we possibly can



Our Shared Ways of Working

Our ‘Shared Ways of Working’ comprise a set of behaviours that MCB believes are important to create trust internally and externally.

Read more about our ‘Shared Ways of Working’ on page 111.



Our reporting suite

We produce a suite of annual publications tailored to meet our stakeholders’ specific information requirements.



Our **Annual Report** is our primary report to our stakeholders, including employees, customers, shareholders and investors, and economies, societies and communities. The report contains information on our strategic, financial and operational progress in the year under review. It provides insights into our operating environment, business model and strategy, performance, stakeholder engagement, risk management and adherence to corporate governance principles.

Our **Sustainability Report** complements our Annual Report and describes the Group’s impacts (direct and indirect) on society, the environment and the economy. It describes our contribution to promoting the growth of sustainable local and regional economies, preserving the country’s environmental and cultural heritage, and supporting individual and collective well-being. It further unpacks our commitment to responsible behaviour, strong corporate governance, and ethical conduct.

In line with emerging global best practice for sustainability reporting, we identified our material sustainability topics as per the GRI Standards, GRI 3: Material Topics 2021 this year. Read more about our materiality approach on page 40.

Access these reports at mcbgroup.com

Feedback

We encourage you to read this report and provide feedback, which will help us continuously improve our reporting approach while enhancing our performance and governance practices.

For more information about this report or to provide feedback, please email cso@mcb.mu.

Approval responsibility statement

While the Group’s Central Sustainability Office was responsible for preparing this report (including a rigorous internal review process), the executive leadership team and Board reviewed it and believes it provides a balanced and appropriate presentation of sustainability-related matters that could affect our ability to create sustained stakeholder value over time.

The Sustainability Report was approved by the Board on 1st November 2024.



It is a great privilege to present MCB Group Limited's 2024 Sustainability Report.

Our actions remain guided by our *raison-d'être* to embody and live our purpose, Success Beyond Numbers, which has provided a roadmap to engage with our stakeholders, bring value to Mauritius and the region, and redefine our meaning of success. While illustrations of significant progress over the past year are numerous, I would like to highlight a few examples that demonstrate the strides we are making.

Another area where our efforts have been reinforced is our commitment to continuously contribute towards making Mauritius a more resilient and prosperous island.

Credit for what we have achieved in recent years must go to each and every employee who has contributed towards MCB Group's long-term success. I also thank our stakeholders for their willingness to mobilise on critical issues for the benefit of Mauritius and the region.

This includes positively and responsibly growing our presence on the African continent alongside securing critical funding that reflects our firm commitment to ESG principles. We are steadily advancing on our journey to establish a robust offering of financial products and services, guided by our sustainable finance framework. Our continuous focus on investing in talent management is ensuring that our teams are better equipped to serve our clients in an increasingly complex and dynamic environment. Another area where our efforts have been reinforced is our commitment to continuously contribute towards making Mauritius a more resilient and prosperous island. We are also starting to see the benefits of our rigorous journey to build a culture of excellence and innovation, supported by diversity, inclusion, collaboration, and a shared sense of purpose.

Looking ahead, I remain optimistic about the future, and I am reassured that the Group is in competent hands. I invite you to read more about our achievements during FY24 and our steadfast efforts to continue delivering long-term and sustained value to all our stakeholders.

M.G. Didier Harel
Chairperson
MCB Group Ltd



A word from our Head of Sustainability, Reputation and Engagement

At MCB, we remain committed to integrating sustainability into every aspect of our operations. This includes finding opportunities to partner with all sectors of society to accelerate progress and ensure we leave no one behind.

Together with our stakeholders, I am proud that we continue to move from commitment to action, and I look forward to progressing together on this journey in the years ahead.

This guiding belief has shaped and reinforced our sustainability agenda, which centres around understanding and responding to our long-term social and environmental impacts. Accordingly, we have targets for gender equality and green financing. We also remain firmly committed to contributing to regional and local development agendas such as the United Nations 2030 Agenda for Sustainable Development and the associated Sustainable Development Goals.

Collaboration between the public and private sectors is essential if we want to make material progress and move the agenda forward on important issues such as the energy transition, development of the local economy, and climate risk adaptation and mitigation. Together with our stakeholders, I am proud that we continue to move from commitment to action, and I look forward to progressing together on this journey in the years ahead.

Vanessa Doger De Spéville

Head of Sustainability, Reputation and Engagement
MCB Group Ltd

About this report



Report scope and boundary

This report covers 1 July 2023 to 30 June 2024 (FY24, aligned with MCB Group Ltd's financial reporting period). We have also communicated material events after this date and until the approval of the report. Data relating to financial, economic, social and environmental indicators remains comparable to and consistent with our 2023 Sustainability Report.

We approved our Sustainability Report for publication on 1st November 2024, and we published this report on 5th November 2024.

Initiatives in this report largely cover the Bank's non-financial performance, although some key performance indicators relate to the Group's operations. We differentiate this clearly throughout the report.

Reporting frameworks and standards

We developed this report with reference to the **Global Reporting Initiative's (GRI) Sustainability Reporting Standards**. Our GRI Content Index is available from pages 157.

The Bank of Mauritius published the **Guideline on Climate-related and Environmental Financial Risk Management**, which came into effect on 1 April 2022. As required by the Bank of Mauritius, we submitted a roadmap for developing our internal climate-related and environmental financial risk management framework.

Read more about our response on page 34.

We track **emerging sustainability reporting developments**, such as the publication of International Financial Reporting Standards (IFRS) Sustainability S1 General Requirements for Disclosure of Sustainability-related Financial Information and S2 Climate-related Disclosures.

These standards provide a global baseline of sustainability-related disclosures for capital markets and are designed to ensure that companies provide investors with information relevant to decision-making. This includes a specific standard for disclosing climate-related risks and opportunities.

While these standards are not yet mandatory in Mauritius, MCB reviewed them during the year to understand their implications on our current reporting practices and disclosures, informed by a materiality analysis for MCB Ltd (as discussed on page 40).

We remain committed to refining our reporting approach to provide our stakeholders with relevant and fit-for-purpose disclosure.

A large, abstract teal watercolor splash that starts from the left edge and flows towards the center of the page, partially overlapping the 'Materiality' section.

Materiality

As we recognise that sustainability risks and opportunities are evolving rapidly, alongside growing complexity regarding sustainability disclosure guidance, we undertook a materiality assessment for MCB Ltd in FY24. This materiality assessment for MCB Ltd was aligned with the GRI Standards (GRI 3: Material Topics 2021). We provide more detail on our materiality process and its outcomes on page 40.

Assurance

We aim to ensure the integrity of our financial and non-financial information through management monitoring and oversight. EY provides limited independent assurance on the UNEP FI PRB report, which can be found in the Additional information section of the online version of our 2024 Sustainability Report (available on mcbgroup.com). Other than what is contained in the scope of EY's report, we do not seek external assurance on any other report content.

2024 performance summary

Sustainability highlights

Our sustainability strategy is rooted in our company's purpose: Success Beyond Numbers. It articulates our commitment to be a responsible organisation and a contributor to the economic development of the countries in which we operate. We deliver on our sustainability strategy through initiatives under three pillars, and we outline the progress we made in FY24 below:

Vibrant and sustainable local and regional economies

- Launched a campaign to promote our reviewed 'Lokal is Beautiful' loan scheme
- Continued to host PUNCH Meets, including launching PUNCH Coffee Circles to inspire women entrepreneurs
- Ran awareness campaigns in retail branches focusing on digital banking (to encourage the adoption of digital channels and facilitate the transition to a cash-lite economy) and fraud detection and prevention in all retail branches
- Sponsored the tenth edition of Turbine Test Drive, which encourages entrepreneurs to propose innovative solutions to advance the local economy's tourism and agriculture sectors and promote the circular transformation of industries
- Hosted the second edition of MCB's Africa Trade Week and actively promoted our Global Trade Portal
- Enhanced our sustainable finance offering to help accompany our clients on their sustainability journeys

Read more about our performance from page 50.



Our environmental and cultural heritage

- Continued to strengthen our governance structures related to climate risk and sustainable finance
- Signed our inaugural USD 400 million Sustainability Linked Syndicated term Loan, with indicators linked to sustainable financing, and secured a USD 120 million loan from Proparco and DEG to support climate finance
- Continued to refine our sustainable finance framework, including enhancing our green taxonomy and developing a social taxonomy
- Hosted the second edition of 'Deba Klima', a debate contest for local secondary schools related to climate change
- Pursued our efforts to reduce our operational footprint
- Continued to engage in impact partnerships across Mauritius
- Remain proudly invested in local arts and cultural enrichment and entertainment

Read more about our performance from page 72.

Individual and collective well-being

- Launched our MCB Career Architecture and embedded our 'Shared Ways of Working' to boost employee engagement
- Continued to progress our gender equality and workplace diversity agenda, including being recognised as Africa's first bank to earn EQUAL-SALARY certification
- Signed our inaugural USD 400 million Sustainability Linked Syndicated term Loan, with indicators linked to gender diversity
- Continued to provide training and development opportunities to employees to support key areas of people development
- Conducted various activities to promote employee well-being, including wellness roadshows and mental health awareness sessions, among others
- Pursued support to our communities through the MCB Forward Foundation

Read more about our performance from page 100.

Our sustainability strategy is underpinned by our commitment to responsible behaviour, strong corporate governance, and ethical conduct.

- Undertook an extensive and comprehensive materiality analysis for MCB Ltd to gain a deeper understanding of our sustainability-related risks and opportunities and enhance our reporting to stakeholders
- Launched a sustainability training and awareness programme in partnership with Moody's to embed a strong sustainability culture within MCB
- Revamped our Code of Ethics and Whistleblowing Policy
- Made significant progress in enhancing our approach to risk management and compliance across the Group, including all overseas banking subsidiaries
- Undertook various anti-bribery, corruption, fraud and anti-money laundering training and awareness campaigns across the Group

Read more about our performance from page 138.

Financial highlights ¹

Financial performance

Rs 16,045 m
Net profit

Rs 937 bn
Total assets

Shareholder value

Rs 63.65
Earnings per share

Rs 23.00
Dividend per share

Market positioning

Rs 418 bn
Customer loans

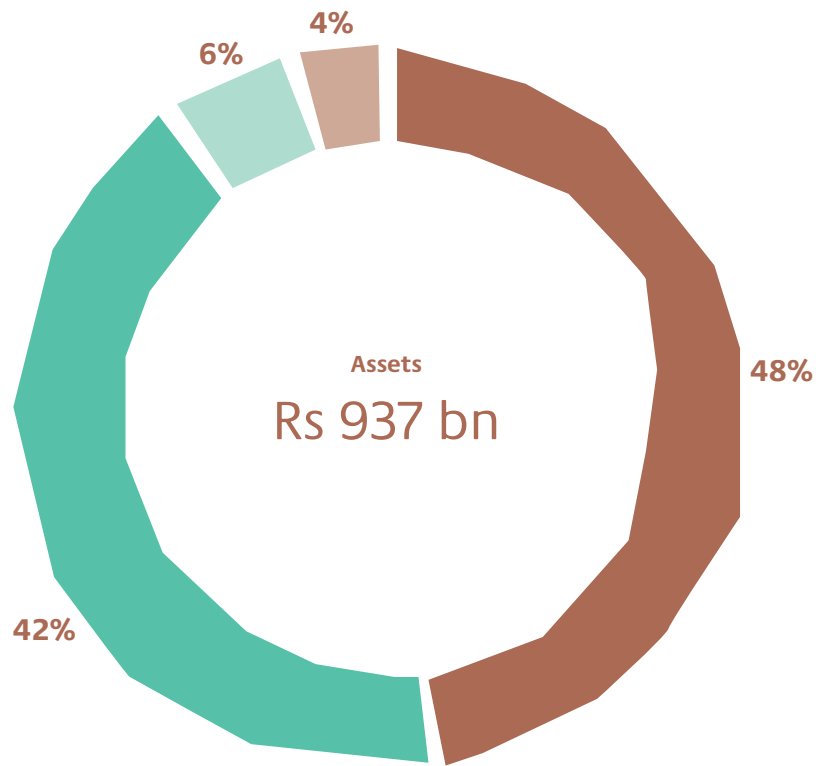
Rs 672 bn
Customer deposits

Note:
¹ Indicators pertain to FY24

Shareholders and investors

Rs 96 bn

Market capitalisation on the Stock Exchange of Mauritius (SEM) – first on the local stock market



Efficiency and return ratios

36.5%

Cost to income

16.6 %

Return on equity

- MCB Ltd - Domestic
- MCB Ltd - Foreign-sourced
- Overseas banking subsidiaries & associates
- Non-banking financial & Other investments

We participate in national and global industry associations and voluntary initiatives to advance environmental, social and governance (ESG) best conduct in our business activities.





United Nations
Global Compact



Global Compact
Network Indian Ocean Region



Global Compact
Network Mauritius

Our corporate profile

MCB Group is an integrated financial services provider, offering customised products and services to a wide range of clients through its local and overseas subsidiaries and associates.



Presence in **10 countries** outside Mauritius

Wide network of Correspondent banks o/w **~ 100 in Africa**

MCB Group

While being headquartered in Mauritius, the Group has a notable presence in the Indian Ocean and sub-Saharan African regions

Credit ratings

Moody's Ratings
Deposit ratings
Baa3/P-3 (Stable)
(Refers to MCB Ltd)

Care Ratings (Africa)
Private Limited
Issuer rating
AAA (Stable)
Pertains to the servicing of
financial obligations in Mauritius

Sustainability highlights

Constituent of **SEM Sustainability Index** and awarded an a '**BBB**' MSCI ESG rating² as at May 2024

Moody's Investors Service
MCB scored a **CIS-3** ESG rating as at July 2024

Stock profile

Market capitalisation
~ Rs 96 billion
~ 36% of SEMDEX¹

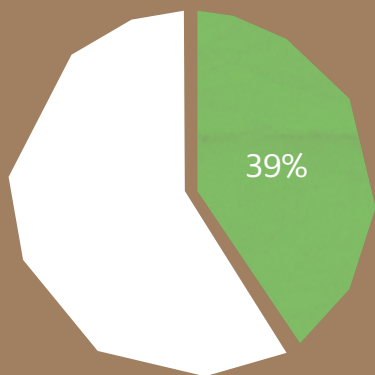
~ 22,750
Ordinary shareholders
(Individual shareholders account for 45.8% of the ownership base)

~ 1,950
Preference shareholders and bondholders

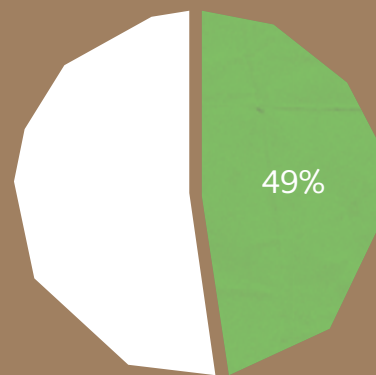
Our channels

63 Branches/kiosks
215 ATMs
626,556 MCB Juice subscribers

Domestic market shares of our main subsidiary, MCB Ltd



Domestic credit to the economy



Local currency deposits

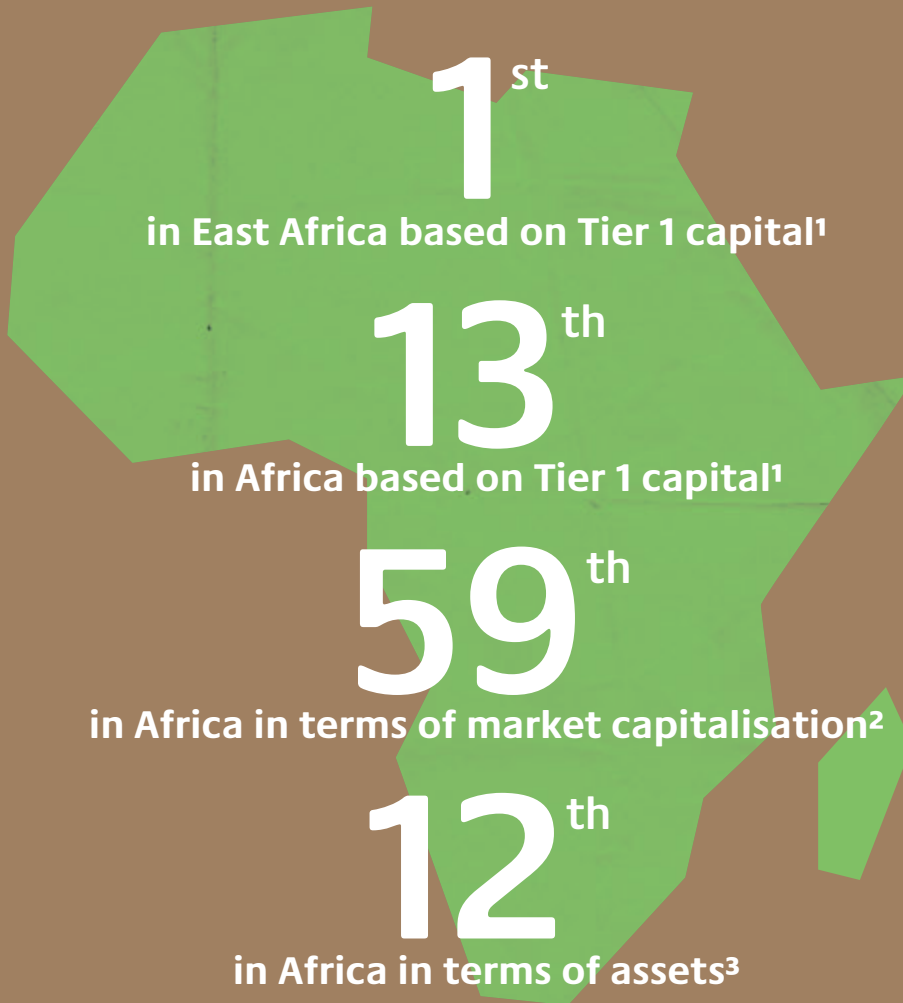
Notes:

Figures are as at 30th June 2024.

¹ Excludes foreign currency denominated, GBL and international companies.

² Note: MCB Group's use 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 MCB Group 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.

Accolades



Best Regional Bank - Southern Africa⁴

Note:

¹ The Banker Top 1000 World Banks, 2024. ² African Business Top 250 companies, May 2024.
³ Jeune Afrique, Top 200 Banks, The Africa Report, October 2023. ⁴ African Banker Awards, 2024.



Note:

¹ Euromoney Awards for Excellence 2024 ² Top Brands of Mauritius by Kantar, Brand Magic Summit 2024 ³ Global Banking & Markets Africa AWARDS ⁴ Euromoney Global Private Banking Awards 2024
⁵ Global Finance Magazine 2024 ⁶ Global Trade Review (GTR) Awards – Mauritius and East Africa ⁷ International Banker 2024 ⁸ PwC Sustainability Awards 2024

Our clusters and entities

MCB Ltd

MCB Ltd is the main subsidiary of the Group and is headquartered in Mauritius, where it progressively consolidated its position as the market leader in the Mauritian banking sector while being actively involved in the region. It delivers a palette of financial products and services across its four customer-facing segments as follows:

Retail

Caters for the day-to-day and lifetime needs of retail customers, through lending, transactional, savings and investment solutions as well as customised account packages across different age and income groups.

Corporate and Institutional Banking

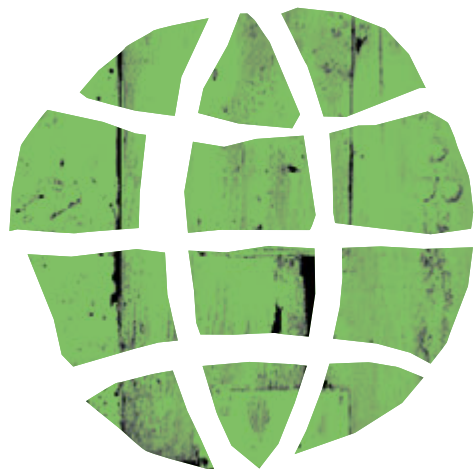
Assists local, international corporates and institutional clients through financing and specialised solutions, transactional and investment products as well as syndication offerings.

Private Wealth Management

Provides investment, advisory services and wealth management services for resident, non-resident affluent and high net worth clients as well as external asset managers.

Business Banking

Offers tailored solutions to micro, small and medium and mid-market enterprises, facilitating access to new markets and alternative sources of finance.



Overseas entities

The Group's overseas banking subsidiaries in Madagascar, Maldives and Seychelles as well as its overseas associates, i.e. Banque Française Commerciale Océan Indien – operating in Réunion Island, Mayotte and Paris – provide clients with an array of banking services adapted to local market realities. Our overseas banking subsidiaries capitalise on Group synergies to position themselves as the trusted banking partner of corporate and individual clients while we also leverage our strategically-located regional hubs in Johannesburg, Nairobi, Paris, Lagos and Dubai to develop our international business.

Non-banking financial

The Group has entrenched its participation in the non-banking financial services field, with increasing prominence of key entities that include:

- MCB Capital Markets Ltd
- MCB Equity Fund
- MCB Real Assets Ltd
- MCB Microfinance Ltd
- MCB Factors Ltd
- MCB Leasing Ltd



Other investments

The Group is involved in other business areas and ancillary undertakings, with dedicated structures to promote Corporate Social Responsibility and philanthropic agenda.

- MCB Forward Foundation
- Fincorp Investment Ltd
- MCB Consulting Services Limited

Read more about MCB Group in our 2024 Annual Report.

Moving forward on our sustainability journey

We continue to make significant progress on our sustainability journey.

2008

MCB became a participant to the United Nations Global Compact's (UNGC) Ten Principles.

2012

Adopted the Equator Principles.

2017

Signed our third credit line as a participating bank, contributing towards the EUR 75 million with AFD (SUNREF).

2018

Launched our sustainability strategy Success Beyond Numbers.

2009

Launched Initiative 175 aimed at fostering environmentally-friendly practices. Partnered with the Agence Française de Développement (AFD) to finance development projects under its green finance label SUNREF (Sustainable Use of Natural Resources and Energy Finance). Signed our first credit line of EUR 40 million as a participating bank.

2010

Launched the MCB Forward Foundation to manage our corporate social responsibility activities.

2014

Signed our second credit line as a participating bank, contributing towards the EUR 60 million with AFD (SUNREF).

2016

Launched MCB Microfinance to promote financial inclusion and empower micro-entrepreneurs.

2019

Adopted the GRI Sustainability Reporting Standards. Launched our 'Lokal is Beautiful' initiative. Partnered with the Mauritian Wildlife Foundation (MWF). Became a signatory to the United Nations Environment - Finance Initiative Principles for Responsible Banking (UNEP FI PRB). Identified 11 priority Sustainable Development Goals (SDGs) in support of the 2030 Sustainable Development Agenda.



2020

Signed the Gender Diversity Charter of the Africa CEO Forum – Women working for change.
 Published our 'Klima Neutral 2050' study.
 Became a founding member of the UNGC Network Mauritius.
 Commissioned 'Lokal Rebound' study.
 Launched Green Lease.

2022

The Bank started the implementation of the Guideline on Climate-related and Environmental Financial Risk Management published by the Bank of Mauritius for financial institutions.



2021

MCB Madagascar signed its first credit line of EUR 6 million with AFD (SUNREF).
 Launched our online platform Punch to connect entrepreneurs.
 Launched our GreenDrive loan scheme.
 Invested in Livelihoods Carbon Fund 3, an impact investment fund focused on financing large-scale projects.
 Established MCB Group's Gender Equality Charter.
 Joined the UNGC Climate Ambition Accelerator programme in line with the Paris Climate Agreement.

2023

Launched the sustainable finance framework in March 2023.
 Launched the Sustainable Loan and Green Taxonomy in March 2023.
 Launched the first Sustainable Supply Chain Finance to the tune of USD 10 million.
 Signed the National Corporate Governance Charter in July 2023.
 First edition of 'Deba Klima', a student debate contest focused on climate change and its impacts.
 Submission of MCB's roadmap for climate-related and environmental financial risk management framework to Bank of Mauritius.
 Organisational and structural changes for integration of sustainability within the business.

2024

Revamped 'Lokal is Beautiful' Scheme.
 Carried out the materiality analysis for MCB Ltd as per the GRI Standards.
 Signed our inaugural USD 400 million Sustainability Linked Syndicated term Loan.
 Hosted the second edition of Deba Klima.
 Recognised as Africa's first bank to earn EQUAL-SALARY certification.

Leadership Insights on Sustainability



Humanity is facing unprecedented challenges, and every individual, business, country and continent needs to work together to respond.

The 2024 World Economic Forum's Global Risk Report named three key environmental issues as critical challenges facing humanity: extreme weather events, critical changes to earth systems, and biodiversity loss and ecosystem collapse. These environment-related risks sit alongside challenges like disinformation, geopolitical competition, and inflation, which contribute to uncertainty and undermine local and regional stability. These unpredictable times have reinforced our conviction to apply our purpose Success Beyond Numbers across our organisation and manage our business in a balanced and responsible manner, guided by three key pillars. I briefly summarise hereunder a few highlights for each pillar.

Promoting vibrant and sustainable local and regional economies

We remained focused on fostering economic inclusion and introducing our clients to new business opportunities. For example, we deepened our longstanding partnership with Made in Moris this year. We also pursued our strategic partnerships with key local players to promote entrepreneurship and boost production through our 'Lokal is Beautiful' loan scheme. This progress affirms our ongoing commitment to building a prosperous and resilient Mauritius

that is self-sufficient rather than import dependent. We are also pleased with the progress our overseas banking subsidiaries have made in supporting our sustainability objectives. This includes, for example, undertaking customer-focused educational campaigns, embedding a culture of customer-centricity, and finding opportunities to integrate environmental and social considerations into their operations, products and services.

Contributing to our cultural and environmental heritage

We reviewed our governance approach to integrate climate-related and environmental financial risk management into our operations in line with the Bank of Mauritius Guideline on Climate-related and Environmental Financial Risk Management. Furthermore, we are refining our sustainable finance framework by strengthening our green taxonomy and introducing a social taxonomy, which will position us to better support our local clients in transitioning Mauritius to a circular, low-carbon, and socially resilient economy. We use our sustainable finance framework to determine the eligibility of projects funded through our Rs 10 billion MCB Sustainable Loan. To date, we have disbursed Rs 2 billion in funding to projects across several sectors.

Beyond our clients, we remained focused on promoting climate action within our local communities. We hosted the second edition of 'Deba Klima', a debate contest for students that aims to raise awareness about climate change mitigation and adaptation. To broaden its impact, the contest was conducted in Creole and undertaken in collaboration with the support of Dr. François Gemenne. Once again, the event was a resounding success, engaging 16 secondary schools across Mauritius. We are proud that MCB helped inspire young citizens to discuss the importance of climate change and provided them with a platform to share their learnings and insights on national television and social media platforms.

Fostering individual and collective well-being

We continued to prioritise meaningful career development for our employees, underpinned by a strong focus on learning and development and employee wellness. Our efforts are supported by our MCB Career Architecture, introduced last year, which provides a roadmap for our employees' professional and personal development. While still in its early stages, our professional and culture alignment journey will be fundamental to building an energised, diverse, future-ready and engaged workforce, which is critical to enable us to deliver on our strategic ambitions.

Recognising the critical role that women play in a strong and functioning economy, we remained focused on applying the principle of equal pay for equal work across our organisation,

irrespective of gender. Last year, we applied for EQUAL-SALARY certification from the EQUAL-SALARY Foundation and, this year, we were recognised as Africa's first financial services group to achieve this certification.

Building on our efforts to embed a strong sustainability culture within MCB, we launched a sustainability training and awareness programme in partnership with Moody's this year. Employees across every level of the Group participated, thereby empowering our people to proactively manage sustainability-related risks and identify opportunities to drive meaningful change within our organisation and communities.

We undertook an extensive multi-stakeholder engagement process involving 21 stakeholder groups from across our value chain. Over several months, we engaged in meaningful conversations with more than 400 individuals to gather their unique perspectives on the sustainability topics they believe are significant for MCB. At the same time, we shared our views on the sustainability-related risks and opportunities we believe are critical for the Bank. This ensured a comprehensive understanding and strong foundation to determine how we are progressing on our corporate sustainability journey.

Underscoring our commitment to Success Beyond Numbers, we initiated a materiality analysis for MCB Ltd this year to deepen our understanding of the material sustainability-related risks and opportunities relevant to the Bank and how these matters interconnect and apply across our value chain.

I am proud to present this materiality analysis on behalf of MCB Ltd, which we developed using the globally-recognised GRI Sustainability Reporting Standards. The materiality analysis for MCB Ltd will be available as a standalone document on our website. It will also be a living document, which we will update as we pursue further conversations with our stakeholders. We unpack our methodology and key outcomes in more detail on page 40. Overall, the results provide comfort that we are on the right track to deliver on our purpose, and we will use the results to refine our strategic focus and position MCB Ltd as a leading bank committed to doing business responsibly.

Our materiality analysis is also an important first step on our journey to respond to the increasing regulatory focus on sustainability reporting. This includes, for example, the publication of the IFRS Sustainability Standards S1 and S2. To support this, we established a dedicated working group within MCB to help us navigate the evolving sustainability reporting landscape. This working group played a fundamental role in helping us execute our materiality analysis for MCB Ltd and will continue to build on its efforts in the year ahead to ensure we provide our stakeholders with relevant and fit-for-purpose disclosure.

Looking ahead, we anticipate that we will continue to navigate a complex world characterised by uncertainties, heightened competition, and increasingly stringent regulatory demands. However, we have come a long way, and I believe that the Group is well-positioned to continue its journey towards fostering a sustainable future.

As we reflect on this year's achievements, I would like to take this opportunity to thank the Board of Directors and the members of our Corporate Sustainability Committee for their continuous support and guidance throughout the year on our sustainability journey.

Thank you to the Head of Sustainability, Reputation and Engagement and her team, to the sponsors of our sustainability-related projects and to each and every employee who contributed in their own way to ensuring that MCB Group stays true to our purpose and for their continued effort to deliver on Success Beyond Numbers.

Jean Michel Ng Tseung
Chief Executive
MCB Group Ltd



In a world characterised by uncertainty and disruptions from geopolitical tensions, supply chain challenges, and the visible effects of climate change, we remain committed to advancing our sustainability agenda by driving initiatives that create lasting impact and resilience in our local and regional communities, in line with our purpose, Success Beyond Numbers.

In FY24, the Bank made further strides on its sustainability journey, focusing on supporting clients locally and regionally while helping them transition to low-carbon economies. Our sustainable loan offerings continue to support environmentally friendly projects and initiatives. We also laid emphasis on climate adaptation, recognising the need to build resilience against the growing impact of climate change. This includes securing a USD 120 million loan from Proparco and DEG. At the same time, we are working on integrating environmental and social risk management into our operations, and I am pleased to highlight our inaugural Sustainability Linked Syndicated term Loan of USD 400 million. The loan's key performance indicators focus on sustainable financing and gender diversity. In terms of the latter, I am proud to share that we are on track to achieve 40% female representation in middle and senior management by 2026. As the first African bank to earn EQUAL-SALARY certification, we reaffirmed our pledge to equal pay and gender equality.

Our commitment to Mauritius remains at the forefront of our sustainability efforts and we remain dedicated to fostering economic growth while minimising the environmental impact of our activities. This ensures that we empower the domestic community to thrive in a rapidly changing world. This includes, for example, supporting businesses in their green transition, developing climate-resilient infrastructure, and promoting sustainable practices that enhance the economy and the environment, all while responding to evolving laws and regulations.

To encourage collaboration among entrepreneurs, we organised several PUNCH Meets events, providing a platform for networking and driving innovation within the local business community. Moreover, the recognition of our innovative products – MCB Juice, Juice Pro, and PUNCH – with the Made in Moris label – underscores our dedication to supporting domestic production and inclusivity. Through the MCB Forward Foundation, we invested Rs 65 million in FY24 towards projects that promote socio-economic progress while our social leave programme empowered our employees to dedicate paid time to community service, reflecting our deep-rooted culture of giving back.

Our support to the Mauritian economy reflects a broader resolve to drive positive change across Africa. MCB is dedicated to facilitating the continent's shift to a low-carbon economy while prioritising economic and social progress. With around 600 million Africans lacking access to electricity, we recognise the pressing energy and infrastructure needs that hinder healthcare, education and job creation. While ambitious climate goals are therefore crucial, we must strike a balance between these targets and the urgent demand for affordable energy solutions. Our oil and gas financing strategy is crafted to responsibly support a diverse energy mix, acknowledging that Africa needs access to various energy sources to foster sustainable development.

MCB advocates for a 'just transition' that empowers Africa to leverage its vast resources while advancing towards cleaner solutions, conscious of the fact that the continent contributes only about 4% of global CO₂ emissions but faces disproportionate effects of climate change, including extreme heat, shifting precipitation patterns, sea-level rise and escalating food insecurity. Currently, the continent receives approximately USD 30 billion annually for climate adaptation, a stark contrast to the estimated USD 277 billion needed each year according to the African Development Bank. Our goal is to support the continent's transition justly, ensuring that its benefits are shared by all.

This message was prominently conveyed during the second edition of MCB's Africa Trade Week this year, which brought together stakeholders from the business community and various national institutions.

By redefining ESG in the African context to emphasise socio-economic factors, we can ensure that no one is left behind. This message was prominently conveyed during the second edition of MCB's Africa Trade Week this year, which brought together stakeholders from the business community and various national institutions. I see opportunities to strengthen partnerships to further support the continent's development. We firmly believe that the trade opportunities across our continent are real, and with the right trade finance solutions, they can also be sustainable. We therefore advanced our Sustainable Supply Chain Finance initiatives by introducing a Sustainable Trade Finance facility and launching our first-ever triangular supply chain finance offering, promoting African trade and sustainable practices. As an African bank, MCB is committed to enabling businesses in the African corridor to move up the value chain by integrating the SDGs into our analysis alongside capitalising on the opportunities offered by the Mauritius International Financial Centre.

In closing, we recognise that our sustainability agenda is not just about meeting goals; it is about creating lasting impact. It is about ensuring that the future we envision is inclusive, equitable and sustainable for all. We are not just investing in projects. We are also investing in people and communities, and in our planet's future. This is our promise, and this is our path forward.

I remain immensely grateful to the Board, the executive and management teams, and all our employees for your energy and passion. The past year has affirmed the incredible potential we have to deliver Success Beyond Numbers, and I look forward to working together to tackle critical issues for the benefit of Mauritius and the region.

Thierry Hebraud
Chief Executive Officer
MCB Ltd



Our sustainability approach

- 34 How we govern sustainability and climate, environmental and social risks
- 38 Our sustainability strategy
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- 50 Stakeholder engagement

Mauritian Wildlife Foundation (MWF)

Through an annual contribution of Rs 5 million, we support MWF's programme to save four endemic species from extinction. They are the Pink Pigeon, the Echo Parakeet, the Günther's Gecko and the Round Island Boa. Our annual contribution, which started in 2019, also helps in protecting the fragile biodiversity of our islets. To mark MWF's 40th anniversary in 2024, we sponsored the publication of an educational book, the 'Dodo's Legacy'.



Our sustainability approach is grounded in our commitment to Success Beyond Numbers. This means driving material and measurable change that helps people succeed by responsibly providing financing and banking solutions, championing innovation, and using our expertise to make a positive difference to economies, people, communities and the environment.

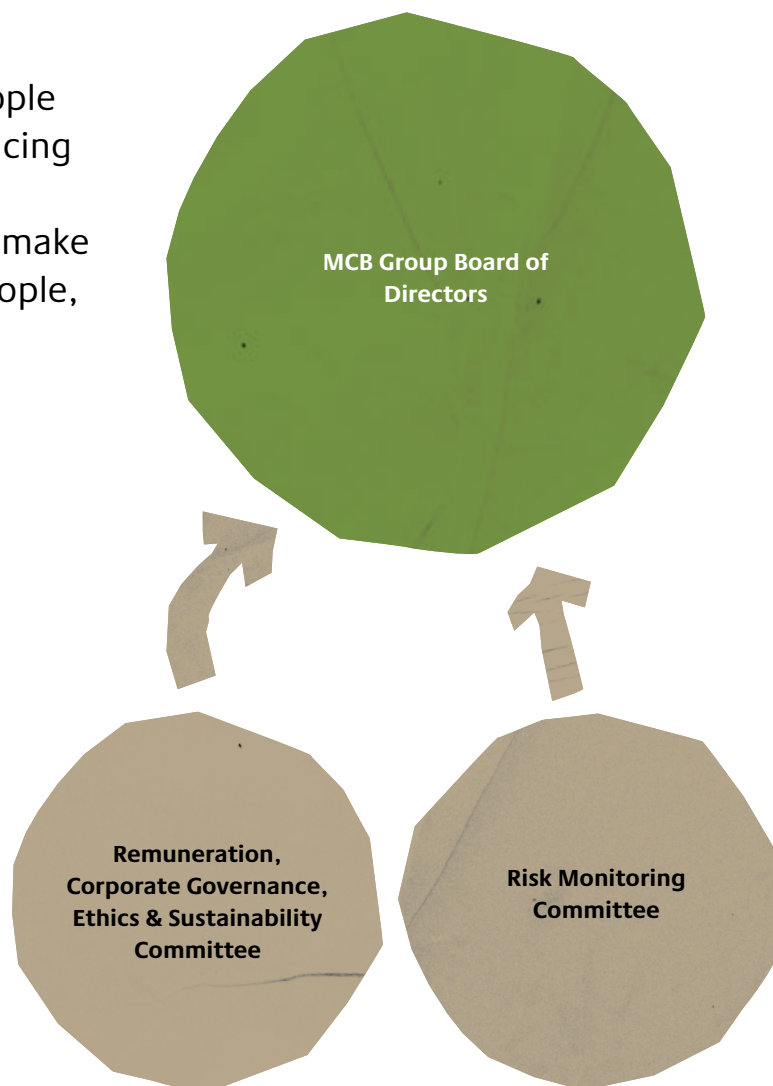
How we govern sustainability and climate, environmental and social risks

Our Board is committed to upholding the highest standards of corporate governance to support long-term business sustainability and create lasting value for our stakeholders.

In response to growing calls for greater transparency on how organisations are responding to sustainability-related risks and opportunities, we continue to refine and enhance our governance framework. This includes integrating climate-related and environmental financial risk management as per the requirements of the Guideline on Climate-related and Environmental Financial Risk Management (published by the Bank of Mauritius, effective 1 April 2022). With the elevation of the sustainability function at Group level, as communicated last year, a new Strategic Business Unit (SRE), Sustainability, Reputation and Engagement SBU, was created in December 2023. This reinforces our commitment to mainstreaming sustainability matters throughout the Group.

The Head of Sustainability, Reputation and Engagement function sits at the Group Executive Committee. This committee has been set up to drive organisational alignment, appraise developments in our operating environment and to manage issues impacting the Group.

We provide a high-level overview of our governance framework alongside, with more detail on the following pages.



The **Remuneration, Corporate Governance, Ethics & Sustainability Committee** (RCGESC) has ultimate governance oversight of our sustainability strategy and assists the Board with discharging its duty to monitor the progress of our sustainability engagement.

The **Risk Monitoring Committee** (RMC) reviews and recommends the risk appetite to the Board, assists in setting up risk strategies and assesses and monitors the Group's risk management process. It also advises the Board on risk issues, including maintaining ultimate governance oversight of environmental and social risks, and monitors the risk of different portfolios against the set risk appetite.

The Board provides effective leadership in the formulation and delivery of the Group's strategy within a framework of robust risk management and internal controls, alongside ensuring adherence by the Company and its overseas banking subsidiaries to relevant legislation, policies and norms, including sustainability principles.

The Board is supported by five committees, which are mandated to provide counsel, recommendations and specific expert guidance on matters affecting the Group's activities. Alongside, we outline the primary committees with ultimate governance oversight of our sustainability strategy and our climate, environmental and social risks.

Each committee is supported by various sub-committees, functions and working groups, which assist with executing our sustainability agenda (unpacked on the following pages). Each committee reports its findings and recommendations to the Board after every scheduled meeting or at an *ad hoc* committee meeting should the need arise.

Read more about our governance approach in our **Corporate Governance and Risk and Capital Management reports, available in our 2024 Annual Report.**

Board diversity

The Board recognises the importance of ensuring diversity in its membership to provide the full range of perspectives and insights needed to encourage debate and support good decision-making and strategy execution. The Board diversity profile includes gender, culture, age, fields of knowledge, skills and experience, competencies, philosophies, and accomplishments. Female representation on the Board is 27% (in line with the minimum prescribed by the Mauritius Companies Act).

More information about the Board's composition, including its mix of skills and experience, is available in our **2024 Annual Report.**

Training and awareness

We rolled out an ESG awareness training programme to upskill our employees and integrate ESG principles into our operations. We also refined our employee induction programme to include a session on our purpose, Success Beyond Numbers.

Read more about these initiatives on page 42.



How we govern our sustainability strategy



Our RCGESC has ultimate governance oversight of sustainability-related matters.



Corporate Sustainability Committee (CSC)

A sub-committee of the RCGESC, the CSC assists the Board with discharging its duty to oversee our sustainability engagements. The CSC assesses all aspects of sustainable development and ensures we implement relevant and appropriate strategies.



Sustainability Strategic Council (SSC)

Ensures that proposed initiatives are aligned with the objectives of our sustainability agenda, sponsors and facilitates the implementation of identified action plan items and approves the budget for their implementation. The SSC comprises the Chief Executives (Bank and Group), Heads of SBUs and our CSO.



Transition Task Force (TTF)

Monitors our progress in implementing the requirements of the Guideline on Climate-related and Environmental Financial Risk Management and our sustainable finance mainstreaming endeavours. The TTF comprises the Chief Executives (Bank and Group), Head of SRE, Chief Risk Officer (CRO) and the Head of Corporate Institutional Banking (CIB).



Central Sustainability Office (CSO)

Responsible for developing and driving the implementation of the Group's purpose. The CSO reports to the Head of Sustainability, Reputation and Engagement, who in turn reports to the Group CEO.



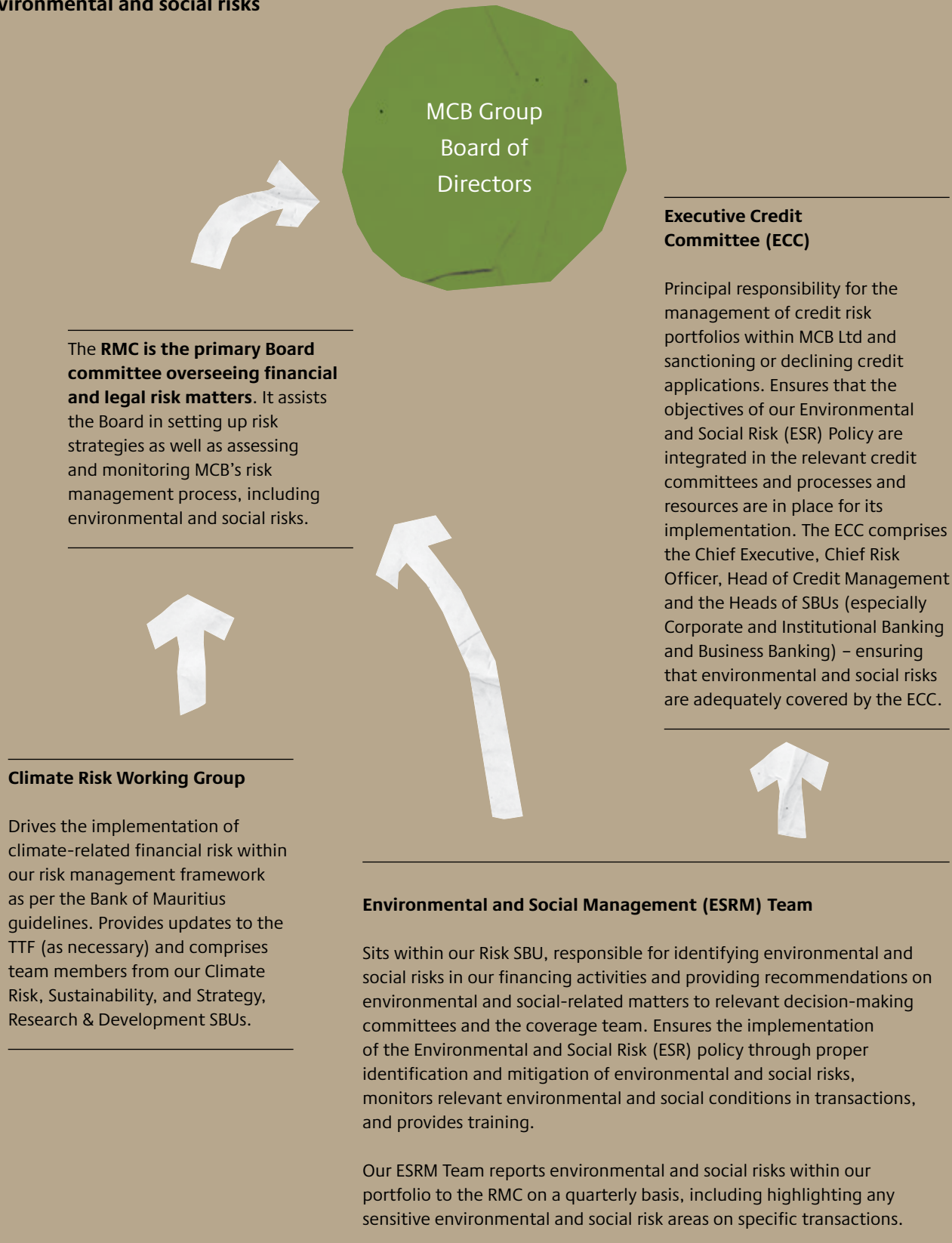
Local and Regional Sustainable Finance Working Group

Supports our ambitions to mainstream sustainable finance locally and internationally – meeting on an *ad hoc* basis should the need arise. Read more about our sustainable finance framework on page 43.

CSC FY24 composition

- Jayananda NIRSIMLOO - Chairperson (MCB Group)
- Didier HAREL (MCB Group)
- Maya MAKANJEE (MCB Group)
- Johanne HAGUE (MCB Ltd)
- Jean-François DESVAUX DE MARIGNY (MCB Ltd)
- Jean Michel NG TSEUNG (MCB Group)
- Thierry HEBRAUD (MCB Ltd)

How we govern climate, environmental and social risks



Our sustainability strategy

The pillars of our sustainability strategy are integrated into our corporate strategy. Our actions are guided by our purpose, Success Beyond Numbers, with the key objective being to deliver a positive economic, social, environmental and cultural impact. Our sustainability strategy is founded on the material environmental, social and governance issues facing the Group across regions where it operates.

Read more about our approach to determine these material issues on page 40.

Our strategy in action



Living our purpose

Every day we will help people succeed by providing financing and banking solutions responsibly, championing innovation, and using our expertise to make a positive difference to economies, people, communities and the environment.



Our strategic objectives

Becoming more sustainable

- Developing vibrant and sustainable local and regional economies
- Contributing to our cultural and environmental heritage
- Promoting individual and collective well-being



Becoming more diversified

- Strengthening our position in local markets
- Growing our international footprint
- Expanding our non-bank activities

Becoming more digital

- Refining our value proposition
- Supporting the transition to cash-lite
- Modernising internal capabilities

Our key value drivers



Risk and compliance



Customer experience



People and culture

Supported by our 'Shared Ways of Working' page 111

Developing vibrant and sustainable local and regional economies

Our key focus areas:

- Responsible finance that supports economic growth and development
- Promoting financial literacy and inclusion
- Serving our customers
- Promoting local procurement

Read more on page 54.



Contributing to our cultural and environmental heritage

Our key focus areas:

- Responsible finance that supports environmental sustainability
- Creating awareness about climate change
- Managing our direct and indirect operational environmental impacts
- Our key environmental and cultural impact partnerships

Read more on page 72.



Promoting individual and collective well-being

Our key focus areas:

- Talent management
- Performance management
- Employee well-being
- Diversity and inclusion
- Community support

Read more on page 100.



The three pillars of our sustainability strategy are underpinned by our commitment to **responsible behaviour** and ethical business practice.

- Business ethics
- Prevention of bribery, corruption, fraud and money laundering
- Customer privacy and information security
- Whistleblowing
- Tax responsibility
- Protecting human rights
- Fair and responsible remuneration

Read more on page 138.



The following guide our sustainability approach and strategy:



The SDGs reflect an international agreement to eradicate poverty and inequality, protect health and prevent climate change by Agenda 2030 through 17 universally recognised outcomes. Following the materiality analysis for MCB Ltd, we identified 16 SDGs where we believe we can make and have impact.



We became a participant to the UNGC in 2008. The UNGC is a pact encouraging businesses worldwide to adopt sustainable and socially responsible policies. We are committed to complying with the Ten Principles of the UNGC.



We adopted the Equator Principles in 2012. The Equator Principles serve as a common baseline and risk management framework for financial institutions to identify, assess and manage environmental and social risks when financing projects. Read more about how we are applying these principles within our operations on page 45.



MCB Ltd became a signatory to the UNEP FI PRB in 2019. These principles provide a framework to ensure that our strategy and business practices align with the visions set out by the SDGs and the Paris Climate Agreement. Our self-assessment against the UNEP FI PRB is available in the Additional Information section.

Our materiality approach

As we recognise that sustainability risks and opportunities are evolving rapidly, alongside growing complexity with regards to sustainability disclosure guidance, we undertook an extensive materiality analysis to determine the material sustainability-related risks and opportunities for MCB Ltd. We provide a high-level overview of the purpose, approach and outcomes of this analysis below, with the full report available on our website.

MCB Ltd defined its material sustainability topics using the GRI Standards, GRI 3: Material Topics 2021. In accordance with the GRI Standards, the materiality process involved inclusive and participatory stakeholder engagement to determine the Bank's direct and indirect impacts. In summary, these reflect the most significant socio-economic and environmental impacts of our business activities on our stakeholders and the broader impacts of our products and financing activities outside of our control.

The outcomes of our materiality analysis will inform our corporate strategy and reporting approach, with the aim of promoting MCB Ltd's corporate sustainability performance and increasing transparency and accountability.

Our materiality approach further aims to facilitate alignment with the reporting requirements of the IFRS Sustainability Standards S1 and S2 and the European Sustainability Reporting Standards (aligned with the requirements of the Corporate Sustainability Reporting Directive).

These standards look at the concept of 'double materiality'. By reworking the data we collected, we have presented information on our most significant impacts on the environment and people (impact materiality) as well as the significant sustainability-related dependencies, risks, and opportunities that could reasonably be expected to affect MCB's prospects in the short, medium, and long term (financial materiality). We provide more detail on this alignment and the relevant results in our full materiality analysis for MCB Ltd is available online.

We designed and implemented a multi-stakeholder engagement process to carry out materiality analysis for MCB Ltd, including a combination of internal and external stakeholders.

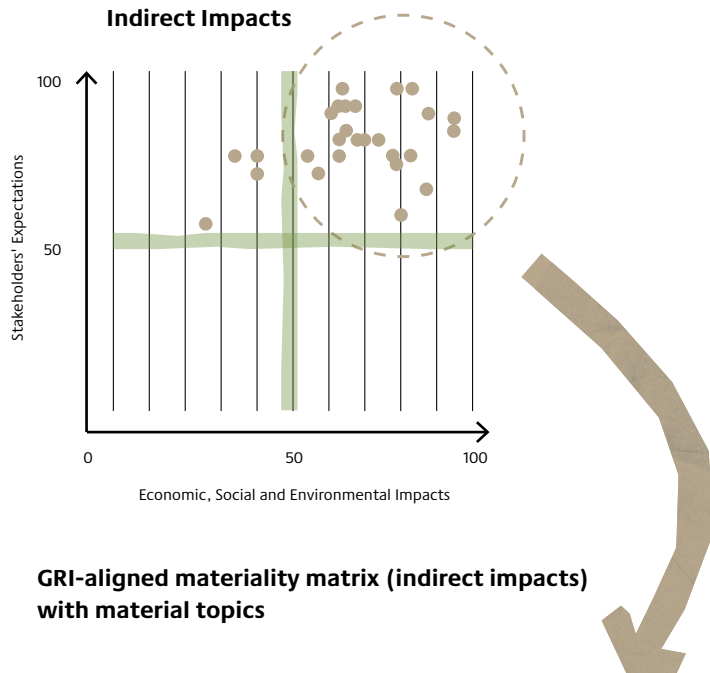
Stakeholder group	Participants
Board members	5
Employees (across all levels of the Group)	123
Investors (local)	6
Clients (Retail)	88
Clients (Business Banking)	29
Clients (Mauritian and Regional Corporate)	100
Suppliers	20
Authorities and regulatory bodies	7
Business partners	8
Media and Communication	9
Correspondent banks ¹	20
Civil Society Organisations and Non-governmental Organisations	16

Our materiality process was conducted using a combination of in-person focus group discussions and via an online application designed in-house. Over several months, we engaged in meaningful conversations with more than 400 individuals from across the various stakeholder groups. This included distributing more than 5,000 emails and requests for participation – demonstrating the broad and extensive nature of engagement.

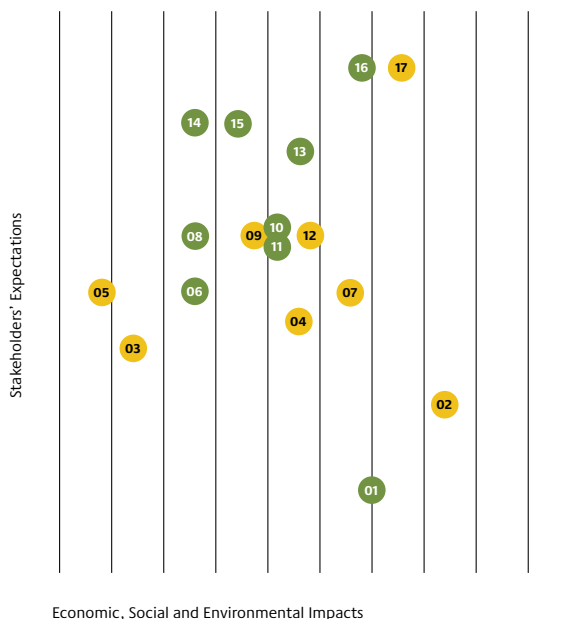
¹ This group of stakeholders participated in an online session during which the objectives of the discussions were described, and participants were then requested to complete a survey form. Out of the twenty participants, only three completed the survey.

MCB has opted to set the threshold for material topics as the space where both 'influence on stakeholder decisions and expectations' and 'significance on the organisation's economic, social and environmental impacts' are high (i.e. total score > 50) in the two-dimensional materiality matrix. This is reflected by all the topics captured in the top right-hand quadrant of the materiality matrices, and they are represented in the two graphs below as direct and indirect impacts.

The main difference between the two matrices is that environmental topics are not material when the Bank's direct impacts are considered. The implication is that the significance of the environmental impacts is high through the Bank's financing of economic activities.

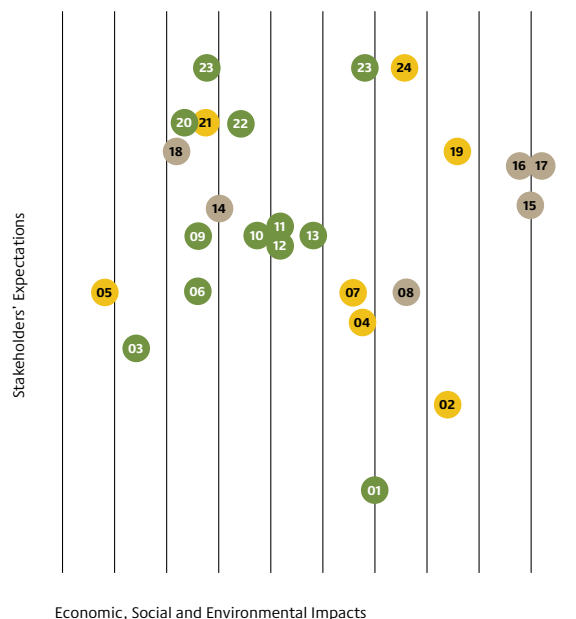


GRI-aligned materiality matrix (direct impacts) with material topics



- 1. Local communities
- 2. Taxation
- 3. Marketing and Labeling
- 4. Marketing Presence
- 5. Procurement practices
- 6. Labour / management relations
- 7. Indirect economic impacts
- 8. Freedom of association and collective bargaining
- 9. Employment
- 10. Training and education
- 11. Occupational health and safety
- 12. Economic performance
- 13. Customer health and safety
- 14. Diversity and equal opportunity
- 15. Non-discrimination
- 16. Customer privacy
- 17. Anti-corruption

GRI-aligned materiality matrix (indirect impacts) with material topics



- 1. Local communities
- 2. Taxation
- 3. Marketing and Labeling
- 4. Market Presence
- 5. Procurement practices
- 6. Labour and management relations
- 7. Indirect economic impacts
- 8. Water & effluents
- 9. Freedom of association and collective relations
- 10. Employment
- 11. Occupational health and safety
- 12. Training and education
- 13. Customer health and safety
- 14. Waste
- 15. Materials
- 16. Energy
- 17. Emissions
- 18. Biodiversity
- 19. Economic performance
- 20. Diversity and equal opportunity
- 21. Anti-competitive behaviour
- 22. Non-discrimination
- 23. Child labour
- 24. Forced or compulsory labour
- 25. Customer privacy
- 26. Anti-corruption

Access our full Materiality Analysis for MCB Ltd on our website: mcbgroup.com/sustainability

Fostering a purpose-driven culture

This year, we **revised our induction programme for new employees** to include insight into our sustainability strategy, centred around our purpose of Success Beyond Numbers.

Our CSO conducts the sessions, which include an overview of key environmental and social topics affecting the Group, such as climate change-related risks and opportunities and sustainable development. Participants also take part in collaborative, interactive discussions where they are encouraged to put forward innovative ideas on how we can further promote and embed a culture of sustainability within our business. Since launching this programme, we have seen a positive increase in engagement on sustainability matters, and new employees have expressed their enthusiasm for becoming sustainability ambassadors in their new roles. In FY24, 370 new employees participated in this programme, which was spread across ten sustainability-focused induction sessions.

Integrating and embedding a robust understanding of ESG across our business

We launched a **comprehensive ESG training programme** across MCB Group this year. Designed in collaboration with Moody's, the programme bridged the gap between ESG theory and practical implementation. Our aim was to empower each of our employees to make informed decisions, proactively manage risks, identify opportunities, and drive meaningful change within our organisation and communities.

14 in-person sessions

One online session with MCB Madagascar (hosted in French to boost accessibility)

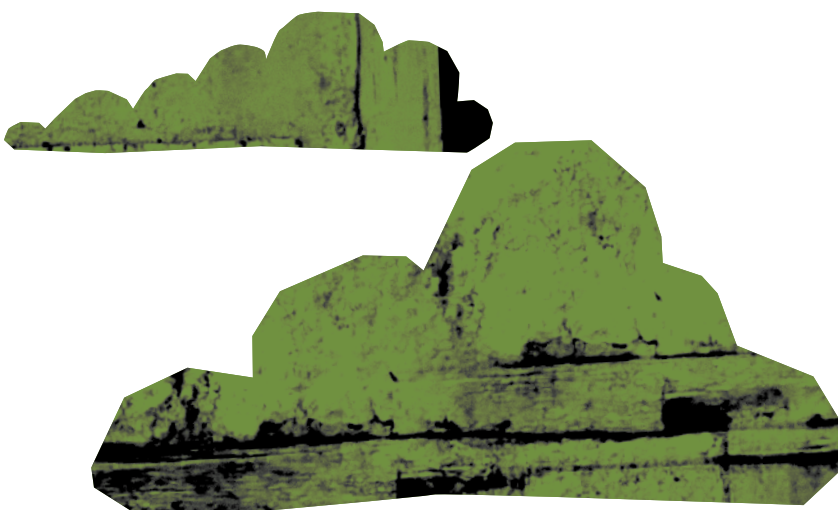
24.5 hours of training

3,123 employees reached

Following the training, we launched an ESG Knowledge Test to assess our collective grasp of ESG-related concepts, demonstrating our commitment to integrating and embedding a thorough understanding of ESG across our business. We made the test accessible to all employees (including new recruits) and translated it into French for our MCB Madagascar employees.

We have since launched a consolidated list of frequently asked questions related to ESG on our internal communication platform to ensure that employees can quickly and easily access supplementary information on key topics. 3,636 employees completed the test.

We remain committed to bringing our employees along with us on our transformative journey on sustainability.



Integrating sustainability into our products and services, underpinned by robust environmental and social risk management

We are creating a sustainable offering of financial products and services that are in line with our sustainable finance framework. We believe this is an important growth driver and will accelerate the transition towards a more inclusive, socially responsible and climate-friendly economy.

In February 2023, we launched our MCB Sustainable Loan as part of our sustainable finance offering. Our aim is to accompany our clients on their sustainability journeys and incentivise potential clients to adopt sustainable practices. To determine the eligibility of projects included in the loan offering and ensure these disbursements are classified as sustainable finance, we developed a preliminary sustainable finance framework in March 2023 that set out our green eligibility criteria, methodology and process.

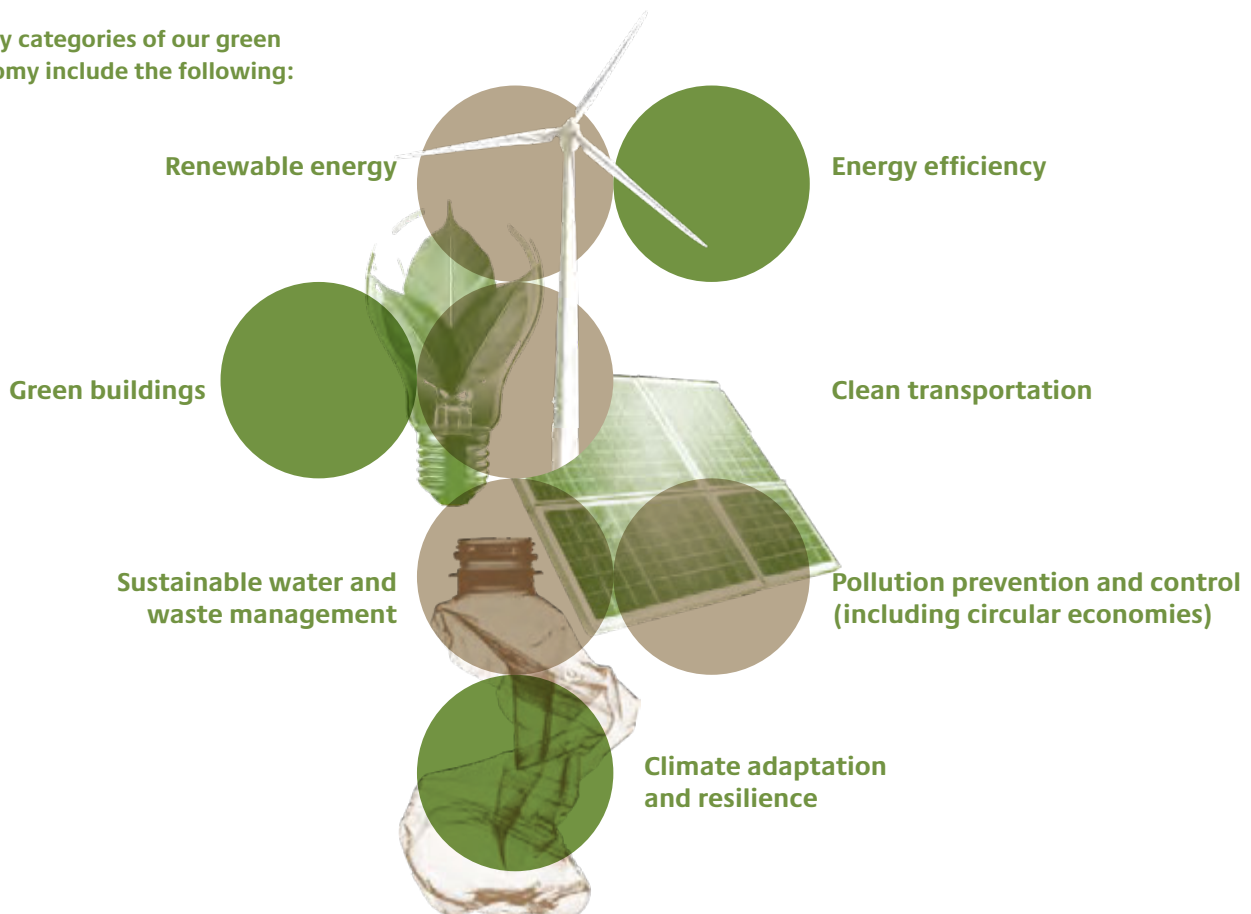
This year, together with two leading partner global banks, we are working on updating our sustainable finance framework to include an enhanced green taxonomy as well as a new social taxonomy (read more on the following page).

A Second Party Opinion (SPO) on our sustainable finance framework has been opined which confirms its alignment with international best practices and principles, including the International Capital Market Association Green, Social and Sustainability Bond Guidelines.

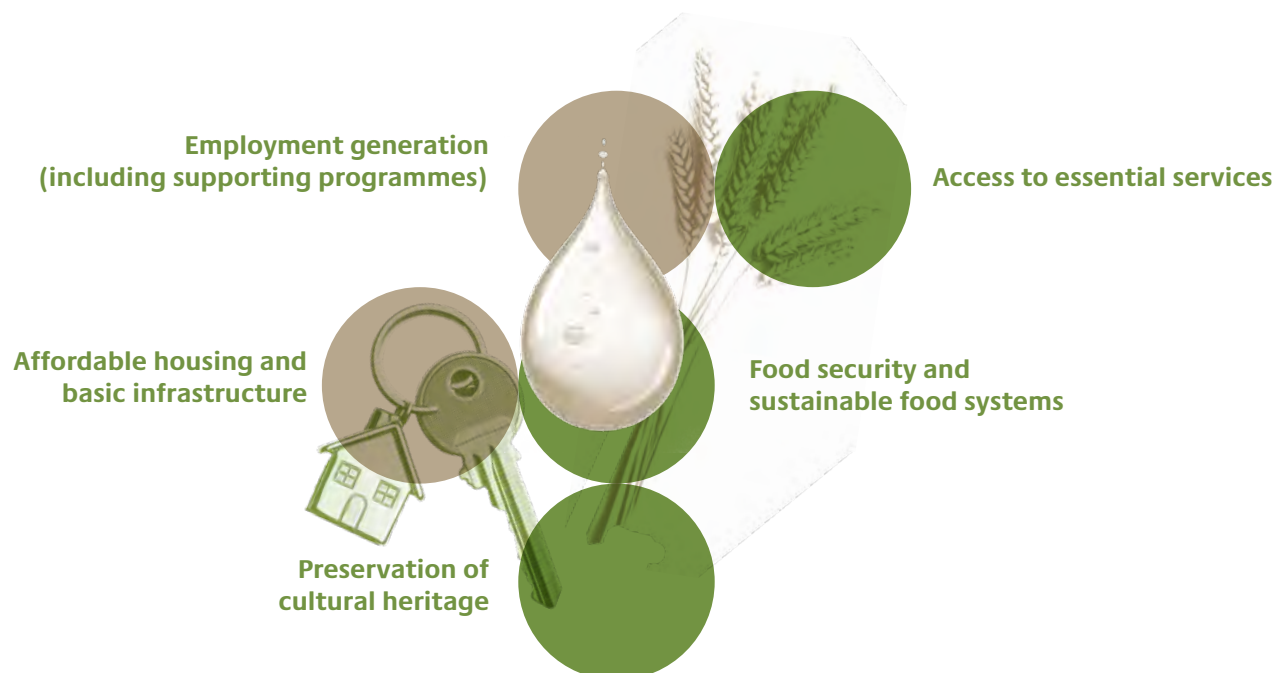
Our updated sustainable finance framework shall be available on our website by the end of 2024 (calendar year).

To provide guidance on our financing offer, we developed a green taxonomy last year that sets out the criteria for how we define environmentally sustainable financing. We continued to refine and enhance our green taxonomy this year.

The key categories of our green taxonomy include the following:



We are currently developing a social taxonomy to supplement and enhance our green taxonomy. The key categories of our social taxonomy include:



We developed our green and social taxonomies in accordance with the following principles:

- International Capital Market Association Green Bond Principles ('GBP') 2021 (with June 2022 Appendix I)
- ICMA Social Bond Principles, 2023
- ICMA Sustainability Bond Guidelines, 2021
- Loan Market Association 2023 GLP
- LMA Social Loan Principles

Both taxonomies will broaden the scope of our sustainable financing opportunities and support our clients as we transition to a circular, low-carbon, and socially-resilient economy. In the year ahead, we will increase client engagement on matters such as circular economies and climate adaptation to promote sustainable financing, focusing on key sectors within our portfolio. We will also implement training and awareness initiatives to ensure our employees understand the core principles of our sustainable finance framework.

In FY24, we reviewed our governance and organisational structure around sustainable financing projects as follows:

- Our CSO identifies sustainable finance opportunities and performs eligibility assessments to ensure that

proposed projects and transactions comply with our green or social taxonomies.

- Once projects are classified as eligible for sustainable financing, our ESRM team independently assesses the environmental and social risks according to our ESR Policy (Read more on page 45).
- Supporting our clients with developing and executing their sustainable financing strategies is one of our key priorities, particularly for our Corporate and Institutional Banking (CIB) SBU. This year, we created a Sustainable Finance function within CIB and appointed a Sustainable Finance Team Leader. Our Relationship Managers and the Sustainable Finance Team Leader together with the CSO will focus on advising our clients about transition strategies and co-creating sustainable offerings to ensure our sustainable financing offer remains relevant and responsive to our clients' needs.

To find out more about the governance processes that oversee our sustainable finance framework and guide our actions and investments, refer to page 34.

Environmental and social risk (ESR) management

We strive to play a key role in contributing to sustainable economies in countries where we operate, recognising that we are exposed to environmental and social risks in our financing activities. We therefore continue to pursue environmental and social risk management in our credit value chain to promote positive impacts and reduce any potential negative impacts on people, communities and the environment.

Our Board-approved **ESR Policy** highlights our engagement to ensure that our exposure to environmental and social risks through our financing activities is identified and managed by internal and external stakeholders.

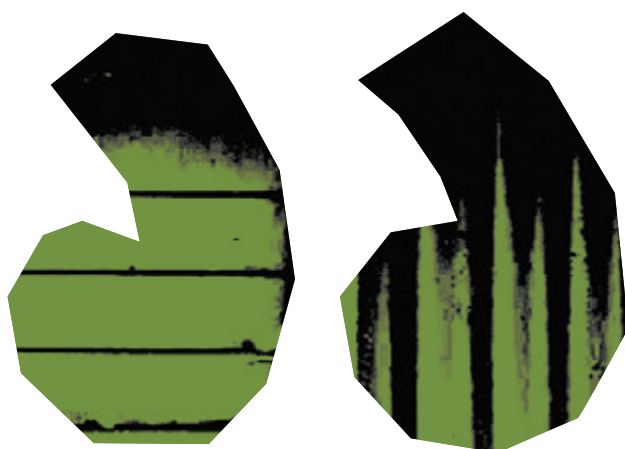
We have developed an Exclusion List for activities with potentially damaging impacts on the environment and human rights. Our ESR Policy also stipulates the type of transactions considered eligible for ESR assessment, which covers all sectors within our risk appetite.

The Bank is committed to capturing emerging environmental and social risks such as biodiversity loss, climate, gender and other working conditions present in sectors such as agriculture, oil and gas, metals and minerals, manufacturing, property development and renewable energy. Irrespective of the project costs or loan amount, projects concerned with these emerging risks undergo an ESRM assessment.

While our scope of application is aligned to Equator Principles, a lower financial materiality threshold has been applied for Project Finance facilities to reflect our local and international operating context. This approach has also been adopted for financing types and products targeted for corporate, mid-market and small-market clients.

Our ESR Policy is reviewed annually, followed by compulsory training and assessments for relevant stakeholders that include our client-facing, legal, climate risk, compliance and credit risk teams, among others. In FY24, 586 stakeholders participated in training.

Our ESR Policy, including our Exclusion List, is available on our website.



In line with our objectives and the growing importance of managing environmental and social risks to businesses, MCB Ltd has developed its ESR management methodology to systematically identify, assess, manage and monitor the environmental and social risks to which it is exposed through its lending activities. Procedures have been developed to detail the ESRM process applicable to different risk categories of projects and how these steps are integrated in the overall credit cycle of the Bank, from initiation to monitoring phases. We outline our methodology and approach to ESR management below:

Initiation (new client or new lending request)

We conduct a preliminary assessment to verify compliance with our Exclusion List. This includes, for example, projects involving forced labour destruction of critical habitats, or the production of hazardous materials, amongst others.



Risk identification and categorisation

Risk identification is an integral part of the ESR management process and will be conducted at different stages of a credit cycle by applying the criteria defined by the IFC and the Equator Principles to categorise projects as per the magnitude of their potential impacts. These categories are described as follows:

- Category A: Projects with potential significant adverse environmental and social risks or impacts that are diverse, irreversible or unprecedented.
- Category B: Projects with potential limited adverse environmental and social risks or impacts that are few in number, generally site-specific, largely reversible and readily addressed through mitigation measures.
- Category C: Projects with minimal or no adverse environmental and social risks or impacts.



Credit approval

We provide our recommendations on environmental and social risks for decision-making at the relevant committees.



Risk evaluation (post-credit approval)

Projects undergo environmental and social due diligence to establish compliance with the following:

- All applicable environmental and social laws, regulatory frameworks and necessary permits
- The Equator Principles, including UN Guiding Principles on Human Rights and Climate Change
- Applicable IFC Performance Standards
- Industry-specific human rights, environment and health and safety guidelines



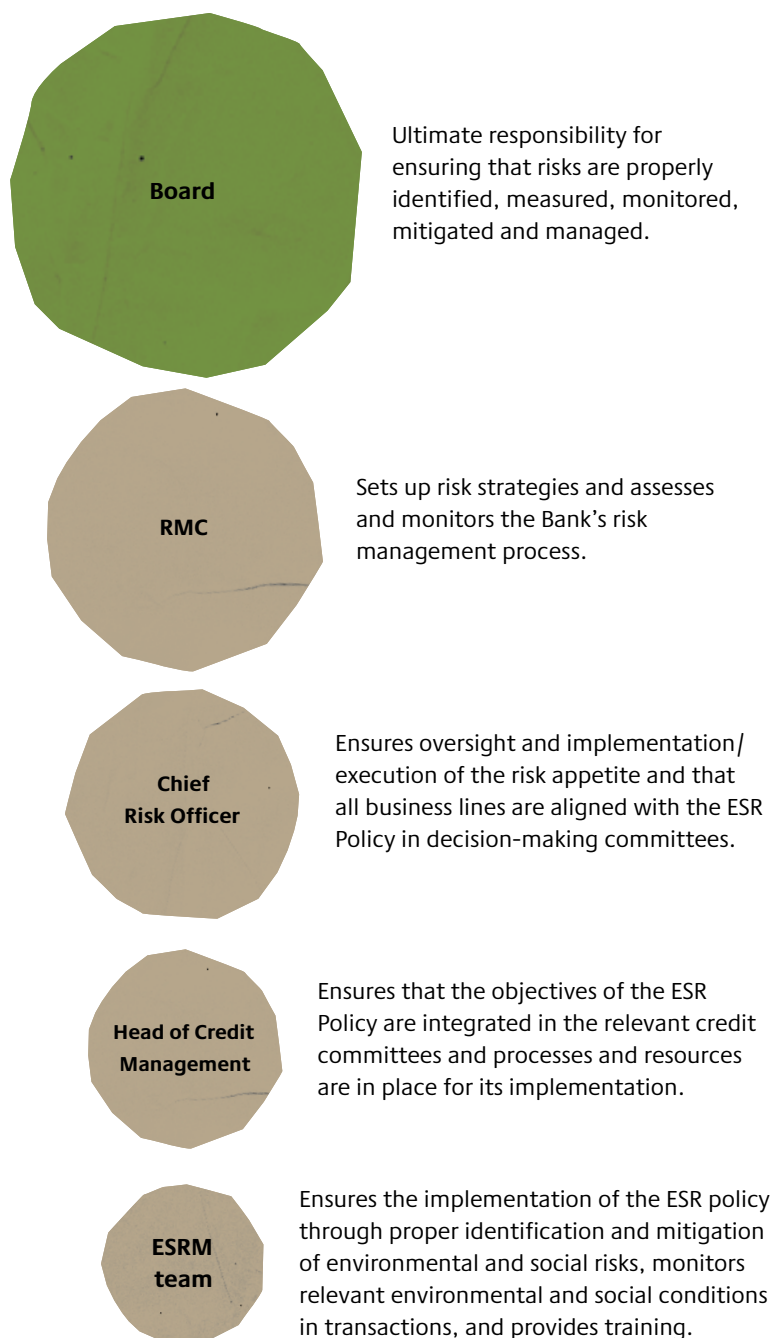
Risk monitoring (post disbursement)

We include relevant environmental and social covenants in contractual agreements with clients. We monitor these covenants, which are supported by ongoing client engagement and site visits. Any covenant breach will be escalated to the relevant committees.

Due diligence establishes the level of compliance, including preventative measures in place to manage environmental and social risks. As outlined in our ESR policy, if any measures are required to bring a project to compliance, we shall require the client to implement preventative or mitigation measures to manage or reduce any potential negative environmental or social impacts. We develop environmental and social monitoring and action plans, specifying key deliverables and timelines to ensure the project is in compliance with applicable standards and our requirements.

Escalation process for decision-making

The established governance for decisions related to the Bank’s exposure to risks, including environmental and social risks is shown below.



Read more about how we govern climate, environmental and social risks on page 34.

Environmental and social risk incidents

During FY24, the Bank encountered environmental and social risk incidents on one cross-border client (in which MCB is a participant in a syndicated facility) and one local client. As detailed in our ESRM management process alongside, independent consultants were engaged to investigate these incidents and define an environmental and social action plan to bring the projects into compliance with our ESR Policy. Progress is being monitored by these consultants, supported by regular engagement with MCB.

Our ESR Policy, available on our website, provides more information on our environmental and social risk escalation process.

Disbursed facilities eligible under ESRM as MCB ISR Policy (FY24)

Projects	Sectors	Geographies
Category A		
6 (FY23: 22)	Oil and gas, power and infrastructure	Africa and Europe
Category B		
17 (FY23: 9)	Hospitality, construction, telecommunications, and renewable energy	Africa and Europe
Category C		
27 (FY23: 15)	Telecommunications, construction, property development, and private equity	Africa and Europe

Our approach to managing climate risks

Climate risk may directly or indirectly affect banks through exposures to customers, resulting in financial and non-financial impacts. At MCB, we assess the impact of climate change on financial risks through physical and transition risk factors.

Physical risk	Transition risk
This refers to potential losses and economic costs, which may arise due to the increased severity of extreme weather events such as cyclones and floods (acute risks) and longer-term shifts in climate patterns such as sustained higher temperatures and rising sea levels (chronic risks).	This refers to potential losses and economic costs that may arise due to significant and rapid policy changes, disruptive technology development, or market sentiment shifts as part of the transition towards a lower carbon economy.

In line with the requirements of the Bank of Mauritius Guideline on Climate-related and Environmental Financial Risk Management, we defined a roadmap to integrate climate-related financial risk into our risk management framework. We submitted this roadmap to the Bank of Mauritius in September 2022 and provide updates on our progress on a half-yearly basis.

Our climate risk roadmap focuses on three priority areas:

Governance	Risk management	Risk reporting
Setting out the governance structure to integrate physical and transition climate-related risks within our risk framework	Developing capabilities to identify, measure, monitor and mitigate relevant physical and transition climate-related risks	Integrating climate-related risks into our strategy and decision-making

Last year, we created a Climate Risk Working Group, which aims to drive our climate risk initiative, submit progress reports on the roadmap to the Bank of Mauritius and coordinate with our enlisted international service provider (read more alongside).

Read more about our governance framework for climate-related risk management on page 34.

Measurement, monitoring and management

MCB has enlisted a service provider to assist in the measurement of climate-related physical and transition risks within our portfolio. Our preliminary assessment, initiated in FY23, covered a sample of corporate clients across key portfolios and sectors.

Physical risk	Transition risk
<p>The physical risk assessment aimed to assess the potential impact of climate-related physical risk hazards under various scenarios based on the Intergovernmental Panel on Climate Change (IPCC) pathways.</p>	<p>The transition risk assessment focused on modelling the impact of potential carbon taxes on our clients.</p>
<p>↓</p>	<p>↓</p>
<p>Temperature extremes, tropical cyclones, droughts, and coastal flooding hazards are identified as being more relevant to our portfolios, given that our exposure is largely related to assets based in Mauritius and Africa.</p>	<p>While the oil and gas sector is perceived as a carbon-intensive industry, our exposure is mostly short-term and self-liquidating, lowering the transition risk profile.</p>

Modelling these risks is inherently challenging due to data limitations, making the quantification of climate-related risks difficult.

MCB intends to leverage climate scenario analysis to assess climate-related risks and opportunities, as well as determine the potential implications of climate change for our strategy and business model. In this respect, we have incorporated climate considerations in the stress testing exercise we conducted during FY24 (on a qualitative basis).

Given the importance of understanding climate-related events, we are dedicated to continuously upskilling our employees at all levels on this topic through regular awareness sessions. Read more about how we are equipping our employees on page 85.

Read more about our approach to managing climate risk in our 2024 Annual Report.

Alongside the Bank of Mauritius Guideline on Climate-related and Environmental Financial Risk Management, we welcome the publication of IFRS Sustainability S1 General Requirements for Disclosure of Sustainability-related Financial Information and S2 Climate-related Disclosures and the Corporate Sustainability Reporting Directive. While the IFRS standards are not yet mandatory in Mauritius, MCB reviewed them during the year to understand their implications on our current reporting practices and disclosures, informed by a materiality analysis for MCB Ltd.

We remain committed to refining our reporting approach to provide our stakeholders with relevant and fit-for-purpose disclosure.

Stakeholder engagement

Our proactive stakeholder engagement model informs and guides our actions and behaviours. We embrace an integrated vision that aims to make a solid contribution to and meeting the needs and expectations of our valued stakeholders. The Group has a well-established governance and operational framework to ensure that stakeholder engagement is managed in a transparent way, in alignment with international practices and regulatory stipulations.

Employees

We act as an employer of choice and are committed to supporting the development and well-being of our people. Read more from page 100.

Customers

Through a tailored offering delivered through top-quality services and appealing digital platforms, we support the goals of our clients, in turn contributing to the development of local and vibrant economies. Read more from page 66.

Shareholders and investors

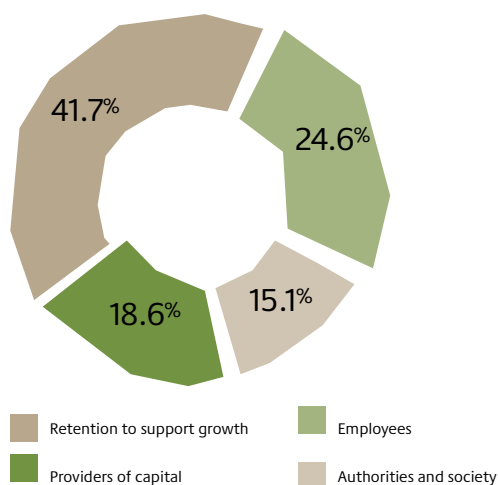
We deliver consistent returns for our shareholders and investors while operating within the precinct of our risk appetite. Read more in our 2024 Annual Report.

Economies, societies and communities

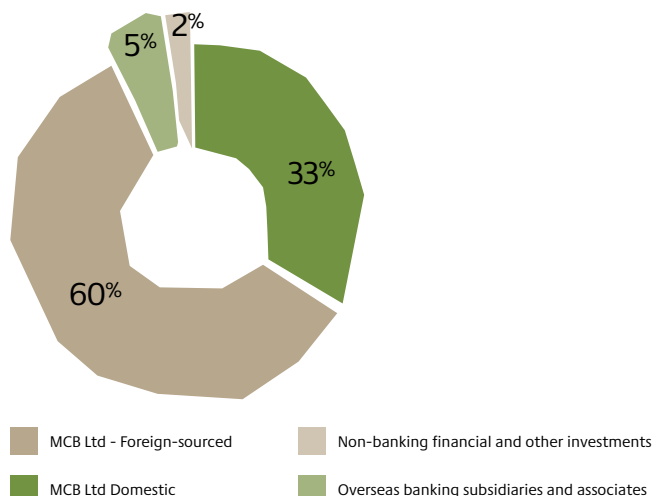
We foster financial stability by collaborating with authorities and economic agents while promoting social progress, inclusion, and environmental and cultural preservation in the countries where we operate. Read more from page 72.

For more information on stakeholder engagement, refer to MCB Group's Annual Report.

Distributable financial value
FY24: Rs 29.5 billion (FY23: Rs 25.5 billion)



Profit attributable to ordinary shareholders
FY24: Rs 16.0 billion (FY23: Rs 14.1 billion)



Spotlight: Small Step Matters

Small Step Matters is a crowdfunding platform dedicated to raising funds for social and environmental causes across Mauritius. As its founding member, MCB funded Small Step Matters with Rs 600,000 in FY 24 to cover its operational expenses, including salaries and running costs.

Find out more about this platform:
www.smallstepmatters.org/



Spotlight: REEF conservation

This year, MCB signed a two-year partnership with REEF Conservation, an organisation dedicated to conserving and restoring our local coastal and marine environment. We will provide Rs 3.6 million to fund two projects through Your Card for Change.



Bis Lamer: a caravan equipped with interactive tools, training displays and laboratory equipment. It visits schools, community centres, shopping malls and beaches to create awareness of marine and environmental issues.



Bis Lamer | MCB Group

Anse la Raie Voluntary Marine Conservation Area: a selected site in the lagoon at Anse la Raie where communities have pledged to no extractive or destructive activities. This project engages different stakeholders relying on marine resources, namely fishermen, skippers and residents, to actively participate in the protection of the site.



VMCA – Reef Conservation





Made in Moris

Made in Moris seeks to boost the visibility of locally produced goods in Mauritius. Their mission is to showcase local brands and support local artisans while encouraging sustainable and ethical production methods for circular economy boost. Since their inception in 2013, over 250 brands across five industries have acquired the Made in Moris label ranging from textile, agriculture, tourism and the service industry.

Vibrant and sustainable local and regional economies

- 55 Our approach to responsible product development
- 56 Responsible finance that supports local entrepreneurship and promotes financial inclusion and literacy
- 66 Serving our customers
- 69 Promoting responsible local procurement

We aim to positively contribute to the socio-economic development of the local and regional economies we operate in. We are increasing our efforts to foster entrepreneurship and innovation while ensuring that we develop our products sustainably and responsibly.

Our approach to developing vibrant and sustainable local and regional economies supports the SDGs, UNGC, and UNEP FI PRB:

Alignment with the SDGs, UNGC, UNEP FI PRB



United Nations
Global Compact

Principles 4, 5, 6, 8, 9



Principles 3, 4

Our approach to responsible product development

We believe that our products and services should positively impact our customers' lives and improve the strength and resilience of communities.

Our **Product Policy** sets out the methodology and guidelines to develop new products and services or to review an existing product or service and ensure these are responsive to our customers' increasingly sophisticated and evolving needs. The Bank's executive members, through our Product and Pricing Management Committees¹, review the products and services we develop, with **oversight performed by our Supervisory and Monitoring Committee** (a committee of the Board). When developing products and services, we follow the steps stipulated in our Product Policy:

01

Concept development and validation

Colleagues from various business units, including the sustainability team, collaborate to discuss and validate the design and development of new products and services or the proposed enhancement in the case of existing products and service to be reviewed.

02

Detailed design

In line with our **Product Policy**, we conduct a 'New Product Initiative Review' early in the design process to ensure that any new product or service is checked for preliminary strategy alignment before product development begins.

05

Post-launch analysis

Once implemented, we conduct a two-phase, post-launch review 100 days and six months after the product launch. During this review, we assess the product lifecycle to ensure it is delivering the anticipated benefits for our customers and to identify any refinements or enhancements that might be necessary to ensure it remains effective.



03

Product development

In line with our Product Policy, once we have developed a product or service, our Product and Pricing Management Committees review the product or service to ensure it remains appropriate and aligned with our corporate strategy and competitive positioning. In some instances, the new product or service usability and functionality are tested and evaluated by our customers to ensure a refined final version before launch.

04

Launch

Once validated by the Product and Pricing Management Committees, the product or service is launched.

Along with assessing new products and services or changes to existing ones, the Product and Pricing Management Committees also have the mandate to review our general pricing to ensure it is consistent with the Bank's vision and strategic plan as well as prevailing market conditions.

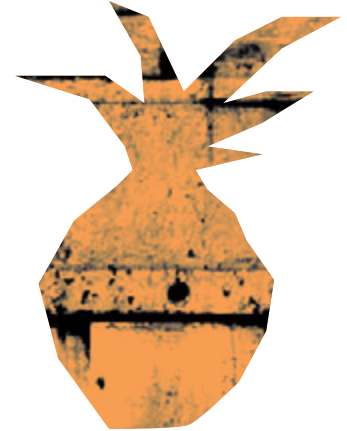
The pricing process, which follows the same steps as for new product and service development, includes, but is not limited to, the introduction and/or review of new fees, charges and commissions for existing and new products and services. The guidelines of the process are documented and detailed in our Pricing Policy.

¹ The Product and Pricing Management Committees consist of the Product and Pricing Management Committee – Vanilla and the Product and Pricing Management Committee – Specialised. While both committees have the same mandate with regard to product development and pricing reviews, their difference lies on the nature of the product or service to be assessed or reviewed.

Responsible finance that supports local entrepreneurship and promotes financial inclusion and literacy

We leverage our products and services to stimulate new forms of local entrepreneurship and grow new industries.

We launched our 'Lokal is Beautiful' (LIB) initiative in 2019, which was subsequently revamped in FY24, to support our commitment to facilitating and financing Mauritius' sustainable development.



Our LIB initiative aims to inspire local entrepreneurs to explore various avenues to build a prosperous and resilient country:



Maker Island: Making Mauritius a maker island by increasing its ability to produce what it consumes using local resources.



We provide access to finance through the LIB loan scheme. Financing targets micro, small and medium-sized enterprises (MSMEs) and mid-market enterprises (MMEs). We have established a well-defined taxonomy for eligible industries:



Businesses should be involved in business activities for **local production**, such as food processing and transformation, pharmaceuticals, construction and materials, textiles, arts and culture, agri-business or electronics manufacturing.



Circular Island: Connecting local economic and material circuits to make Mauritius a circular island, which can be a powerful generator of wealth and innovation.



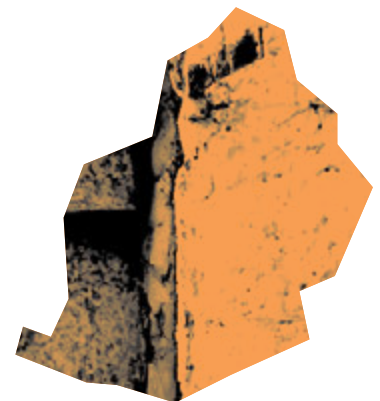
Businesses should be involved in **product reuse, repair, end-of-life management, waste transformation, and recycling**. This includes segments like sustainable packaging, sustainable agriculture and food systems, regenerative activities and circular supply chain innovation.



Smart Island: Finding opportunities to harness the island's economic intelligence to create sustainable value rather than products.



Businesses should focus on **digitalisation or creating value through technological products**. This includes, for example, software development, data analytics, cybersecurity, and AI or machine learning.



Made in Moris: Promoting the know-how, quality, and innovation of Mauritian products.



Businesses should be **'Made in Moris' certified**.



We launched our online, business-to-business punch.mu platform in 2021 to support our LIB initiative.

The platform is open to all local entrepreneurs wanting to increase their knowledge or access new markets, business opportunities or alternative sources of finance.

Key initiatives in FY24 included the following:

- PUNCH Meets on Smart Island: an event focused on unifying innovators for a smarter island (60 attendees)
- PUNCH Meets on Responsible Tourism: an event to explore circular and sustainable practices (80 attendees)
- Live PUNCH Talks and PUNCH Meets on Rodrigues is Beautiful (50 attendees)
- PUNCH Coffee Circle: a new series of events focused on developing entrepreneurship at large. The first event aimed to inspire women entrepreneurs. This innovative workshop centred around four key pillars of management and was facilitated in partnership with AMFCE (read more alongside)
- PUNCH Financial Literacy Masterclass (read more below)

As at 30th June 2024, the PUNCH community consisted of more than 4,000 entrepreneurs – up from 3,000 entrepreneurs at the end of FY23.

In recent years, we have revamped the LIB loan scheme to ensure it appropriately and responsibly meets the needs of MSMEs and MMEs.

Key initiatives include, among others, reducing the loan criteria to cater for all capital expenditure and working capital requirements. We also introduced lower interest rates over ten years.

We also set up a dedicated support team to assist with identifying and processing eligible applications for the LIB loan scheme.

To increase awareness of our LIB initiative, we ran an awareness campaign this year, which included media, radio, and online advertisements, as well as billboards.

We also launched the Lokal is Beautiful website to make it easier for local entrepreneurs to access information and apply for the loan scheme.

As at 30th September 2024:

- Rs 134.9 million in loans disbursed since May 2024 for 34 identified facilities.
- Our LIB Scheme earned a Silver Award in the ESG category at the Qorus Reinvention Awards – MEA 2024 in Dubai. This is testimony to the positive impact of our LIB loan scheme on local businesses.

To strengthen our LIB initiative and support local businesses, we have entered into strategic partnerships with key local players to promote entrepreneurship and boost production:



MCB has a standing partnership with the Association of Mauritian Manufacturers (AMM) to promote the Made in Moris concept.

This year, we sponsored the inaugural 'En Route vers le Made in Moris' programme. This programme aims to empower 120 SMEs over three years and train them to meet Made in Moris certification specifications. We sponsored the initial cohort of 38 SMEs and held a 'Financial Literacy Masterclass' via the punch.mu platform.

We also sponsored multiple 'Business Connect' sessions in partnership with Made in Moris.



MCB has been an official sponsor of Turbine Incubator since September 2020. The incubator empowers start-ups by providing professional services to help them on their growth journey while also contributing to the SDGs.

This year, we sponsored the tenth edition of Turbine Test Drive, which invited SMEs to participate in the GreenWave Innovation Challenge.

As part of this competition, entrepreneurs proposed innovative solutions to advance the local economy's tourism, agriculture and circular transformation sectors.



MCB continues to reinforce its support to the Association Mauricienne des Femmes Chefs d'Entreprise (AMFCE), which brings together women business owners from all sectors of the Mauritian economy and provides them with the tools, knowledge and resources to start and grow their businesses.

This year, in partnership with AMFCE, we rolled out PUNCH Coffee Circle as aforementioned. We also invited the President of AMFCE, Shabnam Esmael, to talk at our MCB Trade Week, where we unpacked the importance of empowering women entrepreneurs to promote sustainable and inclusive regional trade.

Promoting financial literacy and inclusion among small-scale entrepreneurs

Financial inclusion can be transformative, unlocking opportunities for individuals, entrepreneurs and small enterprises, alleviating poverty, and driving broader economic prosperity.

Microfinance

At MCB, we promote financial inclusion and empower small-scale entrepreneurship through MCB Microfinance.

Launched in 2016, MCB Microfinance provides start-up and expansion capital to micro- and small-entrepreneurs across Mauritius and Rodrigues to help them unleash their potential and execute their business plans.

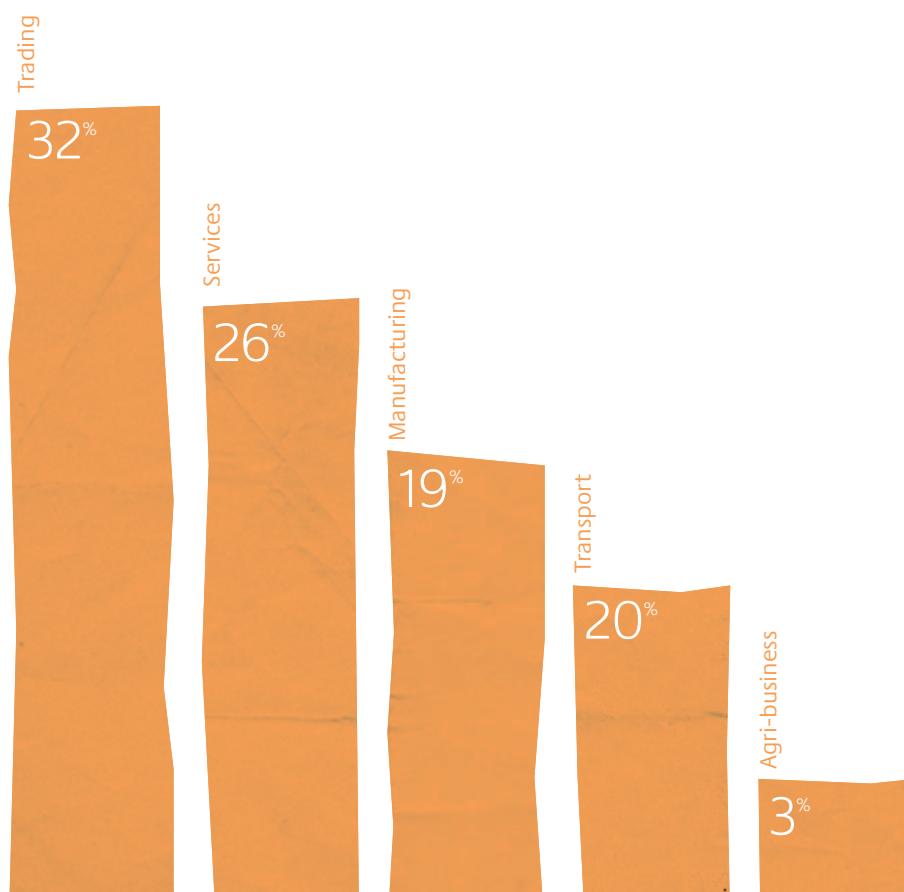
Clients can access three types of micro-loans, ranging from Rs 15,000 to Rs 800,000:

Working capital loans to meet their working capital requirements such as raw materials or stock.

Investment loans to invest in and grow their business, expand their activities or access new markets.

Start-up loans to help aspiring entrepreneurs establish their dream micro-enterprise.

Outstanding loans by business sector



MCB Microfinance's impacts on society since its launch in July 2016:

7,175

Loans disbursed, valued at Rs 1,529 million (including 702 loans disbursed in Rodrigues, valued at Rs 112 million)

74%

Loans disbursed to businesses with annual turnover less than or equal to Rs 2 million

2,548

Loans disbursed to women clients

41%

Outstanding loans (Rs 420 million)

3,718

Clients financed

2,054

Active clients

Micro-entrepreneurs receive **basic financial literacy training**, and we provide them with introductory materials on good accounting practices, cash flow management, among others. Importantly, our **Relationship Managers** spend significant time with our entrepreneurs to understand the characteristics and requirements of their businesses and ensure we offer them **customised solutions** that suit their needs and match their repayment capacities.

Initiatives to support financial inclusion and literacy ¹

To foster meaningful economic inclusion and prosperity, we are constantly enhancing our products and services to expand financial access, ensuring more individuals benefit from safe and affordable financial solutions.

We continue to offer a range of services to help deliver an **inclusive and responsive banking experience** to our customers.

This includes physical touchpoints through our 39 retail branches and kiosks and 181 ATMs, with more than 50% located in rural areas, self-service solutions such as our mobile banking application MCB Juice (**604,185** subscribers) and internet banking platform (**325,465** subscribers), as well as our Contact Centre, which provides remote assistance on queries related to our banking products and services.

We equipped 3,000 new merchants with point-of-sale mobile devices or MauCAS QR Codes, enabling **seamless and efficient cashless payments**. These solutions also help customers benefit from simpler and faster transactions and enhanced ease of doing business.

While we work with our clients and customers to encourage the transition to a cashless economy, we continue to support in-cash transactions and cash deposits in our branches to assist those who are not confident using digital payment methods or online banking services.

Our online platform, **punch.mu**, enables the community of entrepreneurs (from micro businesses to mid-market enterprises) to access new markets, opportunities and alternative sources of finance, acts as a knowledge centre for entrepreneurs and supports them in their development.

Our payment solution, **Pay+**, is a small payment acceptance device, designed primarily for merchants, which is wireless and easy to carry. It is a more convenient alternative to traditional point of sale terminals used in various businesses such as stores and supermarkets.

Outstanding loans to MSMEs grew by around 1% to stand at Rs 9.8 billion as at 30 June 2024 (54% mid-market enterprises, 34% small and medium enterprises, and 12% micro enterprises).

We continue to enhance **MCB Juice**, ensuring that more people can benefit from a comprehensive anytime, anywhere banking solution that enables customers to access finance and advice remotely and conveniently.

¹ Information pertains to MCB Ltd only



We continue to educate our customers on **detecting and avoiding fraud and phishing** through digital awareness campaigns and social media broadcasts.

Learn more about the campaign:



Pas manz sa boul la

We also ran a public awareness campaign to educate customers and communities on the importance of **cyber security and compliance**.

To increase customer penetration and awareness, we provided messaging in Creole.

To promote **financial literacy**, we launched a series of short, one-minute videos that focused on investment basics (with a specific focus on creating awareness of the benefits of mutual funds). These videos were broadcast via social media, and we ran the awareness campaign over a period of several months.

Learn more about the campaign:



Financial literacy



Mutual funds

In FY25, we aim to consolidate our communication and media plan to ensure we develop targeted, high-impact campaigns on important financial literacy and inclusion topics such as fraud prevention, scams, and the growing range of cyber security issues.

During FY24, our overseas banking subsidiaries initiated various programmes and partnerships to promote financial literacy and inclusion in their local markets.



MCB Seychelles undertook an educational campaign to promote awareness of the features and functions of MCB Juice to ensure customers make the most of our mobile banking application. The Bank continues to educate its customers and the broader public on how to detect and avoid fraud through digital awareness and social media campaigns. MCB Seychelles also initiated the Reach Project, delivering interactive and engaging sessions with post-secondary school students on the various financial products and services they can use to secure and grow their financial well-being.

MCB Madagascar partnered with MVola to enable customers to make transfers between their MVola account and their bank account. This partnership makes financial services more accessible, simple, instant, and secure, while also extending payment options beyond traditional methods such as cash, cheques, and bank transfers.

MCB Maldives collaborated in the implementation of a national project to promote awareness of the Maldives Monetary Authority's instant payment system, Favara. This system will be critical to promoting financial inclusion and delivering basic financial services. The Bank also sponsored the annual Maldives Finance Forum, which provides a platform for deliberating on issues, promoting views, and sharing experiences for the development of the Maldives' financial and social sectors.

Enabling African growth: An overview of Trade Week 2024

Over the past two decades, MCB has expanded its operations beyond Mauritius as part of its commitment to support Africa's growth and development. MCB demonstrated this commitment at this year's Trade Week, which was structured around the theme of "enabling African trade growth with a sustainability lens".

MCB showcased its role as an African bank focused on driving positive change in the continent's trade dynamics, using Trade Week as a platform to share key trends and foster partnerships. Importantly, we unpacked sustainability within the African context, highlighting the need for a dual focus on social and economic development while pursuing environmental stewardship in trade operations.

Trade Week began at MCB Seychelles, made its way through Mauritius, and culminated in Dubai as part of the MCB GIC Business Series. It was hosted by international trade expert Dr Rebecca Harding.

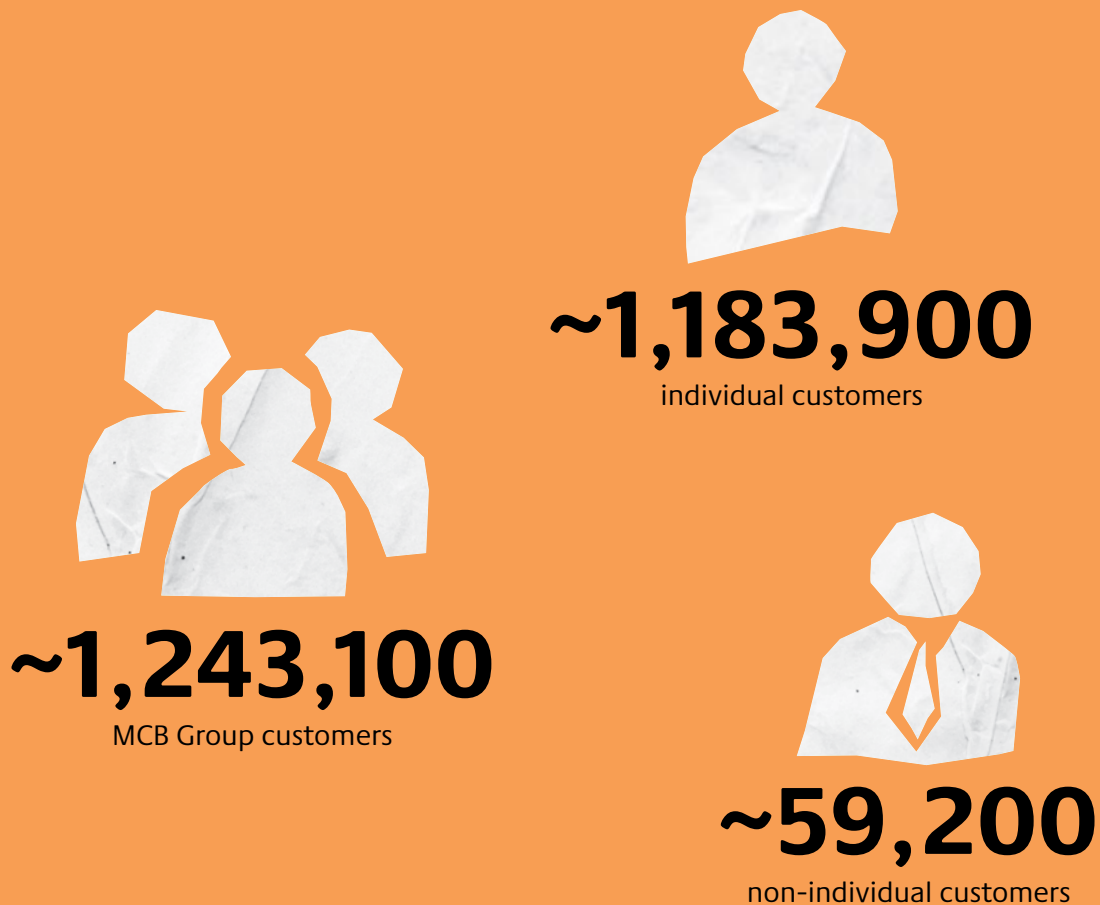
Trade Week provided an opportunity to generate enthusiasm among clients and entrepreneurs about Africa's potential and the benefits of developing sustainable trade networks by Africans for Africa. The event also enabled us to build internal capacity to capitalise on these opportunities while enhancing collaboration with other African financial services players. These partnerships are critical to reducing trade finance gaps and building lasting partnerships that will benefit customers, clients, and communities.

During the week, the following events took place:

- Exclusive workshops tailored for our team members, accompanied by an inclusive trade conference open to all MCB Group employees
- Targeted sessions aimed at enriching client awareness alongside an interactive trade conference
- A roundtable discussion with key stakeholders from both the public and private sector reflecting on avenues for boosting intra-African trade with a sustainability lens
- A sustainability symposium for business school students to showcase the immense potential of African entrepreneurs in driving sustainable and meaningful prosperity across the continent
- Actively promoted our Global Trade Portal, an innovative platform to help businesses connect with a vast network of potential importers and trade opportunities, offering valuable market insights and streamlining international trade procedures (find out more at <https://trade.mu/en/portal>)
- The launch of the MCB Trade Finance Upskilling programme to equip our trade finance professionals with the knowledge and skills to navigate the complexities of the trade finance world. Read more about this programme on page 117.

Serving our customers

We remain committed to providing our customers with the right solutions that meet their needs. We offer tailored and simplified solutions and experiences and constantly seek to improve the accessibility of our products and services.



Enhancing how we govern and execute customer experience across the Bank

In December 2023, we formally established our Customer Experience & Marketing SBU, reinforcing the strategic importance of enhanced customer service and experience within our operations while ensuring we improve how we govern and implement our product and service offering.

This new SBU will play a key role in bolstering the integration of customer experience within our activities, channels, processes and client engagements while ensuring strong collaboration between the various lines of business and functions along our value chain.

Embedding the voice of the customer at the heart of our strategy

Our Customer Lab serves as an essential platform to centralise and analyse customer feedback to help us build and offer a world-class customer experience. Key initiatives undertaken in FY24 include, among others:

- Developing new survey methodologies to help us capture instant customer feedback across different channels and at all touchpoints across our organisation
- Using customer feedback to identify pain points and challenges across our various banking and communication channels
- Implementing a customer experience framework for our CIB Customers and MCB Seychelles
- Reinforcing our Customer Panel with more than 2,200 customers willing to participate in developing and enhancing our products and services through user testing and discovery

In the year ahead, our Customer Lab will focus on implementing our customer experience framework across selected business units and Group entities. We will also launch our Customer Experience Forum, which will help us ensure the consistent delivery of exceptional customer experiences that align with the Group’s strategic objectives and values.

Our performance in FY24

Around 20,000	More than 120	37	30
Customers participated in surveys and research projects	Number of surveys and research projects undertaken	Recurrent customer surveys (monthly or quarterly)	Real-time customer experience dashboards rolled out across the organisation
(FY23: Around 12,000)	(FY23: More than 100)	(FY23: 30)	(FY23: 25)

Our Customer Lab continues to keep track of our Net Promoter and customer satisfaction scores to assess the level of satisfaction with the service we provide and evaluate our customer experience. As evaluated below, the **overall Net Promoter Score for MCB Ltd across all business lines stands at 25 for FY24.**

	Retail	Business Banking	Private Wealth Management	Corporate and Institutional Banking - Mauritian and Regional Corporates
Net Promoter Score	28.4 (FY23: 35.2)	13 (FY23: 11.1)	39.5 (FY23: 26.1)	6.4 (FY23: 9.2)
Customer Satisfaction Score	82.1 (FY23: 84)	74.6 (FY23: 76)	84.1 (FY23: 81)	76.6 (FY23: 75)

Debt collection

The Bank's Credit Policy describes our debt collection process and approach.

Our Debt Restructuring and Recovery Management BU manages debt collection for individual customers. Delinquent customers are contacted by collectors at an early stage to clear the arrears and provide an acceptable repayment plan. In the event that the arrears are not cleared, or a repayment plan is not adhered to, the file is transferred to arbitrage or written-off based on established criteria and subject to relevant approvals.

Based on their specific circumstances, retail customers are often subject to modifications or restructuring of facilities. The reasons for restructuring may vary between commercial basis or distressed cases. The restructuring options can be in terms of a moratorium on capital, extending tenor and maturity of debt, or reviewing the repayment to match with the borrower's cash flow. This is subject to the approval of relevant authorities, as set out in our Credit Policy.

Employees who work in debt collection are provided with on-the-job training and coaching by supervisors.

Improving customer complaints management

We ensure an effective complaint management process is in place as part of our commitment to enhancing service quality and delivering an excellent customer experience.

During the year, we continued to find ways to improve the ease and transparency of our approach to customer complaints management. This includes ensuring that our complaints handling system is easily accessible and quick to use, revamping our website to increase the ease with which customers can lodge complaints, and escalating these to our complaints management team.




We also focused on providing increased training and support to employees to improve our approach to customer complaints management, including:

- Ensuring that we offer regular, customised refresher courses across our various business units
- Providing personalised training in response to specific complaints to ensure a higher level of customer satisfaction
- Hosting collaborative training and working sessions with multiple business units to promote a more holistic approach to problem resolution.

Our dedicated complaints management team continues to collaborate with all stakeholders to enhance customer complaints management and ensure our approach remains fair and transparent, including:

- Working with relevant teams to optimise client experience in high-tech environments
- Channelling feedback, sharing trend analyses, and providing technical and soft training
- Reviewing existing complaints handling frameworks to ensure these remain effective
- Offering flexible, tailored customer service through various channels
- Refining our approach to developing and implementing user-friendly tools for employees and customers

For the year ending 30 June 2024:

 20,616	 2,358	 69%
Complaints for MCB Ltd (FY23: 18,505)	Complaints for overseas banking subsidiaries (FY23: 356)	Complaints resolved in five days or less for MCB Ltd (FY23: 84%)
In FY24, complaints increased in line with increased volume of transactions and a slight increase in fraud cases. We also prioritised improved employee understanding of our complaint management process and encouraged more regular use of our complaints management tools.	We saw a significant increase in the number of complaints registered for MCB Madagascar. This increase was mostly driven by a change in how we calculated our complaints in our subsidiary operations to ensure greater transparency and improved alignment with our complaints management process.	The share of complaints resolved within 5 days stood at 69%, down as compared to the previous year due to an increase in complex complaints (e.g fraud cases, card issues, and payment recalls), where investigations typically take longer. 80% of all complaints received were addressed within 10 working calendar days and this process is strictly monitored by our concerned business unit.

Promoting responsible local procurement

In FY25, our focus will be on reducing our average complaint resolution time to improve customer satisfaction. We will also launch a complaints awareness campaign through our online learning platforms, Percipio and KnowBe4.

Recognising the importance of offering world-class customer service, our overseas banking subsidiaries took steps to embed a culture of customer-centricity across our operations.

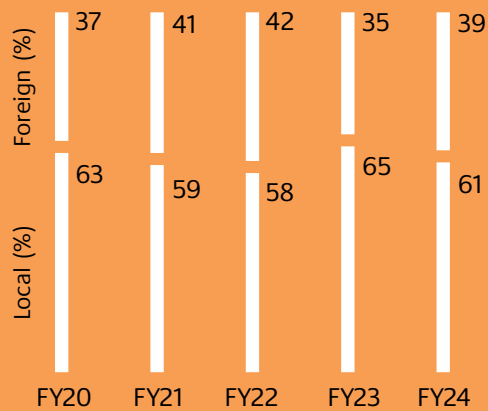
MCB Seychelles implemented an appointment system for onboarding customers to reduce waiting times while a new card tracking system was introduced to improve service delivery across branches.

MCB Maldives implemented a contact management strategy for corporate clients to ensure optimal service levels.

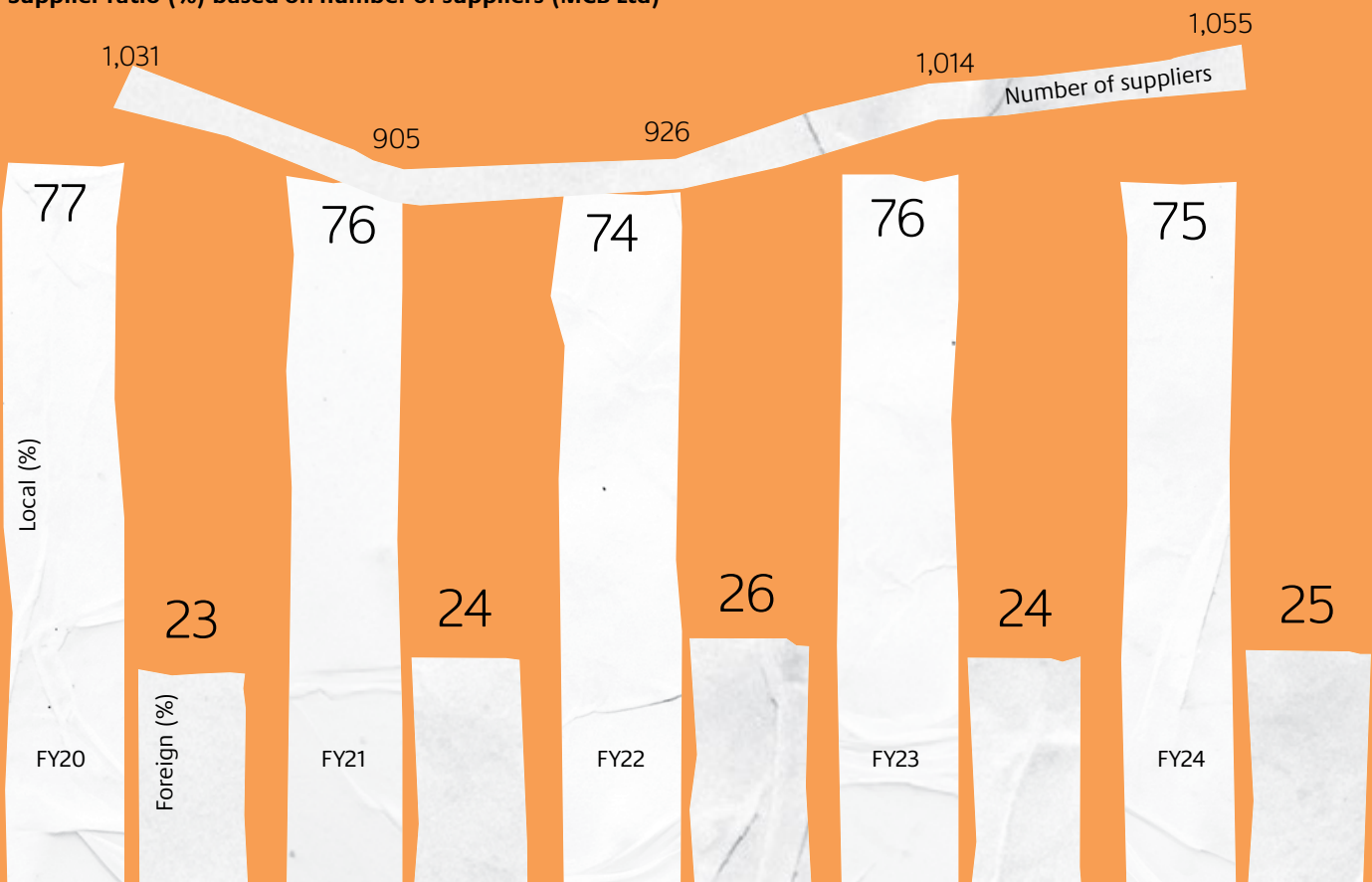
All overseas banking subsidiaries remained focused on providing training and enhancing the skills of our customer-facing teams.

MCB Group favours the sourcing of products and services from providers who manage their environmental, social and governance aspects. We encourage purchasing from local, Mauritius-based suppliers as much as possible. This excludes some specific services that must be sourced from abroad, such as consultancy and management of software licences.

MCB Ltd procurement spend ratio (%)



Supplier ratio (%) based on number of suppliers (MCB Ltd)



Spotlight: Ebony Forest

Ebony Forest covers 50 hectares of land in Chamarel in the southwest of Mauritius and is a protected endemic sanctuary and key biodiversity area, as per the International Union for Conservation of Nature. Ebony Forest is also recognised as a bird area, according to BirdLife International.

We have been a proud sponsor of Ebony Forest since 2017. In addition to sponsoring the conservation of two hectares of forest, MCB contributes Rs 3 million annually to Ebony Forest in support of educational activities, conservation efforts and training to preserve local biodiversity.

Key sponsorships in FY24

- Funded containers used to breed three threatened reptile species (*Phelsuma rosagularis*, *Phelsuma guimbeai*, *Macchabe skink*) – 14 eggs hatched in 2024
- Funded containers for insects used to hand rear the critically endangered Olive White-eye (9 kgs of insects produced)
- 30,835 m² of forest restoration through weeding and maintenance
- School awareness (1,151 students reached) and training programmes (three programmes attended by 63 participants)
- Funding training for 13 staff members

Key achievements for Ebony Forest

- 17 Echo Parakeets released this year (46 released since 2021). The activity was observed by MCB staff on site
- 33.7 hectares of Ebony Forest weeded since 2006
- 154,000 plants of 118 different species planted since 2006
- First time the *Phelsuma guimbeai* was bred in captivity in Mauritius, with four juveniles

"It is a pleasure working with MCB, a partner committed to sustainability and one that recognises the importance of protecting Mauritius' threatened biodiversity. MCB understands that it takes time to repair damaged ecosystems, rebuild endemic forests and increase the population numbers and distribution of threatened species like the Echo Parakeet and Mauritius Olive White-eye, with their ongoing support ensuring a greener future for generations to come."

Nicolas Zuel,
Conservation Manager at Ebony Forest



Spotlight: Conservatoire Botanique National de Brest

Highlighting our commitment to preserving our island's biodiversity and natural heritage, we have established a long-term partnership with the Conservatoire Botanique National de Brest in France to conserve two of Mauritius' critically endangered endemic plant species.

This year, we supported the reintroduction of the *Cylindrocline lorencei* into the wild, which was made possible by using an in-vitro propagation method and biotechnology. It also relied on the expertise of the Conservatoire Botanique National de Brest in collaboration with the Mauritian National Parks and Conservation Service. This partnership was made possible through Your Card for Change.



Cylindrocline lorencei

Labelled as extinct in the wild by the International Union for Conservation of Nature

Hyophorbe amaricaulis palm

On the brink of extinction in the wild



1

100 young *Cylindrocline lorencei* plants were reproduced at the Conservatoire Botanique National de Brest.

2

These plants were then transferred to the National Parks and Conservation Service's nursery in Curepipe, Mauritius, to strengthen our local plant population.

3

To ensure sufficient knowledge transfer, key role players from the National Parks and Conservation Service were provided with the official protocol document by the Conservatoire Botanique National de Brest. An extensive communication plan was implemented to promote public awareness. An article was also featured in National Geographic.

Conservation efforts for the *Hyophorbe amaricaulis* palm remain underway. As this is the last unique specimen in nature, the restoration process requires significant collaboration, knowledge transfer and care.

"We have come a long way. Thirty years ago, it was believed that the *Cylindrocline lorencei* had completely disappeared. It is truly ground-breaking to have reached this point. We can manage to save a species through cultivation but reintroducing it into the wild is much rarer."

Dr. Stéphane Buord,
Scientific Director of International Actions
at the Conservatoire Botanique National de Brest



Learn more:



Cylindrocline Lorencei



Chronique d'un retour au pays



Conservatoire Botanique National de Brest

The Conservatoire Botanique National de Brest is a botanical centre located in Brest, France. Established in 1977, it aims to preserve endangered plant species from various regions around the world, including Mauritius, China, Japan, and New Zealand. The centre houses a significant collection of about 1,700 endangered plant species with successful preservation efforts for 20 of these species.

<https://www.cbnbrest.fr/>



Our environmental and cultural heritage

- 76 Responsible finance that supports environmental sustainability
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- 96 Arts and culture

For more than 185 years, we have played a central role in driving Mauritius' socio-economic development. Over this time, we have evolved our approach to ensure we continue to act as a force for good, contributing to a more secure, sustainable and inclusive society.

Today, climate change is one of our most urgent concerns, with more frequent and intense weather events affecting people, societies and economies and damaging land and marine ecosystems. As the leading bank in Mauritius, we are therefore committed to using our scale and influence to build local and regional resilience and support the transition to a low-carbon economy.

As illustrated on page 41, the direct environmental impacts generated from our daily operations are significantly lower than the indirect impacts from our financing activities, where we are exposed to sectors such as energy, agriculture, manufacturing, transport, and construction. We continue to invest in and implement initiatives to minimise our direct operational footprint while taking steps to address our upstream and downstream environmental impacts.

Our approach to environmental and cultural heritage supports the SDGs, UNGC, and UNEP FI PRB:

Alignment with the SDGs, UNGC, UNEP FI PRB



Principles 1, 2, 7, 8, 9



Principles 2, 3, 4

Responsible finance that supports environmental sustainability

We remain committed to embedding social, environmental, climate and nature considerations in our approach to responsible finance.

We continue strengthening our **governance structures** to support our approach to sustainable and responsible financing locally and regionally.

Read more on page 45.

We have a growing offering of sustainable financial products and services and developed a **green taxonomy** to facilitate sustainable financing. This year, we are developing a **social taxonomy**.

Read more on page 43.

We are **engaging with our employees** and have implemented various training and engagement initiatives throughout MCB to deepen their understanding of ESG-related risks and opportunities and promote sustainable practices.

Read more on page 41.

We are refining our **sustainable finance framework**, including reviewing the task force governance to mainstream sustainable finance in our financing activities.

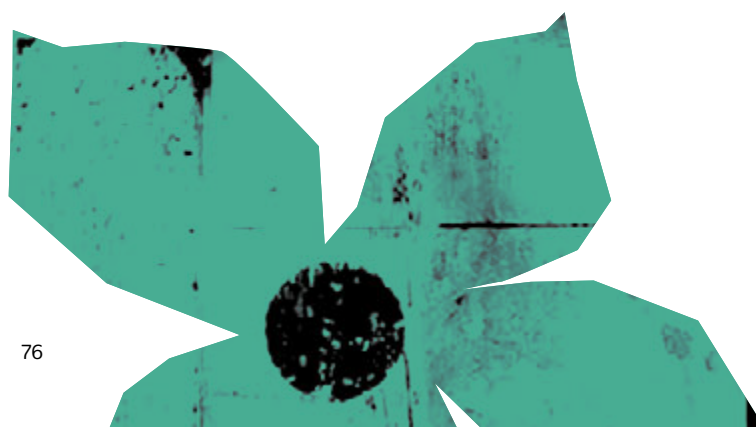
Read more on page 44.

We have stopped all new financing of coal infrastructure and trade worldwide. We are refining our oil and gas financing strategy to promote a **just transition to a more secure energy future**.

Read more on page 82.

We are **engaging with our clients** to promote responsible finance and identify opportunities to support them on their sustainability journeys.

Read more on page 85.



Our **ESR Policy** articulates how we manage and govern the environmental and social risks associated with our lending activities.

Read more on page 45.

We remain committed to managing our **direct environmental impacts** and operational footprint and are in the initial phase of evaluating the carbon footprint of our **financing operations**.

Read more on page 90.

We are **engaging with our stakeholders and communities** to create awareness of the importance of climate change and find innovative ways to address social and environmental challenges and drive positive change. This includes undertaking an extensive materiality analysis for MCB Ltd this year.

Read more on page 86.

Taking guidance from the UNEP FI PRB, we are exploring opportunities to help our clients adopt sustainable practices, including developing sustainable financial solutions to meet their needs.

Last year, we conducted an impact analysis to identify the significant positive and negative impacts of our local financing operations on people, the planet and prosperity.

As an outcome, we identified two potential high-impact areas and developed targets to monitor and manage these impacts:

1. **Climate:** Earmark a Rs 10 billion credit line to finance climate mitigation and adaptation projects by 2027 in line with Mauritius' Nationally Determined Contribution and National Adaptation Plan.
2. **Resource efficiency/circular economy:** Engage with at least 25 clients by 2026 to capture waste / resource efficiency data to promote a circular economy in Mauritius.

Growing our sustainable financing offer

Through our growing range of sustainable finance products and services, we aim to support individuals and businesses as we work together to transition towards a more sustainable economy.

MCB Sustainable Loan

MCB strengthened its sustainable financing offer with the launch of the MCB Sustainable Loan in February 2023. We have dedicated a credit line of Rs 10 billion to finance green and social projects that will positively impact the country and accelerate its transition to a more sustainable island. We are using our sustainable finance framework to determine the eligibility of potential projects and track progress against our Rs 10 billion credit line. This framework also guides the development of any new green or social financing products. Read more on page 43.

Approximately Rs 2 billion, equivalent to 41 facilities, was disbursed under this credit line from February 2023 until 30 June 2024 in the following categories: renewable energy, energy efficiency, green buildings, pollution prevention and control, circularity, clean transportation, and social.

Sustainable Trade Finance Facility

To support our sustainable financing offer, we launched a Sustainable Trade Finance Facility this year. The product targets local SMEs, MMEs and corporates that demonstrate sustainability practices in their import and export activities. In particular, any equipment or item that aligns with our green and social taxonomies is eligible for this sustainable trade facility. Our approach is in line with international practices established by the International Chamber of Commerce.

This product offers a competitive edge through a preferential rate, aligning with market demands for sustainable financing. Additionally, the sustainability lens offered through this product can act as a lever to tap into existing clients while providing scope to create a bigger impact within the trade finance industry.

MCB Capital Markets advised EnVolt on its green bond issuance of Rs 2 billion

As the foremost banking group in Mauritius, MCB is committed to deploying local resources to finance the domestic economy and infrastructure projects.

This year, MCB Capital Markets advised EnVolt (the renewable energy production arm of ENL Group) on its green bond issuance of Rs 2 billion, focusing on an inaugural issue of Rs 510 million. EnVolt will use the bond to finance the construction and operationalisation of 13 solar PV roof and ground-mounted facilities across Mauritius, with an aggregate capacity of 14 MWh.

The issuance is a landmark transaction for the Mauritian debt capital markets and reflects the rapid development of the local currency bond market over the past eight years. It is the first time that a renewable energy project is being financed by a bond issue and is the first Green Project Bond issued under the Green Bond Principles 2021 of the International Capital Market Association, with a Second-Party Opinion from a recognised ESG rating agency. The bond attracted a broad investor base comprising banks, asset managers and pension funds, with MCB Limited being the largest investor.

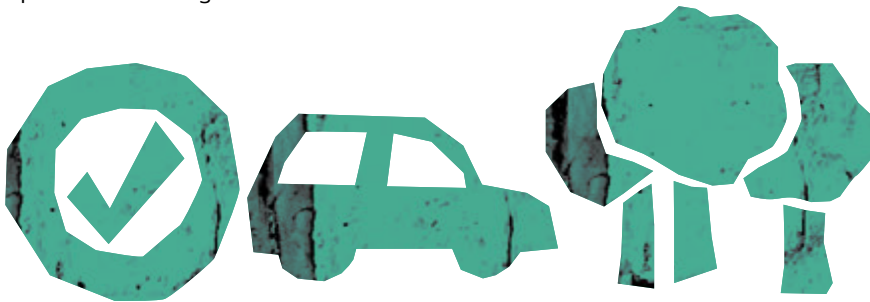
The project aligns with and contributes to the Mauritian government's ambition to achieve 60% renewable energy production by 2030.

Helping our retail customers choose environmentally-friendly products

As part of our home loan scheme, we have established exclusive partnerships with businesses committed to promoting green solutions. These businesses are primarily involved in photovoltaic installation for domestic use, the installation of solar water heaters, and rainwater harvesting. Customers can also earn a 15% discount on selected electric bicycle models from our business partners.

Sustainable Supply Chain Finance

Last year, we launched Sustainable Supply Chain Finance. This new financing facility is available to businesses, demonstrating that their activities contribute to environmental stewardship and socio-economic development throughout their entire supply chain. The first business to benefit from this facility was CIEL Textile's knitwear cluster (Ferney Spinning and Floreal), which is present in Mauritius, Madagascar, Bangladesh, and India. The business received a loan of USD 10 million. We are exploring more opportunities to partner with businesses as we deepen our understanding of how to best support responsible financing of trade activities.



Green Lease

Aimed at individuals and businesses, Green Lease covers the acquisition costs for electric or hybrid vehicles and the installation costs for photovoltaic-based charging stations at a fixed interest rate of 4.75% per annum.

Rs 243.9 million was disbursed for electric or hybrid cars this year (FY23: Rs 377.3 million) to a mix of retail and corporate clients. We anticipate demand for electric or hybrid vehicles to grow as consumers become more environmentally conscious and electric or hybrid cars become more readily available.

Green Drive

We continued to offer the GreenDrive loan scheme to employees. Launched in June 2021, this initiative encourages employees to choose electric or hybrid vehicles and supports our climate commitment to shift from fossil fuels to cleaner energy systems.

We disbursed 166 loans to our employees this year for purchasing electric and hybrid vehicles, valued at Rs 243 million (FY23: Rs 105 million). This represented 60% of car loans. Since 2021, 276 employees have benefitted from the scheme, amounting to Rs 412.5 million.

Embracing ESG in our funding model

At MCB, we are committed to making strategic choices with lasting, positive outcomes. We are dedicated to facilitating and securing financing for projects that assist with managing climate and social risks while supporting local and regional long-term resilience.

Incorporating our purpose and commitment to sustainability into our funding initiatives

In December 2023, MCB successfully signed a USD 400 million Sustainability Linked Syndicated term Loan, highlighting our commitment to environmental and social responsibility. The key performance indicators of the loan align with our Success Beyond Numbers commitments, focusing on sustainable financing and gender diversity:

- Rs 1 billion disbursed for sustainable financing as per MCB's green taxonomy by December 2024
- 35% of women at middle and senior management positions by December 2024

The deal was well received in the syndicated loan market and was oversubscribed 1.12 times. The facility further attracted 24 banks and investors in Europe, the Middle East, and Asia, demonstrating MCB's credit strength and broad acknowledgement of our efforts to drive a responsible and sustainable financing agenda.

Our performance against the sustainability metrics will be assessed in December 2024, and a margin adjustment will be applicable based on the number of metrics achieved. A sustainability compliance certificate will be delivered by an external reviewer to testify to the achievement of targets.

Carbon offsetting

In line with our commitment to driving the transition to low-carbon in countries where we operate, we committed to investing € 5 million from 2021 to 2040 in Livelihoods Carbon Fund 3. This impact investment fund is focused on financing large-scale projects with positive social and economic impacts for rural communities. MCB's investment in the fund is expected to generate its first carbon credits in January 2025, reaching 800,000 credits at the end of 2040. We are exploring the best avenues and developing a strategy to use these carbon credits.

Supporting the scaling of climate finance

This year, MCB signed a USD 120 million climate line in partnership with development finance institutions Proparco and DEG to support the Bank's ambition to unlock opportunities to finance climate mitigation, adaptation and resilience locally and across Sub-Saharan Africa.

This new investment continues the success of the AFD Group's SUNREF lending programme, which has been active in Mauritius since 2009. This transaction also marks the fourth joint operation between Proparco, DEG and MCB, which is testimony to the long-standing relationship between these institutions.

The eligible projects that can be financed under this line can broadly be classified into the following categories: energy efficiency, green buildings, clean transportation, water management and waste management.

This is a ten-year facility, and USD 10 million has been drawn from this facility to date.

This year, our overseas banking subsidiaries also took steps to facilitate financing and funding that promotes environmental sustainability.

MCB Seychelles initiated a project to develop local capacity to build sustainable financing models. In January 2018, the government of Seychelles approved the Seychelles Blue Economy Strategic Framework and Roadmap. This framework aims to provide an integrated approach to ocean-based sustainable development that brings together economy, environment and society.

To support this local agenda, MCB Seychelles initiated an integrated capacity-building project this year, which aimed to provide clients with specialised training on how to integrate sustainability practices into their business models and financing strategies. This included providing more information on available financing opportunities. As an outcome of this project, clients will propose a business plan to MCB Seychelles, and the winning plan will receive financing support from the local bank.

In 2021, **MCB Madagascar** signed its first credit line of EUR 6 million with SUNREF. During the year, MCB Madagascar granted 18 green loans amounting to EUR 3.5 million under this credit line. The bank also extended the environmental and social analysis criteria for SUNREF loans to all corporate customer loan applications.



Our energy and commodities journey: supporting the long-term transition of Africa's energy landscape

Globally, the move to decarbonise economies is gaining momentum – with a vision to achieve net zero carbon emissions around 2050. While this ambition requires the collaboration of every region around the world, we believe the transition should balance climate objectives with the need to promote economic growth, social development, and access to energy in developing nations. This is particularly true for Africa considering the continent's economic and social development needs, which are hampered by a complex and deficient energy supply.

Understanding Africa's energy context

The oil and gas sector contributes significantly to the fiscal revenues of many African governments. For example, oil accounts for around 50% and 60% of total fiscal revenue for Nigeria and Angola, respectively ¹. Most African economies therefore remain highly dependent on fossil fuels revenues for socio-economic development.

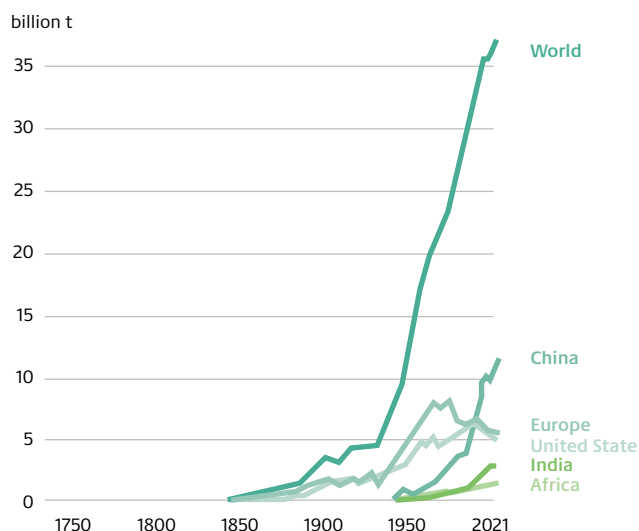
However, while the continent's output represented around 8.2% of the world's oil production in 2021, global fossil fuel consumption only represented around 3.7% ².

Roughly 60% of the African population lack access to modern energy sources (with an estimated 900 million Africans still relying on traditional solid biomass, such as coal and firewood) ³. It is further estimated that by 2050, Sub-Saharan Africa's population will grow by a further one billion people and Northern Africa's by almost 100 million, with energy demand increasing by 30%.

While there has been increased investment in Africa's vast renewable energy potential, this is insufficient to meet the continent's fast-growing energy demands. Furthermore, public debt in many African markets has already exceeded the prudential maximum, and the ability of governments to fund renewable projects largely remains limited. Considering the huge investments required to achieve a just transition to a progressively decarbonised and affordable energy mix, the shift to renewable energy is therefore expected to progress slowly.

As the continent that is considered as most vulnerable to climate change impacts, there is a clear and urgent need to build the resilience of countries and communities. A sufficient and affordable energy supply is critical to meet these pressing and growing socio-economic demands.

Annual Global CO₂ emissions



Our response to this critical challenge

As a Bank turned towards the future, we believe we have a responsibility to strike the right balance in response to climatic challenges, supporting social justice and the economic resilience of the African continent while influencing a just energy transition. This is supported by our commitment to develop a financing strategy that enables us to deliver on this responsibility.

As part of this longer-term vision, we recognise the important role that fossil fuels will play in addressing Africa's substantial energy demands (including providing access to low-carbon intensive energy and electrification) while contributing to the continent's sustainable development. MCB will therefore continue supporting the financing of Oil & Gas, having exited coal, for years to come as we believe this is key to promoting a just transition.

Natural gas is a low-carbon energy source, which we believe will play a crucial role in the continent's decarbonisation journey as it can replace existing high-carbon intensity fuels, such as coal and wood. It also has an important role to play in supporting Africa's socio-economic development, with 40% of all the natural gas discovered worldwide found on the continent between 2010 and 2022. Accordingly, the next stage of our financing strategy is to gradually reduce the carbon footprint of the fossil fuel mix in Africa, through the increase in use of natural gas.

¹ Source: BP Energy Outlook 2020 and PwC Africa Energy Review 2021 | ² Source: BP Stats, IRENA, IEA, PwC Analysis
³ Source: World Bank, 2019 | ⁴ Source: Global Carbon Budget (2022), www.ourworldindata.org

As the worldwide demand for cleaner energy sources increases, there has also been rising global demand for metals and minerals such as lithium, cobalt, copper, platinum, and manganese, which are increasingly used to manufacture batteries, responding to the large demand of electrification across the world, in general, and in sustaining the rapid growth of electric vehicles in particular. Many of these metals and minerals are abundant across the continent, which is home to resource-rich countries such as the Democratic Republic of Congo.

The third stage of our financing strategy will therefore focus on strategically exploring opportunities to fund the trade and projects in the metals and minerals segment. This funding will be critical to help the continent extract much-needed social and economic value from these mineral resources. Tapping into this value will require significant investment in metal and mineral extraction, separation, refining and

processing. We believe that MCB has a key role to play in ensuring that these activities are financed and conducted as responsibly and sustainably as possible to mitigate potentially adverse environmental and social impacts.

In summary, we believe that fossil fuels will remain a prominent source of energy for Africa and will play a key role in supporting socio-economic progress on the continent for at least the next 20 to 30 years.

As a bank focused on supporting a just energy transition, fossil fuels will therefore remain a key part of our business. Importantly, we will continue to develop and nurture a strong network of world-class oil and gas operators and traders present in Africa. We also remain committed to accommodating our clients and promoting our unique value proposition and brand as a reliable and trusted solutions provider in Africa's energy transition.



¹ Source: BP Stats, IRENA, IEA, PwC Analysis | ² Source: World Bank Africa Pulse April 2023

We are committed to conducting business responsibly

The following guides our financing of oil and gas projects:

- Projects are assessed against our ESR policy (page 45)
- We align all projects with the Equator Principles and the Performance Standards of the International Finance Corporation, which provide guidance on how to identify, manage and mitigate risks to ensure business is conducted responsibly and sustainably.
- Legal clauses are included in all facility agreements, requiring compliance with the IFC Performance Standards and Equator Principles.
- We ensure independent due diligence is undertaken on environmental and social projects, where relevant.
- We require regular environmental and social monitoring reports for facilities, where relevant. These reports usually cover a broad range of ESG-related performance metrics such as carbon emissions, gas flaring and health and safety. For example, a sustainability-linked margin is in place at one facility, with a reduction in margin based on a decrease in gas flaring to incentivise a reduction in carbon emissions. In the future, we anticipate including more sustainability-linked elements in our financing facilities.

MCB does not fund oil prospecting or exploration activities. In 2022, MCB made a commitment to stop all new cross-border financing of coal infrastructure and trade, whether thermal or metallurgical. Locally, the Bank also stopped financing new coal-fired power plants.

MCB Energy and Commodities financing portfolio

USD million	June 2022		June 2023		June 2024	
	Funded	Unfunded	Funded	Unfunded	Funded	Unfunded
Oil and gas						
Trade finance	1,562	1,077	1,594	1,017	2,198	2,338
Exploration and production	360	45	492	191	506	3
Project finance	48	14	51	7	61	0
Prepayments	185	0	119	32	348	0
Coal						
Trade finance	-	-	-	-	-	-
Total	2,155	1,136	2,256	1,246	3,114	2,342
% of MCB Ltd's total assets	14%		13%		15%	

Promoting sustainable finance and raising awareness about climate change

Engaging with our clients and equipping our employees

We are committed to understanding our clients' needs and ensuring that our employees are equipped with the skills and experience to support them on their sustainability journeys.

This year, we organised EDGE training for our clients to promote green building practices. We hosted two training sessions targeting clients involved in property development, architecture, project design, and engineering.

An EDGE trainer from the International Finance Corporation facilitated the training, attended by 45 clients from 25 companies and 23 MCB employees, demonstrating a shared commitment to sustainability and resource efficiency in the property development sector.

After completing the training, participants were encouraged to test their knowledge, and those who passed the examination were recognised as registered EDGE professionals. Three MCB clients and three MCB employees attained this recognition.

The participants are now equipped with an in-depth knowledge of environmental issues and opportunities in the property development sector, which will positively impact our business efficiency journey as we strive to achieve our sustainability goals.

EDGE is a green building certification system developed by the International Finance Corporation. It emphasises the importance of resource efficiency in building construction and operation.

Three clients and three employees are now recognised EDGE professionals.



We focused on equipping our employees with the skills and knowledge to advise our clients effectively.

Our CSO continually supports our Relationship Managers by providing information about our **green taxonomy as well as the relevant eligibility criteria** to enable our clients to participate in our sustainable financing initiatives.

This year we organised two training and awareness sessions for 23 Relationship Managers from our Mauritian and Regional Corporates and Business Banking segments. These sessions focused on circular economies, waste management, and green building practices and aimed to equip participants with the knowledge and tools to effectively advise their clients on sustainability practices.

We continued to conduct **Climate Fresk workshops** with colleagues across the business, including our leaders, to raise awareness about climate change. We completed four workshops in FY24, which 37 participants attended. In addition, ten employees have been trained to facilitate these workshops internally.

Eleven employees representing various functions within MCB (including our CSO, Strategy, Research and Development, Climate Risk, and Internal Audit teams) undertook **capacity building and training** on the methodology used to conduct a materiality analysis. Read more about our materiality analysis on page 40.

We are collaborating with several leading global institutions to enhance our international exposure and support our efforts to drive climate adaptation.

1. **UNEP FI:** We co-led the development of 'Climate Adaptation Target Setting' guidance with Standard Chartered Bank, UNEP FI, and strategic partners. This document was released in November 2023 and is available here: <https://www.unepfi.org/industries/banking/climate-adaptation-target-setting/>
2. **Standard Chartered Bank:** We contributed as a primary reviewer to the 'Guide for Adaptation and Resilience Finance', which was developed by the United Nations Office for Disaster Risk Reduction, Standard Chartered Bank, and KPMG International. This document was published in April 2024 and is available here: <https://www.undrr.org/publication/guide-adaptation-and-resilience-finance>
3. **Proparco and DEG:** Proparco and DEG announced a new partnership with MCB to help us expand our climate finance offering in Mauritius and Sub-Saharan Africa. In addition to a credit facility of USD 120 million, Proparco has appointed a consulting company to provide our team with training and capacity building on climate adaptation. The training aims to help us develop the following:
 - a. A catalogue of adaptation solutions for Mauritius' agriculture and tourism sectors
 - b. Tools and guidance for conducting eligibility checks for adaptation projects

In October 2024, we hosted in-person training sessions for the tourism and agricultural sectors. We focused on equipping participants with the tools and knowledge to identify and implement effective climate change adaptation measures. 51 employees and 30 clients attended the sessions.



Panel led by MCB and the Equator Principles on GHG emissions and climate change risk assessment.

The Equator Principles is the most recognised global set of standards for ESR management for financial institutions. Since 2022, the MCB Ltd has been a member of the Steering Committee of the Equator Principles, representing the Middle-East Africa (MEA) region. The Steering Committee coordinates the management and continuous development of the Equator Principles on behalf of the signatories.

MCB is actively engaged within the Equator Principles and annually participated in their in-person events and working groups.

Engaging with our communities

As the leading financial institution in Mauritius committed to sustainability, we are continuously mobilising stakeholders local stakeholders.

To increase community awareness of environmental issues, **we collaborated with Radio One and participated in 'Le Journal de l'Ecologie'**. The radio show is broadcast every Saturday morning from March until December 2024 and included a segment called 'La vwa nu later'.

During this segment, our employees and partners are given the platform to speak about various topics related to regional ecology and climate change. All discussions are conducted in Creole to make the show more accessible. Topics discussed included, among others, the causes of climate change, adaptation and mitigation measures, biodiversity, agroecology, circular economies, and the importance of youth sensitisation.

This year, we ran our second 'Deba Klima', a debate contest for local secondary schools where students present arguments on topics related to climate change.

The competition aims to raise awareness of the social, economic and environmental challenges climate change poses. It also encourages students to discuss measures, solutions and best practices that countries can adopt to address these challenges and promote sustainable development.

Debates are televised nationally and conducted in Creole to create awareness among and integrate the broader community in the fight against climate change. Messaging was broadcast on radio, billboards, and social media.



Hosted in partnership with the Rajiv Gandhi Science Centre.

Dr François Gemenne, a specialist in environmental geopolitics and member of the Intergovernmental Panel on Climate Change, provided training to the students and educators on the subject.

47
Schools signed up to participate

16
Schools were selected

48
Students took part in the debates

15
Debates televised nationally

1 300
People attended the live debates

4.6 million
Total impressions ¹ (+33.5%)

3.2 million
Total reach ² (+202%)

286,000
Total engagement ³ (+249%)

The campaign performed exceptionally, with a significant increase in engagement compared to our first 'Deba Klima'.

¹ Impressions: the number of times your content is displayed, regardless of whether it is clicked or not.

² Reach: The total number of users who have seen your content, including users who may have seen it multiple times.

³ Engagement: The total number of interactions (likes, comments, shares, etc.) that users have with your content.



The Deba Klima raised awareness in the fight against climate change among students because "this fight is a race against time, and we all have a role to play. Both individually and collectively," **highlighted Loïc Edouard, a winning team member.**

"After participating last year, we are back and better prepared this time around. It's been a wonderful adventure, rich in emotions and lessons learnt. I'm convinced that not only have they made the Saint Joseph family proud, but they've also gained valuable personal experience that will help them in their future lives." **Anais Karghoo, educator of the winning team.**

"The level of the debates was even higher this time! It is pleasing to see how the students have been inspired by the first season to take things up a notch. The arguments were well developed, there was a lot of research work, and broadcasting the debates on television really increased the impact of this Deba Klima: it is not just the students who were participating, but also their families, fellow schoolmates and all the viewers. It is great to see this progress when last year's level was already very high!" **Dr François Gemenne.**

Learn more on 'Deba Klima':



Spotlight: Mauritian Wildlife Foundation

The Mauritian Wildlife Foundation (MWF) is Mauritius’ largest non-governmental organisation that focuses on conserving and preserving the nation’s endangered plant and animal species. We have been a proud sponsor of this important work since 2019.

Through an annual sponsorship of Rs 5 million, we support MWF’s programme to protect four endemic species under threat of extinction. To monitor the impact of our sponsorship, we track changes in population numbers and improvements in breeding habits.

Pink Pigeon

Population estimate: 592 (June 2024) – this is the highest recorded population since conservation efforts were initiated and is a significant increase on the 449 birds identified in December 2020.



Echo Parakeet

2023/2024 breeding season: 165 chicks fledged (from 380 eggs). The number of birds ringed also increased from 148 in 2023 to 179 in 2024. The estimated population of the Echo Parakeet stands at about 695 in 2024 compared to 646 in 2023.

Günther’s Gecko

Hatching success improved in 2024, from 152 eggs from 16 nests on Round Island and 42 eggs from 14 nests on Ile aux Aigrettes in 2023 to 208 eggs from 23 nest sites on Round Island and 51 eggs at 19 nest sites at Ile aux Aigrettes this year.



Round Island Boa

In 2024, 160 healthy boas (FY23: 171) were found on Round Island and 15 (FY23: 16) on Gunner’s Quoin, with no invasions detected on the island that would threaten the boas’ existence.

Through our annual sponsorship, we also contribute to protecting the fragile biodiversity of Mauritius’ islets. Key outcomes achieved in FY24 include:

13,672 visitors

educated on the importance of islet restoration to save species from extinction.

102 activities

showcasing the conservation efforts for Günther’s Gecko and the Round Island Boa.

Five refresher courses

with 40 participants. 1,278 students attended educational talks.

Eight educational visits

to the South East islets with 130 participants.

39 officers from various enforcement agencies reached through training

Including the Fisheries Protection Service, the Tourism Authority, the Beach Authority and others

Managing our direct and indirect operational environmental impacts

We are working hard to reduce our environmental impacts while driving resource efficiency and supporting the country’s transition to a resilient, low-carbon economy.

Understanding our impacts: MCB’s GHG emissions footprint ¹

Scope 1: Direct emissions from sources we own or control. For MCB, this includes fuel used in backup power generators, fluorinated gas losses and fuel for company vehicles.

Scope 2: Indirect emissions from the generation of purchased energy. For MCB, this reflects purchased electricity, which is mostly generated from non-renewable sources (fuel oil and coal).

Scope 3: For MCB, this includes upstream emissions from employee commuting and business travel. It excludes other upstream categories and downstream financing activities.

The main known source of our GHG emissions is purchased electricity (Scope 2). We believe that our upstream and downstream financing activities (Scope 3) also constitute a significant portion of our GHG emissions. However, our current assessment of our Scope 3 emissions is limited. We are looking at how we can enhance our carbon measurement methodology and are also in the initial phases of evaluating the carbon footprint of our financing operations.

We purchase carbon credits for our Scope 1 and partial Scope 3 emissions and International Renewable Energy Certificates (IRECS) equivalent to our grid electricity consumption. The project funded from carbon credits for Scope 1 and Scope 3 emissions is the Longyuan Mulilo De Aar Maanhaarberg Wind Energy Facility in South Africa, which uses wind energy to produce clean electricity and provide a sustainable alternative to high-emission fossil fuels.

Total GHG emissions by category for 2023



Year on review of our GHG emission (tCO₂e) by category



¹ MCB computes its GHG emissions according to the Greenhouse Gas Protocol carbon accounting methodology, developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD).

Tracking our performance to ensure we can manage our impact efficiently

In 2019, we set objectives and targets to monitor and manage our key direct environmental impacts. These impacts include GHG emissions, energy and water consumption, paper usage and waste generation¹.

While we could not achieve our 2023 direct environmental impacts' targets, we have gained vital learnings that we will apply going forward. They include improving data availability and monitoring. Increased oversight will also allow us to implement more targeted environmental initiatives. In the short term, we remain focused on maintaining our current consumption patterns while we set new environmental targets from FY25. Employee awareness will remain another critical focus area for the business moving forward.

Contribute to net zero carbon emissions within our operations



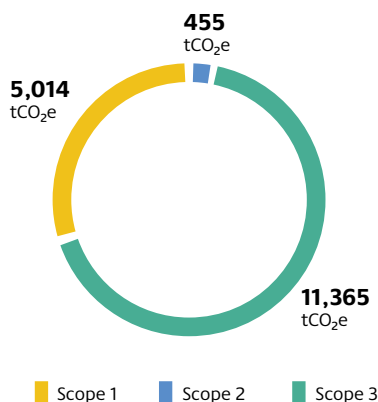
Progress in 2023: Total emissions amounted to 16,833 tCO₂e (2022: 16,165 tCO₂e), a 4% increase year-on-year.

Our Scope 3 emissions increased due to a higher volume of business travel (including regional and international travel as MCB expands its operations) and more employees commuting to work. Our Scope 2 emissions increased due to greater electricity consumption.

We purchased 3,294 tCO₂e of carbon credits, equivalent to our 2021 Scope 1 and Scope 3 emissions. We also purchased iRECS, equivalent to 11,219 MWh of our grid electricity consumption.

For an overview of our GHG emissions over the past five years, refer to page 90.

Total GHG emissions by category



We will continue to find opportunities to contribute to net zero carbon emissions.

Target: 23% reduction in energy intensity² by 2023

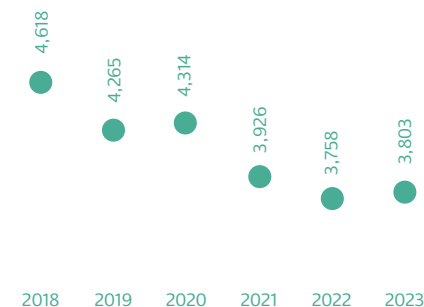


Progress in 2023: Energy intensity increased from 3,758 kWh per full-time employee (FTE) in 2022 to 3,803 kWh per FTE, representing a 1.2% increase and a 17% cumulative decrease against our 2018 baseline.

This decrease is primarily due to ongoing efforts to increase the energy efficiency of our equipment and buildings.

We continue investigating opportunities to add renewable energy sources into our energy mix. One of our main offices at St Jean is equipped with a solar farm that generated around 516 MWh (2022: 577 MWh) of electricity in 2023. We also installed photovoltaic generators at five branches, which are being commissioned by the Central Electricity Board.

Energy Intensity (KWh per FTE)



We achieved a 17% reduction in energy intensity against our 2018 baseline (Target set: 23%).

¹ We monitor data related to energy and water consumption, GHG emissions, paper usage, and waste generation annually from January to December.
² Energy intensity takes into account electricity consumption at our owned and leased buildings in addition to diesel-sourced generators.



Target: 25% reduction in water intensity by 2023

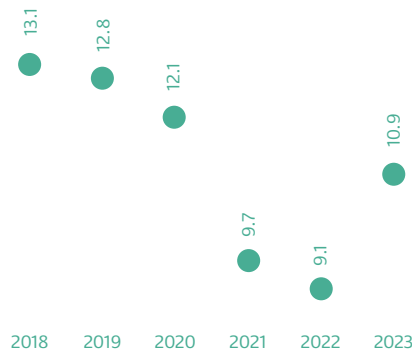


Progress in 2023: As Mauritius is a water-stressed island, we focus on monitoring and reducing our water consumption and have implemented water-saving projects such as installing automatic sensor taps.

This year, our water intensity increased from 9.2 m³ per FTE to 10.9 m³ per FTE. This increase was mainly due to building occupancy reaching pre-pandemic levels (80% occupancy in 2023 compared to around 35% in 2021 and 2022).

We achieved a 13% cumulative decrease in our water intensity against our 2018 baseline.

Water intensity (m³ per FTE)



We achieved a 13% reduction in water intensity against our 2018 baseline (Target set: 25%).

Target: Below 100 tonnes by 2023 for our direct operations

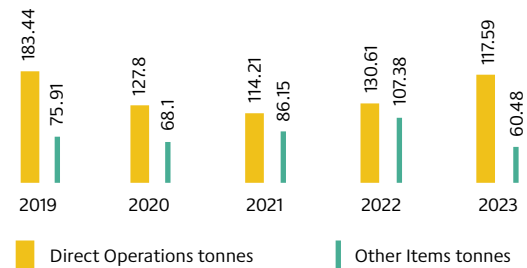


Progress in 2023: We classify paper consumption into direct operations and other items linked to paper use for clients and for producing annual reports.

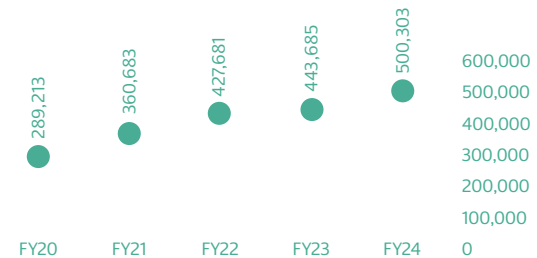
Paper consumption from direct operations remained stable year-on-year. While we saw a decrease in other items mainly due to a reduction in the use of point-of-sale thermal paper rolls and printing fewer annual reports, this decrease was offset by an increase in our direct operations due to the printing of required documents.

We encourage customers to subscribe to e-statements and shareholders to adopt the electronic annual report ³. We achieved an 8% cumulative decrease in our paper tonnage against our 2018 baseline.

Paper consumption (tonnes)



Number of e-statements subscriptions



Below 100 tonnes not achieved (however, we achieved an 8% decrease against baseline).

³ Following a change in regulation and to reduce paper consumption, MCB has elected not to send copies of our Annual Report to our shareholders in 2024 unless they request a printed copy. This is in accordance with the provisions of Practice Direction No.2 of 2022 issued by the Registrar of Companies pursuant to section 12 (8) of the Companies Act 2001. A shareholder shall retain his/her rights to receive a copy of the Annual Report at any time upon request.

Following a change in regulation and to reduce paper consumption, MCB has elected not to send copies of our Annual Report to our shareholders in 2024 unless they request a printed copy. This is in accordance with the provisions of Practice Direction No. 2 of 2022 issued by the Registrar of Companies pursuant to section 12 (8) of the Companies Act 2001. A shareholder shall retain his/her rights to receive a copy of the Annual Report at any time upon request.

Embed responsible waste segregation and recycling



Progress in 2023: Our waste segregation and management system includes collecting and recycling plastic, alkaline batteries, coffee capsules, printer ink toners, and e-waste. We encourage employees to recycle their domestic waste and use the waste collection facility provided at MCB's buildings. We work with registered recycling companies to dispose of and recycle waste.

While we saw a dip in plastic recycling this year, there was an increase in the number of coffee capsules recycled due to an extensive employee awareness campaign.

Employee awareness will remain a key priority going forward as we look to increase our employees' participation in our waste segregation and recycling initiatives.

	2023	2022	2021
Ink toners (units)	683	583	517
Plastic (kg)	188	1,511	553
Alkaline batteries (kg)	239	146	146
Coffee capsules (units)	23,547	6,743	2,090
E-waste (units)	1,223	2,325	1,287

We will continue to find opportunities to increase waste segregation and recycling.

This year, our overseas banking subsidiaries also took steps to manage their direct environmental impacts.

All of our overseas banking subsidiaries remain focused on digitalising customer and employee communication to limit paper usage and printing. MCB Madagascar and MCB Maldives have also made great strides to reduce printing incoming SWIFT messages on paper by opting for electronic reports instead.

To reduce reliance on non-renewable electricity, our overseas banking subsidiaries are rolling out solar power (for example, three of MCB Madagascar's branches are run on solar power, and MCB Seychelles installed solar panels at two facilities in FY24). There is also an ongoing focus on installing energy-efficient motion sensor lights at all subsidiary operations.

MCB Madagascar undertook a carbon footprint calculation for its own operations this year with the support of an external consultant. The results are for the calendar year 2023 and 247,5 tCO₂e of GHG emissions were calculated. Scope 1 emissions accounted for 23% of total emissions, Scope 2 accounted for 53% of total emissions, and partial Scope 3 emissions accounted for 24% of total emissions. The categories for Scope 3 are business travel, purchased goods and services (paper) and fuel and energy-related activities.

Additional environmental initiatives at MCB

Working together to reduce our environmental footprint

This year, we launched a Direct Environmental Impact cross-functional working group. This group brings employees from various departments together to collaborate, identify, implement and oversee initiatives that will help us reduce our direct environmental footprint and enhance our overall sustainability practices.

We also hosted a training session called 'La Fresque du Numerique' to support the Group's efforts. This training aims to raise awareness of the impact of digitalisation and technology on the environment and society. During the training, 16 employees from our Technology SBU and our Sustainability, Reputation and Engagement SBU exchanged ideas on how to collaborate internally to decrease our carbon footprint and the impact of digitalisation on the environment.

One of the Group's first focus areas was exploring how we can better manage the environmental impact of digitalisation. The Technology SBU organised a Digital Clean-up Week in April 2024. During the week, **280 kg of e-waste was collected and recycled by our recycling partner, BEM Recycling.**

A sustainable alternative for our card portfolio

MCB was among the first card issuers worldwide to propose a more sustainable alternative to polyvinyl chloride for its card portfolio. In FY20, we collaborated with international software and digital security company Gemalto to gradually convert our card portfolio into a recyclable, bio-sourced and degradable polylactic acid (PLA). PLA is typically made from plants and plastic removed from the ocean. We make approximately 95% of our debit and credit cards from PLA. We will convert the remaining 5% to PLA upon renewal or request.

Our new rock garden project

We initiated a project to transform a pond at our office in St Jean into a sustainable, endemic rock garden. The garden features native plants and a curated landscape design, including rocks from our local sugar cane fields. Alongside promoting sustainable landscaping practices, this project demonstrates our commitment to finding opportunities to promote environmental responsibility in all aspects of our business. We anticipate the project will deliver environmental benefits such as annual water savings and decreased chemical use and waste generation.

Ongoing focus on food waste prevention

In 2021, we joined the Food Waste Prevention Project in Mauritius, a nine-month project focused on reducing food waste and minimising negative environmental impacts to obtain the international certification The PLEDGE™ on Food Waste ¹.

As an outcome of this project, we obtained Gold certification for the two restaurants we operate at our head office and the St Jean office. We have since retained our Gold certification. Our catering operations also comply with the HACCP (Hazard Analysis Critical Control Point) principles to ensure food safety practices.

MCB's food waste performance:

10.8 tonnes in FY24 (82 grams per serving) – up marginally from 10.1 tonnes in FY23 (53 grams per serving).

This increase is largely due to more people returning after the pandemic-related restrictions were lifted, as well as an increase in our workforce.

We remain focused on reducing food waste and promoting environmental responsibility in our operations.

¹ The PLEDGE™ on Food Waste is a Singapore-based third-party benchmarking and certifying body for restaurants, hotels and canteens aiming to help organisations reduce food waste and save money on food.

Our key environmental and cultural heritage impact partnerships

We understand that to effectively address environmental and social challenges and build long-term resilience, we must work alongside our stakeholders and communities.

We are engaged in partnerships across Mauritius that bring together stakeholders from various sectors to maximise value creation. Each partnership is guided by a clear set of key performance indicators that enable us to track and measure progress. We maintain our partnerships for a minimum of three to five years to ensure we can adequately assess the effectiveness of each project over time. Beyond financial support, we work alongside our partners to find innovative solutions for complex challenges.

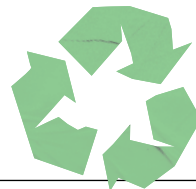
Read more about our impact partnerships throughout this report.



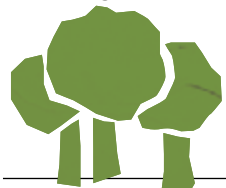
Mauritian Wildlife Foundation
Page 89



Small Step Matters
Page 51



We-Recycle
Page 151



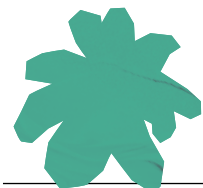
Ebony Forest
Page 70



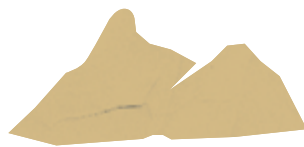
Team MCB
Page 130



Le Vélo Vert
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Conservatoire Botanique National de Brest
Page 71



RTN
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Mission Verte
Page 99



La Semaine Internationale du Dépistage
Page 130



The Good Shop
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REEF Conservation
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Arts and culture

We are proud to continue supporting the rich diversity of the cultural heritage of Mauritius, alongside various initiatives to nurture local creative arts.

This year, we invested in local cultural enrichment

Founded by MCB in November 2001, the Blue Penny Museum is a history and philately museum wholly devoted to Mauritius. The museum displays items that MCB has collected and preserved since we were established more than 185 years ago.

MCB's collection includes items ranging from artworks and artifacts to books, coins and stamps, all reflecting local Mauritian culture and heritage. Previously, a small percentage of our collection at the Blue Penny Museum was exhibited and we are committed to sharing more of the collection with the public with the start of the newspaper digitalisation project.

This year, we initiated a Rs 10 million project to draw up a more detailed inventory of all the items in the museum's collection and to digitalise our collection of newspapers and journals, which date back to 1832. Our collection of newspapers and journals shall be available on a free online public platform which shall be launched in FY25.

We are also digitalising our collection of coins, stamps, and paintings to make them available. As at July 2024, more than 3,900 items of the collection have been digitalised.

24,529 Newspaper Le Cernéen (from 1832 to 1981) have been digitalised so far, representing approximately 100,372 pages.

The Birth of the Press in Mauritius

250

years ago

January 13, 1773

Nicolas Lambert launched *Annonces, Affiches et Avis Divers pour les colonies des Isles de France et de Bourbon*.

This was the first press publication in Mauritius and on the African continent, and even in the Southern Hemisphere. At that time, it was only a modest and succinct booklet of various information, but it marked the first step in a long journalistic process.

Now-controversial Adrien d'Épinay created the island's first 'independent' newspaper, *Le Cernéen*, which ceased publication 150 years later in May 1982. At its closure, it was among the oldest French-language newspapers in circulation.

An attempt to revive the title online occurred in 2006 when a small team led by François Cayeux and Joy Rajinundun tried to resuscitate the newspaper by offering it online. However, the experiment did not last.

Six decades later

During World War II, due to the scarcity of paper, a joint Mauritian publication (*Le Cernéen - Le Mauricien - Advance*) began on April 14, 1942. Other publications with differing political views emerged in 1940. During the period leading up to independence, there was considerable activity in the Mauritian democratic space thanks to a **free and varied press**. These newspapers, which sometimes viewed each other with suspicion, nonetheless **showed solidarity** during dark periods in the country's history.



Other journals are being digitalised, and the number of pages digitalised to date is listed below:

- The Planters and Commercial Gazette (1936 to 1945): 5,398 pages
- The Mercantile Record and Gazette (1881 to 1884): 2,306 pages
- The Commercial Gazette (1874): 602 pages

Looking forward, we will continue to invest in local cultural enrichment and entertainment. To strengthen our approach, and in line with our purpose of Success Beyond Numbers, we are reflecting on how we can refine our internal governance and management structures to further promote the preservation of our local heritage, artefacts and elements of history for future generations.



We continued to invest in and promote appreciation for our local artists on a global stage

Malcolm de Chazal is recognised as one of the most important Mauritian artists of the 20th century. He was also a much-loved poet, acclaimed by major literary and artistic figures of the post-war period.

This year, the Blue Penny Museum, in collaboration with La Halle Saint Pierre, sponsored and co-curated a four-month exhibition of more than 200 of his artworks at La Halle Saint Pierre in Paris, France. Inaugurated in 1995, La Halle Saint Pierre houses a museum, gallery, bookstore, auditorium, and café. It is here that major temporary exhibitions and various artistic and cultural activities dedicated to outsider art, pop culture and unexpected forms of creation are presented.

The exhibition will take place from September 2024 to January 2025 and is the first exhibition showcasing a Mauritian artist in France.

Additionally, this year, MCB sponsored the publication of Malcolm de Chazal’s exhibition catalogue, ‘Demi-Confidences’, locally and at La Halle Saint Pierre.

Aphorism of Malcolm de Chazal:

- Aphorismes
- L’œil
- De la lumière
- Sommeillant
- Entre les cils
- De cette fougère ...
- Le vert
- Passa la main
- Sur l’épaule du jaune
- Qui eut un frisson mauve
- Le silence est un avocat qui plaide avec ses yeux
- L’homme est prêt à croire à tout, pourvu qu’on le lui dise avec mystère
- Qui veut être cru, doit parler bas



- Si l’on était aimé, on se passerait d’être obéi
- C’est presque toujours par manque d’amour que l’homme se jette dans l’amour-propre
- La bouche est un fruit qu’on mange à même la peau
- Le bleu est une plongée inconsciente interminable
- Le baiser est flèche, et la volupté est jet d’eau
- Les larmes ne sont un aphrodisiaque qu’à vingt ans
- L’Art, c’est la nature accélérée et Dieu au ralenti
- La liberté d’être soi est la plus haute forme de justice envers les autres
- Les cimetières sont des alignements de fétiches
- L’idéaliste a la marche des orteils ; et le matérialiste a la marche des talons



We continued to showcase the work of local artists

During the year, Blue Penny Museum sponsored events and expos to showcase the work of local artists, reaching more than 10,000 residents and tourists. Attendance remains free of charge for local Mauritian residents, and the Blue Penny Museum continues to attract more than 100,000 visitors annually.

Events and expos in FY24 included, for example:

- **Sea, Happiness & the Lagoon**, which aimed to raise awareness about protecting the lagoon. About thirty works of art, including paintings, corals, philately and stuffed fish were displayed.
- **Brèdes, Oeuvres**, an exhibition that showcased the work of Deepa Bauhador with the aim of generating a better understanding of endemic plants, leaves, vines, and roots among the general public.
- **Timbrés!** which showcased more than 100 stamps with errors, as well as postal art by local artists.
- **Maurice Lontan**, showcasing an impressive collection of photographs of Port-Louis dating from 1882.

We invested in nurturing young, creative talent

This year, MCB partially sponsored the Young Artists category of the Samudra Art Prize for visual artists. This prize provides a platform for young artists to exhibit and sell their work while driving collective awareness on social and environmental issues. Along with a cash prize, the winning artist participates in a weeklong workshop with a renowned Mauritian artist who helps guide and refine their practice.



Our overseas banking subsidiaries also invested in partnerships and programmes to promote cultural heritage in FY24.

MCB Madagascar entered into a three-year partnership with the Museum of Photography of Madagascar to promote the region's culture and history. **MCB Seychelles** sponsored the Praslin Culinary and Arts Festival, which aims to bring local businesses together while promoting art and cultural heritage. MCB Seychelles also extended financial support towards Seychelles' francophone community through the French Embassy.

Spotlight: Mission Verte

In 2019, MCB partnered with Mission Verte, a local NGO that aims to protect the environment by raising public awareness about the importance of reducing, reusing, recycling and composting waste.

MCB provides Mission Verte with an annual sponsorship of Rs 2 million, which is used to fund:

- Waste collection at 15 sites around Mauritius
- Salaries of administrative staff who support Mission Verte’s daily operations
- Awareness programmes at ten educational institutions around the island
- A recycling container at MCB St Jean (since 2019)



302

Children trained in circular economies

53

Awareness sessions at schools

1,688

Pupils in awareness sessions

59, 952 kg

Recyclable waste collected across sponsored sites in FY24

Recyclage Collected in kg by Mission Verte

Waste in kg

60000

50000

40000

30000

20000

10000

0

Paper

Carton

PET

Other Plastic

Cans & Aluminium

FY20

FY22

FY23

FY24

- Ecole Paul et Virginie
- Parking Winners - Vacoas
- Parking Winners - Terre Rouge
- Centre Commercial du Barachois
- Zone industrielle - St Antoine
- Village Hall - Q Soeurs
- Parking Winners - Phoenix
- Parking Winners - Pereybere
- Le Bocage International School
- Ecole du Centre
- Village Hall - Mare Tabac
- London Way - mahebourg
- A côté de l'Ecole du Nord
- Lycée La Bourdonnais - Primaire
- Parking Winners - Forest Side
- Parking Save Mart - Flacq

Recyclages Collected at MCB St Jean

2,500

2,000

1,500

1,000

500

2019

2020

2021

2022

2023

2024

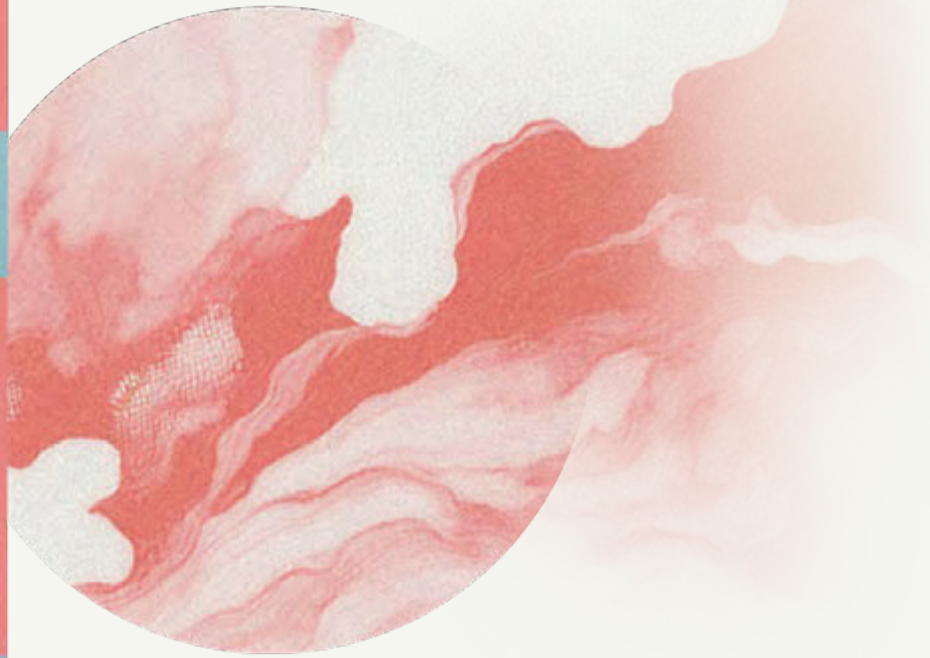
- Paper Kg
- Carton Kg
- PET Kg
- Other Plastic Kg
- Cans & Aluminium Kg





SAMUDRA Art Prize

We are a staunch supporter of the Samudra Art Prize, an art competition to raise public awareness about environmental and societal issues. A strong platform for artists of all levels, the competition also aims at fostering their creativity and showcase the talent. The first edition gathered above 50 artists, who inspired themselves about marine conservation, resulting in strong awareness on such issues.



Individual and collective well-being

- 104 Supporting our employees
- 110 Our MCB Career Architecture
- 112 Our Employee Value Proposition
- 113 Implementing our talent management framework
- 122 Performance management
- 123 Creating rewarding workplace experiences
- 125 Diversity and inclusion
- 131 Supporting our communities

Our employees are fundamental to driving our business objectives and helping us deliver on our strategy and purpose. We are committed to creating an inclusive and engaging workplace that offers meaningful opportunities for personal and professional development. This is essential to attract and retain critical skills and create an environment where our employees can perform at their best. We remain committed to building enterprising and thriving communities outside our operations.

Alignment with the SDGs, UNGC, UNEP FI PRB





United Nations
Global Compact

Principles 1, 2, 3, 4, 5



Principles 2, 4, 5

Supporting our employees

MCB Group employees: 4,360 ¹ (FY23: 4,092)						
	MCB Ltd 3,503 (FY23: 3,291)	Local subsidiaries 336 (FY23: 323)	MCB Seychelles 207 (FY23: 200)	MCB Madagascar 259 (FY23: 217)	MCB Maldives 55 (FY23: 61)	
 Women	Permanent² (FY23: 1,617)	1,768 (FY23: 1,617)	152 (FY23: 138)	161 (FY23: 161)	151 (FY23: 125)	41 (FY23: 45)
	Fixed-term³ (FY23: 81)	85 (FY23: 81)	5 (FY23: 8)	3 (FY23: -)	5 (FY23: -)	1 (FY23: 1)
 Men	Permanent (FY23: 1,531)	1,572 (FY23: 1,531)	162 (FY23: 170)	38 (FY23: 35)	98 (FY23: 92)	13 (FY23: 15)
	Fixed-term (FY23: 62)	78 (FY23: 62)	17 (FY23: 7)	5 (FY23: 4)	5 (FY23: -)	- (FY23: -)

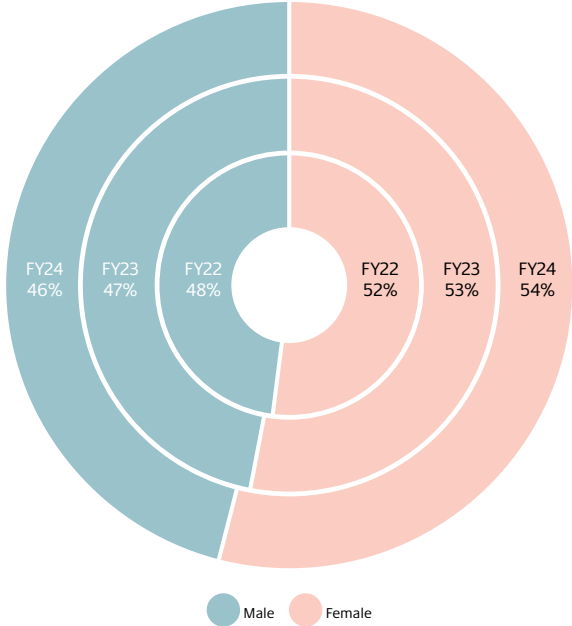
	Hire rate	Retention rate	Turnover rate
MCB Ltd	10% (FY23: 15%)	93% (FY23: 95%)	6.5% (FY23: 6.5%)
Local subsidiaries	9% (FY23: 22%)	91% (FY23: 90%)	11% (FY23: 10%)
MCB Seychelles	14% (FY23: 19%)	88% (FY23: 83%)	11% (FY23: 17%)
MCB Madagascar	33% (FY23: 23%)	88% (FY23: 91%)	16% (FY23: 13%)
MCB Maldives	41% (FY23: 36%)	72% (FY23: 72%)	42% (FY23: 39%)
MCB Group	12% (FY23: 16%)	92% (FY23: 93%)	8% (FY23: 8%)

¹ Figures reflect FY24, as at 30 June 2024.

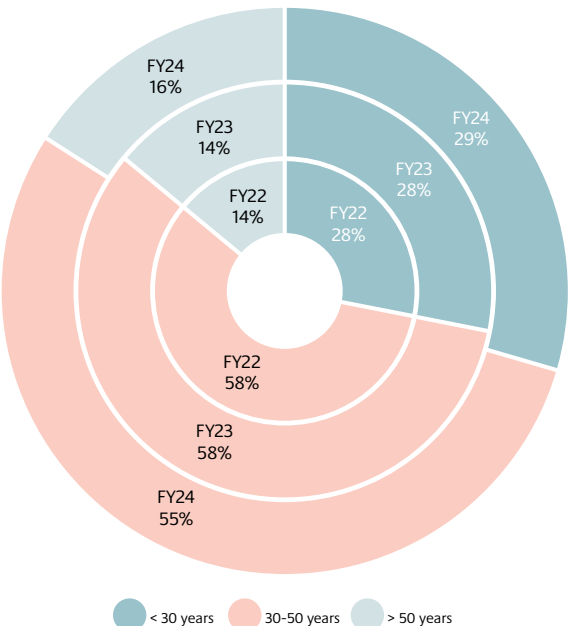
² We define 'permanent employees' as the number of employees employed on a full-time basis for an undetermined time period.

³ We define 'fixed-term employees' as the number of employees employed on either a full-time or part-time basis, with a pre-determined work agreement varying from 1 year to more than 10 years.

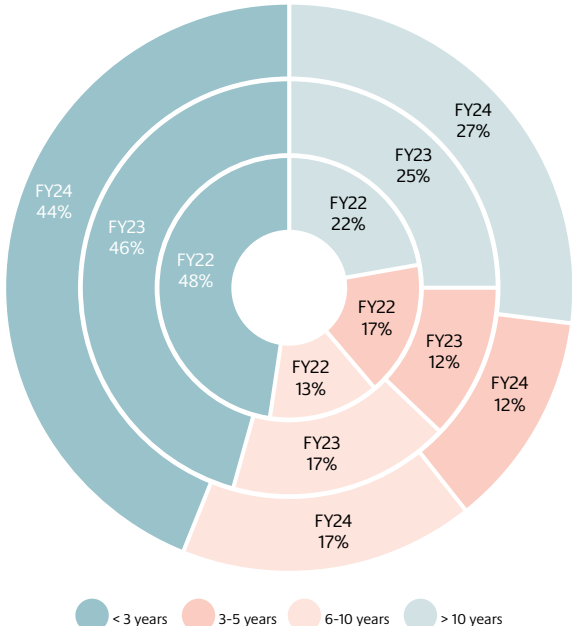
Gender distribution



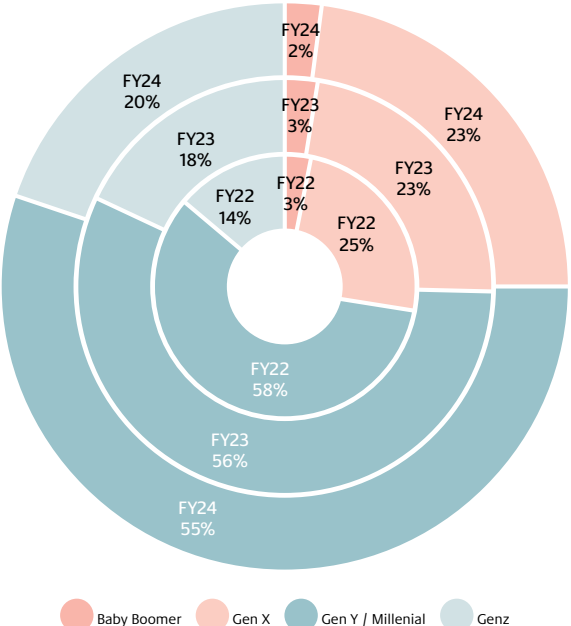
Age distribution



Length of service



Generation type



Workforce diversity by job position (MCB Ltd)

In the below graphic, career levels from 'Managing Direction' to 'Leading the Knowledge & The Enterprise' reflect employees who occupy middle- to senior-management roles within MCB.



Men



05%

62%

70%

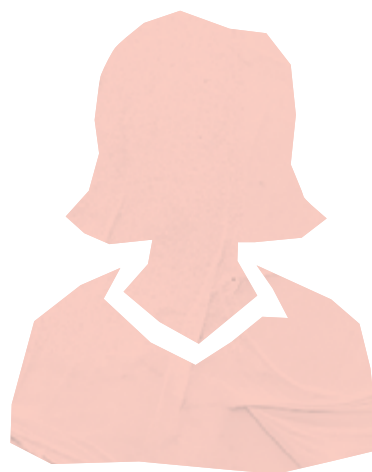
56%

44%

38%

19%

19%



Women



We have set a target to achieve 40% women at middle and senior management levels by 2026 (MCB Ltd). Aligned with this, we aim to achieve 35% women in managerial roles by December 2024 to meet the targets of our inaugural Sustainability Linked Syndicated term Loan signed in December 2023. These goals reflect our commitment to fostering a more inclusive and equitable workplace for all employees.



Read more about what we are doing to reinforce our pipeline of women talent and support workforce diversity and inclusion on page 125. Read more about our inaugural Sustainability Linked Syndicated term Loan on page 80.



Women in leadership roles at MCB Ltd



Women in Leadership Team



Women at middle management level



An overview of our talent development strategy

Over the last ten years, the world of work has changed at an unprecedented pace, driven by technological disruption, resource scarcity, talent migration, and evolving employer-employee dynamics. This change has created new challenges and opportunities for individuals and organisations. At MCB, we continue to find ways to remain agile and competitive to attract and retain talent, including prioritising meaningful career development for our employees as we strive to build a future-ready, talented, engaged, diverse, and inclusive workforce.

In the diagram below, we provide an overview of the different components of our talent development strategy, including our talent management approach. This strategy is critical to enable us to forecast our recruitment needs and actively develop our talent pool. You can read more about each component of our strategy on the following pages.

In July 2023, we launched our **MCB Career Architecture**, which defines each role within the Group and its purpose. Our Career Architecture provides our employees greater transparency about their career options within the Group, supported by tools and resources to manage their professional and personal development. It also enables us to align our human capital with our strategic objectives and improve talent attraction, development and retention.



We execute our Career Architecture through our comprehensive **talent management framework**, which provides a holistic ecosystem to support individual and organisational growth, maintain our competitive edge, drive innovation and ensure long-term success. Our talent management framework focuses on the following:

Talent management and succession planning	Strategic talent acquisition	Performance management	Learning and development
Read more on page 113.	Read more on page 113.	Read more on page 122.	Read more on page 114.



We want to position MCB as an employer of choice and provide our employees with **rewarding workplace experiences**. We enhance our approach to talent management by embedding leading practices related to:

Employee engagement	Employee well-being	Health and safety	Diversity and inclusion
Read more on page 123.	Read more on page 124.	Read more on page 125.	Read more on page 125.



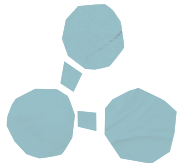
Various management structures underpin the oversight and execution of our talent development strategy:

- The Group Head of **Human Resources** and the Manager – Talent Centre of Excellence drive our human capital management approach, supported by managers who oversee talent management, learning and development, performance management, culture development, recruitment, remuneration and employee relations.
- Our HR Strategy Project Office provides oversight of the human capital projects we implement across the Group to ensure these remain on schedule and deliver the expected benefits and outcomes.
- Forums provide spaces to share best practice and align the execution of our talent development strategy across all business units and subsidiaries (local and overseas).

Our MCB Career Architecture

Our Career Architecture provides a consistent framework for employee development and career progression across MCB Group and is aligned with our long-term strategic objectives. This alignment is critical to helping us attract and retain business-critical talent.

Our MCB Career Architecture has three dimensions:



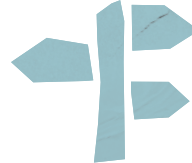
Job families

A group of jobs united by a common purpose and a set of shared skills and knowledge requirements



Career levels

A job's hierarchical position within our Career Architecture, which we use to differentiate career levels based on predefined criteria



Career tracks

Differentiates between jobs with a specialist or a leadership focus

As we continue to embed our Career Architecture within our operations, we are starting to realise key benefits:

- **Improved career path visibility and role clarity**
 - Employees can align their career objectives with our strategy and identify career paths within job families across the Group. Importantly, our employees have better insight into the purpose of each job family and can see what skills they require to progress from one career level to another.
- **Access to curated tools and resources to promote employee development**
 - Our Career Architecture empowers and equips our employees to take greater ownership of their professional development. We are responding by implementing targeted and curated learning and development opportunities to help our employees achieve their career goals. Read more on page 114.
- **A better foundation for rewards**
 - We used a leading, established job evaluation methodology to build and refine our Career Architecture, enabling us to accurately benchmark our rewards structure locally and internationally. This gives our employees confidence that we reward them fairly and appropriately as they progress in their careers. Read more on page 124.
- **Strengthened working relationships**
 - We have seen greater engagement between employees and management as our Career Architecture prioritises ongoing, meaningful career conversations. Read more on page 114.
- **Increasing alignment of our HR practices**
 - We have reviewed key components of our talent development strategy, including talent acquisition, performance management and learning and development, and aligned these with our Career Architecture. This helps drive efficiency and supports strategic workforce planning.

Since launching our Career Architecture, we have seen a positive shift in the percentage of women in leadership roles at MCB Ltd, rising from 31% in FY23 to 34% in FY24. This increase reflects our commitment to merit-based recruitment and promotion practices, which have supported the advancement of talented women into middle and senior management roles. This progress is aligned with our goal of reaching 40% female representation at these levels by FY26, underscoring our dedication to a diverse and capable leadership team. Read more about women in leadership roles at MCB Ltd on page 108.

This year, we implemented our Career Architecture within MCB Seychelles and will focus on our remaining overseas banking subsidiaries in FY25.

To execute our Career Architecture effectively, we need to ensure that we are working towards a common definition of 'success'.

To achieve this, we developed and launched our 'Shared Ways of Working' last year. Our 'Shared Ways of Working' comprise a set of behaviours that MCB believes are important to create trust internally among our colleagues and externally with our customers.

1. Make Things Simple

Our customers expect simplicity and ease of use. We should look at everything we do through this lens and become the easiest Bank to do business with.



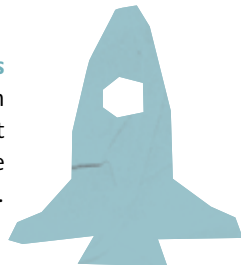
2. Act Responsibly

Our customers and key external stakeholders have high expectations of us and want us to act responsibly. Our processes should be robust, and risk management should be first-class. We are embracing the highest standards when it comes to cyber security and fraud prevention.



3. Push Boundaries

It is important that we invest in innovations that can transform what we offer our customers and change the way we create value.



4. Create positive impact

We are seeking to be a force for good in all the communities where we are present. Led by our purpose, we strive to serve others, champion causes we believe in, and do good in all we are engaged in.



5. Build partnerships

Working as a unified team is core to providing exceptional customer service.



This year, we continued to embed our 'Shared Ways of Working' across the business. This included, for example, implementing our Gold Standard Management routine for all People Managers across the Group.

Further embedding our 'Shared Ways of Working' will remain a focus in FY25 and beyond. We plan to achieve this through Group-wide events as well as ensuring ongoing alignment of our culture.

Our Employee Value Proposition (EVP)

Our EVP is an integral part of the broader employee experience. It refers to the overall value and experiences an employee can expect from working for MCB Group. Our EVP should enable us to affirm our position as an employer of choice and foster a positive and engaged culture with the following key pillars: Joining, Thriving, Rewarding and Growing.

Joining with purpose

We ensure that you are part of an inspiring culture that delivers a positive employee experience, values your authenticity, embraces diversity and nurtures long-lasting relationships.



Work rewarded

We ensure that you feel valued and appreciated by openly praising and rewarding you for your engagement to our vision.

Growing beyond titles

We ensure that you grow continuously. We are eager for you to challenge yourself, discover new strengths, and scale us to new heights.



Work and Thrive

We ensure that you are part of something bigger through collaboration with other diverse, talented players who are unafraid to express their true selves and bring their uniqueness to the table.

MCB has a Grievance Policy (and associated procedures) in place, ensuring that our employees understand their rights and are equipped to express any concerns with their respective Line Managers. This is critical to ensure that we maintain a safe and collaborative workplace that is grounded in our values and 'Shared Ways of Working'. Read more about our **Grievance Policy** and procedures on page 150.

Implementing our talent management framework

Guided by our Career Architecture, we are embedding a robust and integrated talent management framework that aligns with our strategic objectives. We designed this framework to attract, develop, and retain high-potential employees by fostering a cohesive and collaborative environment.

Learning and development

Our focus is on developing managerial and leadership talent (which includes a focus on soft and technical skills), job-specific training programmes, professional degree programmes and graduate programmes. Read more from page 114.

Performance management

At MCB, we are guided by a clear set of behaviours and competencies that are aligned with our strategic growth ambitions. We conduct regular performance appraisals, supported by a meaningful rewards philosophy. Read more from page 124.



Talent management and succession planning

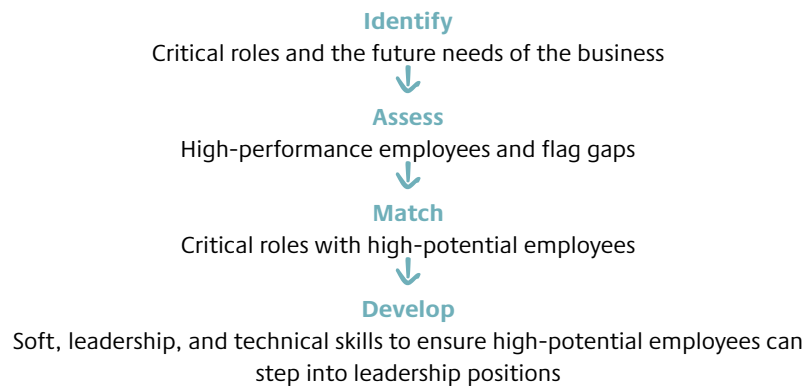
We identify critical roles within the Group against set criteria that include, for example, technical expertise. We then identify high-potential employees within our organisation who can fulfil these critical roles and take on future leadership positions. This supports succession planning and builds our internal bench strength.

Strategic talent acquisition

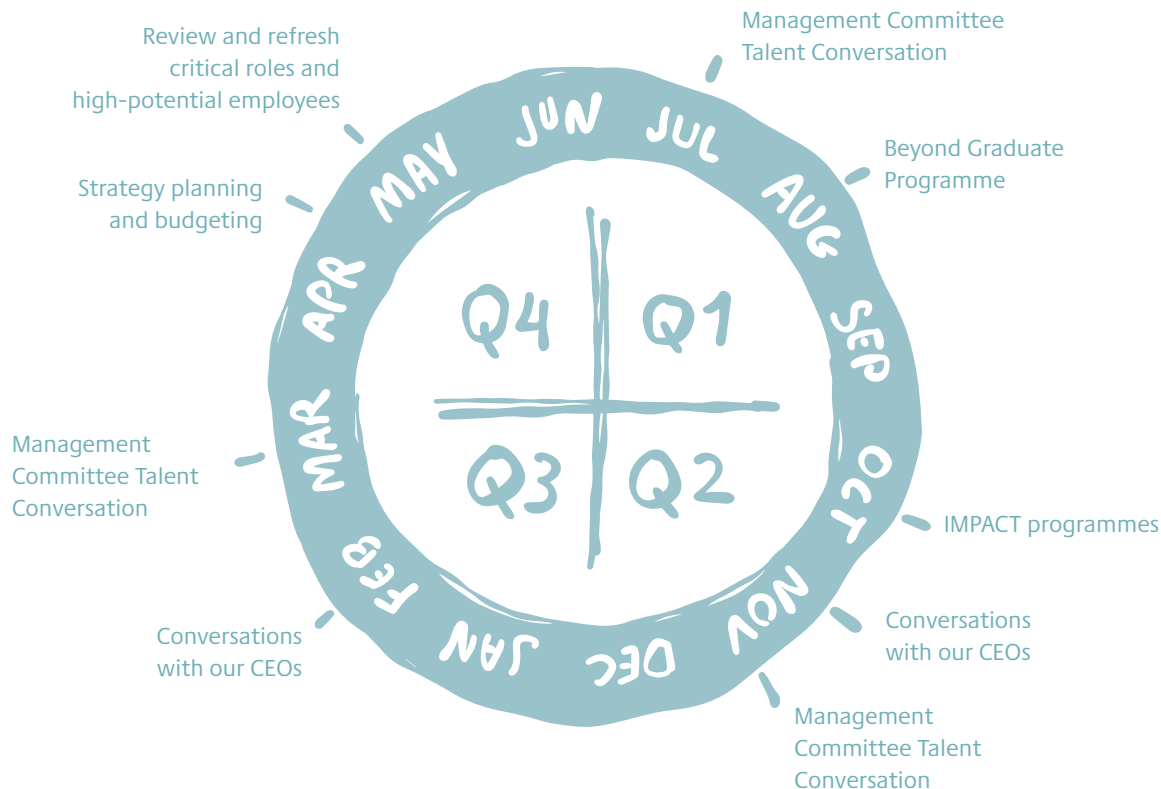
We are building and nurturing a pipeline for external talent. This includes acquiring talent to reinforce our existing capabilities. Strategic talent acquisition is supported by our ongoing focus on positioning the Group as an employer of choice.

We focus on creating a succession plan for every critical role in our business to ensure ongoing business continuity.

Once we identify high-potential employees for critical roles, we curate learning and development programmes to enhance their soft, leadership and technical skills:



We implement our talent management framework in line with our annual business cycle, ensuring continuous development and timely evaluations throughout the year. We review progress against our strategic objectives during our strategy planning and budgeting process to ensure ongoing alignment between our strategic objectives and the critical roles needed to drive our business forward. This is a crucial step in managing our talent effectively and will remain a priority in FY25.



Learning and development

To build a talented, engaged, diverse and future-ready workforce, we continue to invest in initiatives that develop our people's capability and consolidate our competitive advantage. The Group invested Rs 111.8 million in employee training in FY24 (FY23: Rs 69 million).

Managerial and leadership development programmes

In FY19, we introduced a robust leadership development framework that underpins our managerial and leadership development programmes, ensuring a strategic approach to talent development and shaping a consistent leadership brand and style. Leveraging this framework, we have designed a comprehensive suite of programmes to equip our managers with the necessary skills, knowledge, and behaviours to lead effectively and foster an inclusive and supportive culture. Additionally, we offer individual coaching tailored to managers' specific needs alongside various leadership masterclasses.

Our aim is to develop a cohesive and collaborative leadership approach that drives a common set of behaviours, values and practices that support our purpose of Success Beyond Numbers. We believe this is critical to achieving an engaged and competent workforce that supports customer-centricity, organisational efficiency, and sustained financial performance.

Lead with IMPACT Academy

This is our flagship leadership development programme. It is run over six to eight months and aims to develop inspiring leaders with the skills to foster a collaborative and supportive employee environment. It also supports talent development by ensuring succession planning in key roles across multiple levels of hierarchy.

Targets: Managing Direction and Shaping Solutions career levels with a focus on soft skills, team training	First cohort of participants: FY21	Second cohort of participants: FY23
	270 participants (34% women)	430 participants (45% women)

The programme adopts a blended learning approach, combining classroom training, online courses, and interactive discussion forums. Participants benefit from masterclasses on management routines and conflict resolution, ensuring a holistic development experience.

Allies for Change Programme

Launched in FY22, this programme promotes gender inclusivity within MCB and includes two modules.

Targets: Managing Direction and Shaping Solutions with a focus on soft skills, diversity training	Mauritius' Gendered Landscape: help managers recognise and address gender biases	126 participants since launch
	Gender Transformative Leadership: equips managers with strategies to foster a gender-inclusive culture	73 participants in FY24 (43% women)

Through reflective exercises, collaborative solution development, and practical tools, participants learn to implement gender-inclusive practices effectively.

Cultivating Emotional Well-being

Recognising the importance of mental health, we introduced this as a pilot programme in FY24. It is led by our in-house psychologists and aims to empower managers with the skills to lead with empathy and understanding, contributing to a supportive workplace culture. The programme includes mental health awareness, emotional intelligence, and psychological safety sessions.

Targets: soft skills, team skills	10 participants in the pilot programme (50% women)	We plan to extend this training to 244 employees at middle management level in FY25
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IMPACT programmes

This year, we launched two distinct programmes to develop future leaders. Both programmes are accredited by Stellenbosch University (South Africa) and are run over six months:

IMPACT Excellence Programme	IMPACT Accelerate Programme
Targets employees within the career levels: Managing Solutions / Managing Direction and Shaping Solutions / Shaping Directions	Targets employees within the career levels: Expert Professional / Leading through others
Focuses on strategic decision-making, negotiation skills, and leadership in a digital world	Focuses on adaptability, ethical leadership, and team performance in a dynamic business environment
33 participants in FY24 (30% women)	53 participants in FY24 (42% women)

Each programme includes face-to-face masterclasses, application sessions, and individual assignments, culminating in a competence certification. We will renew these programmes in FY25, targeting 25 participants per programme to maintain a focused and impactful learning experience.

Women in Leadership

Recognising women's unique strengths and challenges, we designed this programme to empower women managers to become future senior leaders while fostering a gender-inclusive culture.

Targets: Women managers with a focus on soft skills, team training, upskilling	First cohort of participants: FY23 55 participants	Second cohort of participants: FY24 50 participants
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The programme comprises seven sessions across six modules, focusing on enhancing leadership behaviours, communication skills, assertiveness, and confidence while helping participants manage networks, build resilience, and develop an authentic leadership style.

Read more about how we are supporting women at MCB from page 125.

We are designing an onboarding programme for new People Managers in our organisation, including new appointments and promotions. We will launch this programme in FY25.

The programme will include an introduction to our leadership culture by our Head of Human Resources, a presentation on our strategic framework, an overview of our engagement survey, and a discussion about our people policies. These initiatives will be supported by a full-day workshop on our leadership brand. New People Managers will also be invited to our Licence to Lead Programme, which we will launch in FY25 using a blended learning approach to ensure comprehensive development.

Job-specific and specialised training programmes

As MCB expands its operations, our employees require new capabilities while reinforcing their existing skills. In this line, we prioritised job-specific and specialised training programmes across MCB. This is critical to ensure our business remains relevant and future-fit. Below, we provide a snapshot of our specialised training in FY24. We typically co-create training with subject matter experts and recognised financial institutions, and rollout can vary from weeks to months, depending on complexity.

Field of expertise	Course Overview	Outcome
Relationship Management and Development Programme Training partner: Moody's	We want to offer our customers a tailored, personal journey with MCB that transcends transactional engagement and builds brand loyalty. This programme aimed to equip our Relationship Managers with the skills to develop and maintain strong customer relationships while driving sound credit lending decisions within the corporate and commercial lending environment (including gaining a comprehensive understanding of credit risk and risk management).	Target: Business Banking and CIB 18 employees participated in FY24
Banking & Credit Analyst Programme Training partner: Corporate Finance Institute	Effective credit analysis is essential for making informed decisions that minimise loss and maximise returns. This programme gives employees the critical skills to become a world-class credit analyst. This includes, for example, accounting, industry and business analysis, management assessment, loan security, credit evaluation, and review procedures.	Target: CIB and Risk 16 employees participated in FY24
MCB Trade Finance Upskilling Programme Training partner: London Institute of Banking and Finance	This programme aims to equip our trade finance professionals with the knowledge and skills to navigate the complexities of the trade finance world. This is critical to ensure we can offer our growing network of local and international customers tailor-made advice and solutions aligned to international standards and trends. The programme provides a comprehensive understanding of the industry's dynamics, challenges, and opportunities, leveraging industry and institutional expertise.	Target: Trade Specialists, Retail Banking, Legal and Risk 23 employees participated in FY24
MCB ESG Programme Training partner: Moody's	ESG is continuously evolving and is a fundamental pillar of responsible business. This comprehensive programme has been designed to bridge the gap between ESG theory and practical implementation, empowering employees to make informed decisions, proactively manage risk, and drive meaningful change within MCB.	Target: All Employees of MCB Group 3,123 employees participated in FY24

In addition to the above, we provide our employees access to international placements and **the opportunity to attend local and international conferences or workshops**. These opportunities enable our employees to learn from global experts and gain insights into the latest trends, innovations and best practices. In addition, they provide opportunities to connect with industry leaders worldwide, supporting partnerships and business opportunities.

We offer **soft skills training courses** to our employees to complement their specialist skills and enhance overall performance and effectiveness in the workplace. These training programmes are available in various formats, including classroom, online, and blended learning.

Creating a positive customer experience is critical to nurturing customer-centricity, and we are focused on building and offering a world-class customer experience. This includes providing **specific training for our Retail Banking employees**. Read more about how we serve our customers **from page 66**.

Advancing MCB's digital capabilities through our Digital Academy

Our Digital Academy aims to cultivate and enhance skills in the dynamic fields of software engineering, quality assurance engineering, and data science. We develop programmes internally to ensure they address the critical and core skills MCB requires, supplemented by modules from external service providers.

We deliver programmes via five distinct streams:

Software Engineering	Equips participants with the fundamental principles, best practices, and advanced techniques required to develop robust and scalable software solutions and innovative applications to drive digital transformation.
Quality Assurance Engineering	Focuses on software testing, quality control, and process improvement to ensure the reliability, functionality, and performance of our digital products and services. This is critical to enhance customer satisfaction and trust.
Data Science	Focuses on the rapidly evolving fields of data analytics, machine learning, and artificial intelligence to drive data-driven decision-making within MCB. By leveraging the power of data science, we are enhancing operational efficiency, customer personalisation, and strategic planning.
Product Journey	Cultivates expertise in product management, user experience, and design innovation, equipping participants to contribute to the successful launch and growth of our digital products and services. This programme is accredited by the London Institute of Banking and Finance.
Business Intelligence	Dedicated to exploring data analysis, reporting, and strategic decision-making. By mastering business intelligence techniques, participants help to optimise our operational processes, identify growth opportunities, and enhance MCB's overall performance.

Employees continue to use our digital learning platform, Percipio, which we launched in December 2020. The platform is available to all our employees and aims to provide a convenient and flexible way for them to progress on their learning and development journeys.

We further provided our technical employees access to two additional online learning platforms (DataCamp and PluralSight) to enhance and expand their technological capabilities. Furthermore, the KnowBe4 platform is continuously being used by SBUs to promote online training on matters such as cyber security, compliance and fraud prevention, among others.

Percipio (MCB Group)

89%	3,885	41,224	18,624	4.8
Employees who accessed the platform	Employees making use of the platform	Learning units completed	Hours spent on learning content	Hours spent per user on learning

Percipio (MCB Ltd)

90%	3,168	34,143	15,360	4.9
Employees who accessed the platform	Employees making use of the platform	Learning units completed	Hours spent on learning content	Hours spent per user on learning

Classroom and face-to-face training (MCB Group)

1,183	1,059	52,152
Women employees trained	Male employees trained	Hours spent on training

Statistics reflect 1 July 2023 to 30 June 2024.

Professional degree programmes

We understand the importance of ensuring that our employees are recognised for their competencies and skills in line with industry and international standards. This is becoming increasingly relevant as MCB expands internationally and into specialised markets. We therefore continue to sponsor employees for international certifications and accreditations with global institutions in their respective fields of expertise.

A snapshot of our support in FY24: 98 employees sponsored (52% women)

10 participants	15 participants	6 participants	23 participants
ACI Operation Certification to acquire working knowledge of the structure and operations of major foreign exchange and money markets	London Chartered Institute for Securities & Investment: Introduction to securities and investment principles	International Compliance Association Certification for employees working in compliance, risk or customer-facing roles (including Advanced Certification)	London Institute of Banking and Finance: Trade Finance Upskilling Programme, including physical and online modules (page 117)
5 participants	16 participants	9 participants	10 participants
Databricks Certification to equip employees who want to gain proficiency in using this cloud-based data engineering tool for data engineering tasks	Corporate Finance Institute: Banking & Credit Analyst Programme to help selected employees become world-class financial analysts (page 117)	Physical Security Certification through the Business and Technology Education Council to obtain a broad understanding of security theory	Certified Wealth Management Advisor Certification – an industry benchmark in wealth management advice to promote best practice advisory services for private clients

Supporting employee growth and development through our Study Assistance Scheme

We provide financial support to eligible employees who want to further their academic studies. Our Study Assistance Scheme is available to all employees within the Group. Employees can apply for sponsorship for certifications, diplomas, and degrees (including post-graduate degrees and master programmes, such as a Master of Business Administration).

To help ensure our employees select suitable courses to maximise their potential, our learning and development team offers guidance on aligning personal and professional development (including focusing on critical and core skills required by MCB).

Alongside motivating our employees, our Study Assistance Scheme creates equal access to professional growth and development opportunities.

Rs 41 million sponsored by MCB since FY2010

435 employees (57% women) have benefitted from the scheme since FY2010

30 employees (70% women) benefitted from the scheme in FY24

Graduate development programmes

We aim to strengthen our junior talent pipeline by targeting graduates with critical skills who demonstrate the potential to grow within the Group. This supports ongoing talent management and succession planning.

One example is our 12-month Beyond Graduate Programme, which we launched in 2008 (formerly named our Forward Graduate Programme). Since launch, 66 graduates have participated in this programme (56% women), with approximately five participants reaching higher career levels within MCB. In FY24, 9 participants took part in the programme (44% women).

“I've seized opportunities and learned the value of adaptability.”

Here we share a few words from one of our graduates, Sneyha Pynee, who shares her experiences and insights into our transformative Beyond Graduate Programme. Sneyha joined the programme in November 2023.

Making the cut

“The selection process was rigorous, yet transparent. It involved multiple stages, including interviews and assessments, gauging our technical skills as well as our affinities with company culture. Instead of assessing our technical knowledge alone, various other factors were prioritised: critical thinking, problem-solving abilities, communication skills, and teamwork, among others. No wonder, as they're all essential qualities to succeed in today's banking industry!”, she remembers. She also appreciated the diversity of students being invited to showcase their skills and potential. After all, Beyond Graduate is all about equal opportunities and meritocracy!

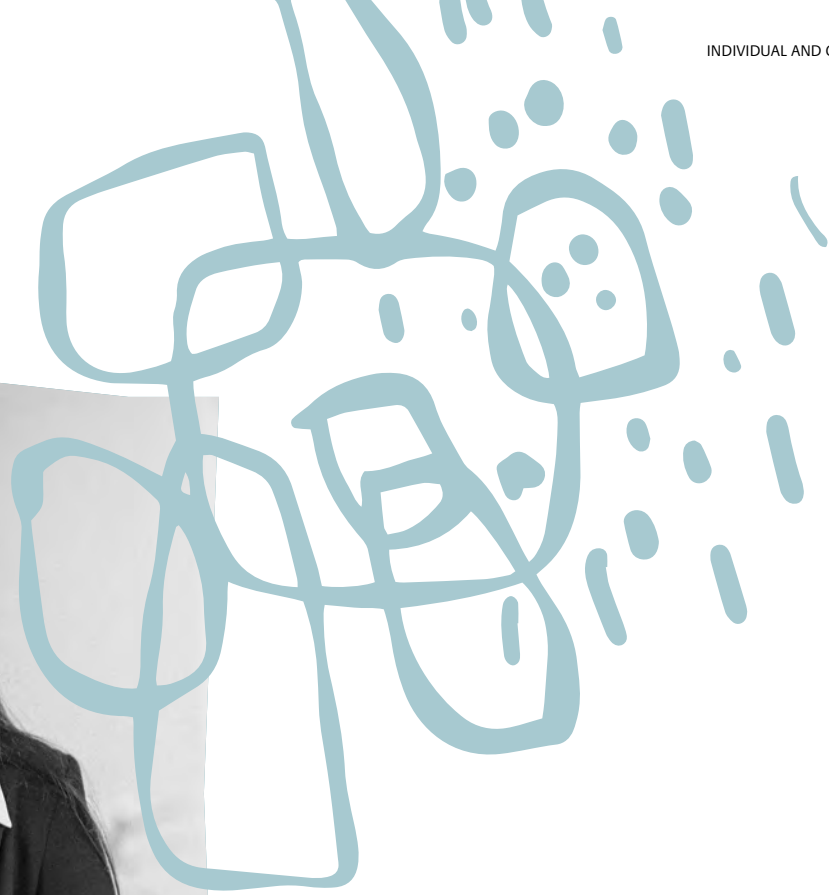
A supporting ecosystem

Sneyha found HR to be a constant point of contact, tuning in after each rotation and nurturing her talent.

“This ongoing communication gave me guidance and support tailored to my progress and career goals within the programme. We had access to a wide range of seminars and courses, which equipped me to excel in different business units. This even applies to our soft skills and professional image! So far, I have been able to build my communication skills, which allowed me to be a better networker at each business unit. We even benefited from one-on-one sessions with professional coaches. Mine helped me identify my goals, as well as what I want and need to work on.”

All about mentorship

“The Heads of the respective business units I explored were actively involved in the programme. I admired their willingness to teach and the open feedback they gave us. They created a supportive environment where learning is prioritised, and growth opportunities are abundant. I also seized the opportunity to meet previous fellow graduates who generously offered their guidance. Their insights and experiences have provided valuable perspectives on navigating challenges and maximising opportunities within the programme and beyond.”



Bridging academia and hands-on experience

She enters the Bank with a solid foundation in legal principles and financial management and an appetite to understand the mechanics of the banking industry itself.

“In that sense, our training is tailored to the demands of the banking industry. I had the opportunity to discover various business units within the organisation. This broadened my understanding of the industry, all the while allowing me to apply my academic knowledge in real-world scenarios.”

Growing as a person

Exercising her skillset across business units allowed Sneyha to develop a host of soft skills: “In a mere six months, I’ve become more adaptable and resilient. I’ve learned to embrace change and ambiguity and be more proactive.”

What’s next?

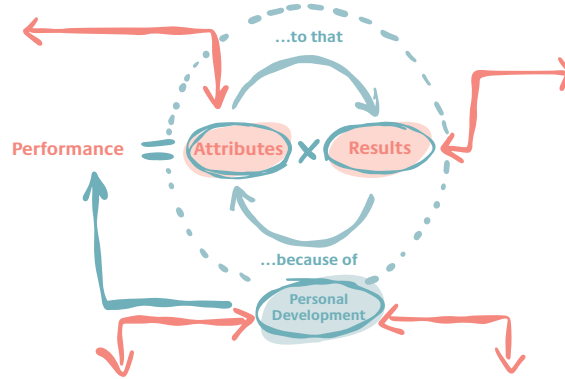
“Learning from the best at the MCB allowed me to identify common values which guide me forward. Innovating and creative thinking, as well as developing solutions that meet evolving market needs, are some of the goals that motivate me to keep expanding my skill set. I’m also committed to integrating ESG principles into my work. As a young person, working towards a banking sector that powers more positive change for the community and the environment is particularly important to me.”

Performance management

At MCB, we believe that career growth is a strategic process where employees proactively explore, plan, and shape their future paths. This process must be supported by ongoing performance management and access to learning courses and specialised training to be effective. The diagram below outlines our approach to ensuring performance management drives employee development and business success. All employees across the Group participate in annual performance reviews guided by our performance management approach, which we outline below.

Individual goal setting is cascaded from and aligned with MCB’s strategic objectives. Our employees set goals at the start of every financial year.

Employees undertake personal and professional goal setting, considering their individual attributes and job-specific competencies (including digital competencies).



Employees refine their personal and professional goals, considering individual-, team-, and project-based objectives.

Employees use the outcomes of the performance appraisals to refine their personal and professional development plans. These plans are supported by our leadership and development team, who ensure access to valuable resources, tools, and information.

Performance management prioritises ongoing feedback and appraisals. People Managers conduct mid-year performance appraisals to assess how employees are progressing against their goals. A final performance appraisal is held at the end of the financial year.

Career conversations lay the foundation for employee development, and our People Managers play a vital role in providing feedback and guidance to our employees to help them advance their careers. Conversations are guided by our Career Architecture and facilitated by a Career Conversation Framework, which provides relevant tools and resources to help employees reflect on their career goals and development plans.

Our performance management approach is supported by our **rewards philosophy**, which ensures that we recognise every employee’s contribution to MCB’s success. Read more about our rewards philosophy on page 124.

Creating rewarding workplace experiences

We want to position MCB as an employer of choice and provide our employees with rewarding workplace experiences. We enhance our approach to talent management by embedding leading practices related to employee engagement, employee well-being, and diversity, equity, and inclusion.

Employee engagement

The ambition, commitment and performance of our people drive our long-term success. To sustain employee engagement this year, we undertook several initiatives within our SBUs and at an organisational level.

Promoting employee engagement within our SBUs	Promoting employee engagement across MCB
<ul style="list-style-type: none"> Enhanced communication through one-on-one conversations, monthly newsletters and frequent town hall meetings Activities to promote team building, such as learning circles and team lunches Independent health checks to understand employee morale, supported by workshops with organisational psychologists to address the risk of burnout or fatigue Ongoing engagement with People Managers to ensure they are equipped to support employees (including driving career discussions) Focusing on recognition and reward Promoting work-life balance, including introducing new and flexible workplace policies 	<p>Initiatives to promote employee engagement across MCB were structured in line with our wellness-related activities.</p> <p>In addition, we focused on implementing our Gold Standard Management routines for all People Managers across the Group. This was critical to ensure we promote employee engagement and foster a team environment where employees embrace our 'Shared Ways of Working'. Our Gold Standard Management routine includes:</p> <ul style="list-style-type: none"> One-on-one conversations Team meetings Town hall meetings Walkarounds

We understand the importance of measuring and tracking our employee engagement journey to monitor employee satisfaction and ensure our efforts achieve the desired outcomes.

We partner with Great Place To Work® for our annual employee engagement survey, providing a consistent set of tools to measure, benchmark, and improve employee satisfaction. The Great Place To Work® methodology considers fairness, credibility, respect, pride and camaraderie to measure overall engagement levels and assist organisations in creating a positive, inclusive and stimulating working environment.

FY24 outcomes of our annual engagement survey:

77% Participation rate (3,844 employees) (FY22: 50%)	56% Trust Index® Score (FY22: 50%)	54% Overall employee perception of MCB as a great place to work (FY22 54%)
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After the survey, we identified key areas to improve employee experience and engagement at MCB. We will address these areas in FY25.

Employee well-being

We believe it is vital to adopt a holistic approach to well-being that considers work-life balance, stress management and physical and emotional health, among others. We provide our employees with a range of benefits to promote their well-being and help them grow in their personal and professional lives.

We focus on three key elements of employee well-being:

Rewarding @MCB

We are committed to providing a rewarding workplace experience and creating an environment where our employees can achieve financial security and personal well-being.

Our rewards philosophy recognises individual and team contributions to MCB's success. We strive to provide a combination of meaningful incentive, recognition and reward programmes that are locally, regionally and internationally competitive within the banking and financial services industries and beyond.

We provide opportunities for employees to participate in our Employee Share Option Scheme. We also recognise employee value through other incentives such as pensions, medical plans, subsidised interest rates, subsidised canteens, and other initiatives promoting employee well-being. Furthermore, we provide employees with access to a range of banking services at a discounted rate.

To ensure that all employees are rewarded based on performance and effort, we offer performance-based bonuses. We apply consistency, transparency and equity to our pay principles to ensure that our employees receive equitable compensation for similar jobs, skills and experience.

Thriving @MCB

We are committed to providing and fostering an enriching and supportive work environment that encourages employee well-being while maintaining high performance to ensure our success.

Our Wellness Unit forms part of our HR function. It is accountable for wellness-related activities across eight dimensions of employee well-being, including health, physical, emotional, social, career, financial, environmental and intellectual. Our Wellness Unit also advises and helps employees on wellness-related subjects.

Growing @MCB

We are creating an environment where employees feel empowered to take ownership of their professional and personal growth. We equip our employees with the knowledge and skills they need to achieve their potential through training, mentorship, experiential learning activities, and career and leadership opportunities. Read more about our approach to talent management and development throughout this chapter.

We remain committed to providing our employees with a healthy and safe working environment.

We proactively manage health and safety risks and implement preventive actions to keep our employees healthy and safe. We provide training to employees to ensure they are aware of health and safety matters and understand potential risks, and we equip them with knowledge on how to manage these risks.

We collaborate with Médecin à Domicile, a healthcare organisation that provides medical services to our employees. These services include onsite doctor consultations, remote medical assistance, advice by telephone, and home visits, as and when required. In FY24, we registered 482 onsite consultations for physical healthcare services as well as 512 appointments at our onsite psychological service.

During the year, MCB Group recorded 14 (FY23: 20) injuries corresponding to 155.5 (FY23: 249) lost workdays, mainly caused by slips, falls, and cuts.

MCB Group (Mauritius)

14 injuries in FY24 (6 men and 8 women)	155.5 injury leave days in FY24 (119 for men and 36.5 for women)
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Diversity and inclusion

We strive to build an inclusive and diverse organisation as we believe this is essential to deliver value to our employees, customers and communities.

Since FY13, we have made steady progress against our diversity and inclusion ambitions, including creating a more gender-equitable workplace.

In FY13, we developed an **Equal Opportunity Policy**. This policy states that all employees should be able to use their talents, skills, experience, and competencies. It declares that employees should feel respected and valued regardless of their status, such as age, caste, colour, creed, ethnic origin, impairment, marital status, place of origin, political opinion, race, sex, or sexual orientation.



In FY19, we undertook a gender equality self-assessment, which was conducted by the Agence Française de Développement. As a key outcome of this assessment, we are committed to increasing the number of women in management. **We aim to have at least 40% of women at middle and senior management levels within MCB Ltd by calendar year 2026.**

We also participated in the Gender Diversity Charter of the Africa CEO Forum Women Working for Change.



We set up a **gender working group** and developed a gender action plan to execute our strategic priority of 40% women in management by FY26. The working group is composed of colleagues from several business units.

The working group implements key initiatives which enforce the principles of the MCB Gender Equality Charter.



In 2021, we established the **Gender Equality Charter**, demonstrating our commitment to implementing and promoting gender-related practices. Our Gender Equality Charter consists of nine principles that drive the gender action plan and inform our actions to enhance gender equality at MCB. Below, we unpack key initiatives and projects implemented during the year.



Principle 1: Raise awareness and establish leadership commitment to gender equality and attempt to reduce unconscious bias at all levels and in every action.

Our Allies For Change Forums provide a platform for our leaders to discuss and brainstorm strategies to advance gender equity within our Group. Our Allies For Change Programme focuses on promoting gender inclusivity within MCB.

To support allyship for gender equality, we hosted two events in FY24. Jeremy Stockdale, CEO and Founder of Ylead facilitated these events. One event was a learning and networking session for leadership, while the other focused on emphasising the critical role that our People Managers play in championing gender equality. These events reflect our commitment to developing leaders and managers who can actively contribute to a culture of inclusivity and equity within the MCB Group.

Principle 2: Aim to have a gender-balanced shortlist of candidates and selection panel in every recruitment exercise and treat all candidates fairly and without discrimination.

We are refining our recruitment process to include gender-balanced interview panels. This is critical to reduce unconscious bias and create a more inclusive environment where we embrace diverse perspectives.

Principle 3: Promote a safe workplace free from any form of violence, bullying or harassment on any ground, be it of age, gender, race, religion or sexual orientation for both men and women.

We invited 341 participants from our Lead with IMPACT Academy (page 115) to attend a workshop on recognising, preventing, and addressing workplace violence. The workshop provided participants with essential tools and knowledge to identify signs of workplace violence and implement effective prevention and intervention strategies.

Principle 4: Ensure fair and equitable pay based on performance, with equal pay for equal work, irrespective of gender.

In FY23, we applied for EQUAL-SALARY certification from the EQUAL-SALARY Foundation, which is based in Switzerland. The EQUAL-SALARY Foundation's methodology is designed to help organisations from every sector around the world close the gender pay gap.

This year, we were recognised as Africa's first banking and financial services group to achieve this prestigious certification.

Following a rigorous process that involved statistical salary analysis, HR reviews, and onsite audits, the outcome confirms that MCB:

- upholds fair pay for female and male employees;
- demonstrates a strong commitment to gender equality and equal pay for equal work;
- implements unbiased employee policies;
- maintains a fair wage policy that eliminates gender bias; and
- has measures in place to correct minor discrepancies.

This achievement aligns with the UN Women's Empowerment Principles and the UNGC. In FY25, we will focus on implementing the key learnings from the certification process to further reinforce and affirm our dedication to transparency, fairness, and continuous progress.

Principle 5: Provide professional development and coaching to women employees to help them advance in Managerial and Leadership roles.

We continued implementing our Women in Leadership training programme this year (page 116). In addition, 100 women from across MCB Group participated in Lean In Circles. These circles provide a safe and supportive environment where women can share experiences, enhance their leadership capabilities, and further their personal and professional growth.

Principle 6: Provide flexibility to employees to create a work schedule that balances work and personal life and caters for their personal commitments.

We have a Work-From-Home Policy which allows our colleagues to balance work and personal life. We continue to offer lactation rooms at MCB sites in Mauritius to encourage new mothers to continue breastfeeding.

Principle 7: Collaborate with external partners to empower women entrepreneurs through mentorship and networking opportunities to help support their business activities.

We have a long-standing partnership with the Association Mauricienne des Femmes Chefs d'Entreprise (AMFCE), which brings together women business owners from all sectors of the Mauritian economy to support the development and advancement of women.

This year, our Business Banking SBU hosted an event focused on "Inspiring Women Entrepreneurship". The panel discussion addressed challenges and opportunities women entrepreneurs face, including unpacking ways to advance inclusion in Mauritius' local entrepreneurial landscape.

Principle 8: Partner with NGOs to advocate for equality for women and girls in Mauritius and provide support to help them progress at different levels.

We undertake various initiatives to empower women and girls through the MCB Forward Foundation. Read more about what we do through the MCB Forward Foundation on page 131.

Principle 9: Monitor gender diversity indicators and targets, and periodically report on implementation to the highest level in the company, board or shareholders and to all employees.

MCB enhanced its people analytics this year by integrating new workforce planning software into its HR systems. This software will play a critical role in helping us advance gender equality by offering insights into key metrics such as gender representation, pay equity, and employee engagement among diverse groups.

Looking ahead, MCB has prioritised advancing our diversity, equity and inclusion initiatives. To support this, we created a new role for a Diversity, Equity and Inclusion Lead this year who will report to our Manager – Centre of Talent Excellence and be accountable for operationalising these initiatives. This role effectively takes over the role of our gender working group, with an expanded scope to advance our diversity, equity and inclusion agenda.

Celebrating women in our workplace and communities

We organised an internal event – **"Women Voices to Inspire Inclusion"** – capturing the essence of empowerment, solidarity, and progress. We invited men and women to come together to reaffirm our commitment to fostering equality and inclusion in our workplace. We welcomed esteemed guest speakers who shared their insights and experiences, inspiring us to champion the cause of gender equality and pave the way for a more inclusive future.

Our 'MCB Women in Tech' team and Lean In Circle invited all employees to join them in recognising the contribution of women within the MCB Group, particularly those who work in our Information and Communication Technology BU (representing less than 3% of our workforce). Employees were encouraged to share their thanks and appreciation for women they have worked with or acknowledge women who have helped, inspired, or impressed them within the workplace. These expressions of gratitude served as a powerful reminder of their dedication and contribution towards our technological and digital advancements. They also provided these women with further motivation to pursue their efforts and push more boundaries through continued collaboration with other colleagues across all levels of our business.

Radio School Programme - Nigeria

The RSP is a foundational literacy intervention designed for Out-Of-School children, aiming to bridge educational disparities by using the broad reach of radio and leveraging local educational institutions. Its impact includes effectively addressing barriers to access to education, accelerating the assimilation of current lessons among beneficiaries and enabling facilitators to work confidently with digital tools.

<https://www.mc2hfoundation.com/>



Individual and collective well-being

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Hand-drawn symbols resembling stylized letters or characters, arranged in a cluster.

Spotlight: La Semaine Internationale du Dépistage

This year, MCB Group was the main sponsor of 'La Semaine Internationale du Dépistage', a series of campaigns that aimed to promote awareness of HIV/Aids. The main activities during the week included screening, counselling and prevention. The campaigns were held across Mauritius, Rodrigues, Seychelles and Madagascar.

3,626	6,813	8,266
Individuals tested	Tests conducted	Individuals reached



Spotlight: Supporting local sports development

Team MCB

MCB has been a partner of the Mauritius Cycling Federation since 2017 and extended this support to the women's national cycling team in 2020 with the aim of raising awareness and encouraging female participation. We also support youth development, focusing on improving the youth's cycling skills and overall performance. We have invested over Rs 18 million to support cycling in Mauritius since 2017, with a sponsorship of Rs 7.7 million in FY24.

Key highlights for the past year include:

- Elite Team won 10 medals at the 2024 African Games
- Kim LeCourt won the 8th stage of the 2024 Giro D'Italia
- Mauritius was ranked first in the 2024 Indian Ocean Cycling Championships
- Alexandre Mayer was ranked second at the Tour de Maurice 2024
- Kim Lecourt, Aurelie Halbwachs and Christopher Lagane were selected to participate in the 2024 Olympics

Rando Trail & Nature (RTN)

We provide an annual sponsorship of Rs 800,000 to RTN, an association that organises the majority of Mauritius' trail running competitions. MCB is RTN's main sponsor and acts as a strategic partner, with the goal of supporting sports development while assisting with operational requirements. Women's empowerment is another key focus area, and we proudly sponsored 'Fam Ansam', an initiative that aims to help women gain confidence and increase their participation in outdoor activities. This year, we also sponsored first-aid equipment and three training courses to provide runners with essential first-aid knowledge.

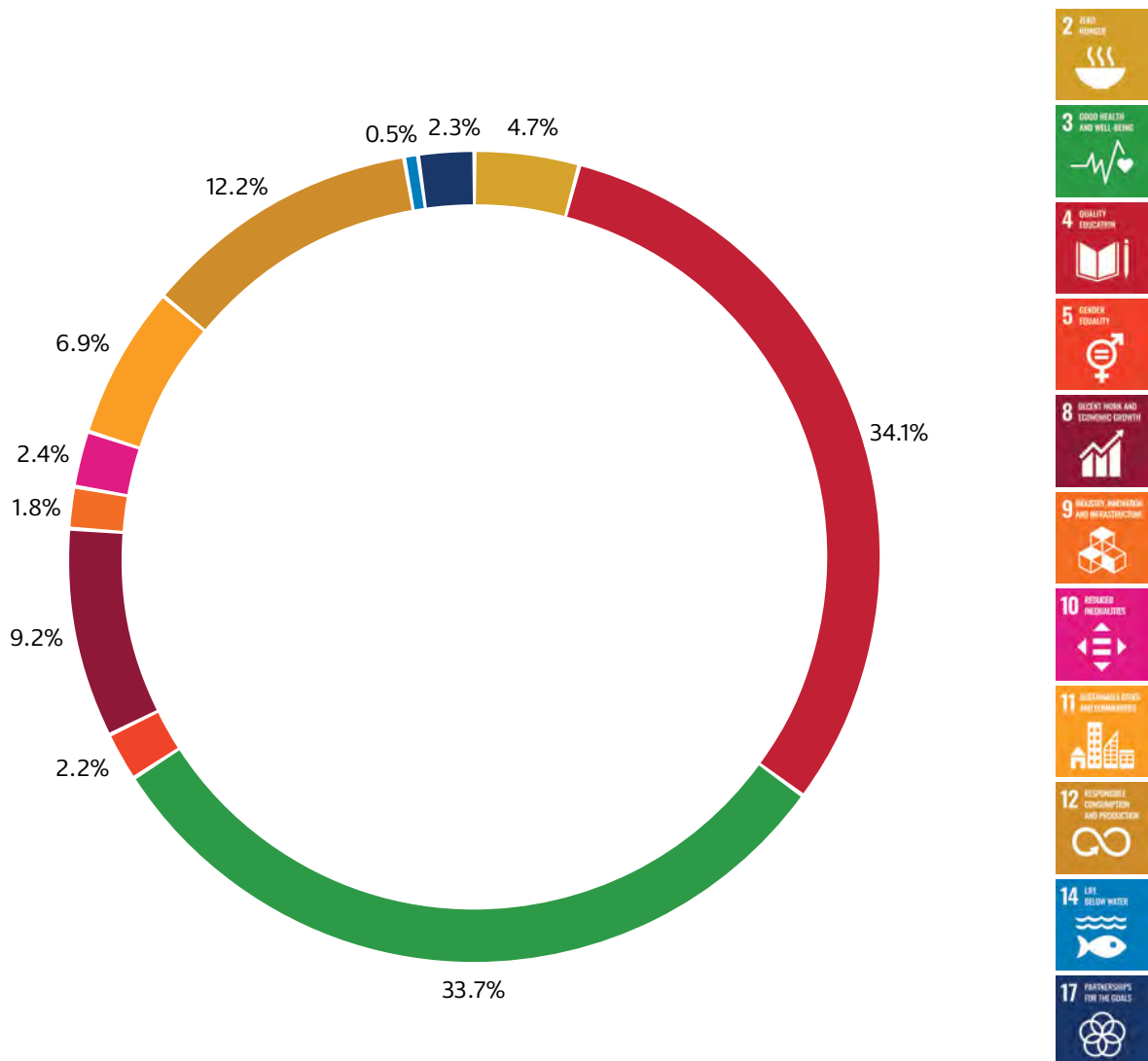
Supporting our communities

MCB Forward Foundation

The MCB Forward Foundation (MCBFF) is our corporate social responsibility arm and drives our contribution to support social inclusion and well-being, with a focus on empowering people and reducing societal inequalities. In FY24, MCBFF continued to fund projects that align to the Group’s purpose and values and support our commitment to the SDGs.

Each project bears key performance indicators that align with the SDG targets. This is underpinned by ongoing and frequent engagement with our key stakeholders and partners to ensure projects are progressing as planned and achieving our desired outcomes. In FY24, MCBFF spent Rs 57.4 million¹ (FY23: Rs 73 million) in 22 projects (FY22: 30), 19 of which are ongoing.

MCBFF prioritises 11 of the 17 SDGs and allocates a percentage of our funds to each goal:



Community support in action

Socio-economic development

Collectif Arc en Ciel MCBFF supported **Collectif Arc en Ciel**, which provides parental counselling sessions to families requiring mental wellness support. Out of 50 parents contacted, 44% (representing 22 parents) benefitted from counselling services.

(FY24 investment: Rs 0.9 million)

MCB Football Academy Established in 2008 in the small village of St-Hilaire, the MCBFF launched the **MCB Football Academy** as a social initiative to promote childhood development through sports, mentorship and education. To date, this initiative has grown to include 7 institutions across Mauritius, benefitting more than 2,800 children. MCB Football Academy aims to promote the holistic development of children through soccer and education. By setting clear goals and milestones, MCB Football Academy aims to have a positive impact on the lives of children and their communities, preparing them for a better future. This year, MCB Football Academy dedicated a total sponsorship of Rs 43.6 million to onboard 600 beneficiaries from Mauritius and Rodrigues.

(FY24 investment: Rs 43.6 million)

MCB agro-ecological farm

The **MCB agro-ecological farm** is an underlying initiative of MCB Football Academy. The farm is located at Riche-en-Eau and has been operational since 2022. It cultivates a range of organic produce, including 15 types of herbs, 33 different types of vegetables and 17 different fruits. It employs 18 beneficiaries from the community (most of whom are parents of past and present members of the MCB Football Academy). In FY24, the farm generated an income of Rs 0.4m.

(FY24 investment: Rs 4.5 million)

Education and training

Radio School Programme We believe education is instrumental in enabling present and future generations to participate in creating a better, more sustainable and inclusive world.

Beyond our local initiatives, we extended our support to Nigeria in FY24 by investing in the development of the **Radio School Programme**. The Radio School Programme is an innovative educational initiative targeting out-of-school children in Northwest Nigeria by providing foundational literacy and numeracy education through radio broadcasts.

The programme was launched in 2021 and is run by Community Aid Connect and co-funded by the mc2h foundation and MCB. Early results have indicated significant learning outcome improvements. Literacy and numeracy rates have increased by 41% and 43%, respectively, using baseline and midline assessments (which help to track progress and evaluate the effectiveness of ongoing initiatives). 56,615 beneficiaries (including teachers) were enrolled in this programme.

¹ The amount entrusted to MCBFF in FY 2023/24 includes (i) Rs 67.7 million from MCB Group, of which Rs 49.5 million from MCB Limited, and (ii) Rs 0.5 million from an external source (Rs 0.5m). Of note, out of the Rs 49.5 million received from MCB Ltd, Rs 15 million was an exceptional contribution to fund the MCB Football Academy in FY 2023/24.

Environment and sustainable development

Adventist Development and Relief Agency MCB Madagascar continued collaborating with the global humanitarian organisation **Adventist Development and Relief Agency (ADRA)**. MCB Madagascar and ADRA assisted 650 vulnerable households suffering from famine, reaching more than 3,900 individuals. In addition, 360 households received access to water points. The project foresees to reach several key milestones within the next three years. This includes, for example, increasing access to safe drinking water in nine communities, increasing access to sanitation in five communities, and educating and capacitating nine communities on good hygiene practices.

(FY24 investment: USD 22,339)

Melrose High Security Prison We partnered with the Mauritius Prison Service to implement a composting unit at **Melrose High Security Prison**. The project will equip the prison to dispose of its kitchen waste. To support this, we provided nine prison officers with training on composting.

(FY24 investment: Rs 0.3 million)

Supporting people with disabilities

François Piat Centre for Disability Studies and Research MCBFF played a central role in establishing the **François Piat Centre for Disability Studies and Research**, a state-of-the-art training and research centre focused on achieving equality and social justice for people with disabilities. The centre's efforts are supported by an interdisciplinary network of professionals and researchers. We invested Rs 2.5 million to support the establishment of the centre in FY23, with a follow-on investment of Rs 1.4 million in FY24.

(FY24 investment: Rs 1.4 million)

Our impact and reach across Rodrigues continue to increase as we gain momentum on our collaboration and partnerships with communities.

To support agriculture, with a particular focus on growing the economic contribution of the **Rodrigues Turmeric Producers Association** (RTPA), MCBFF collaborated with the GEF Small Grants Programme this year through an investment which supported the installation and commissioning of a machine to transform turmeric powder into capsules. This initiative is still being trialled, with the aim of enabling RTPA to secure a registered trademark. This programme emphasises women's empowerment. Since 2022, 10 core teams and 30 local producers have been onboarded. (FY24 investment: Rs 1.1 million)

In association with **Shoals Rodrigues**, MCBFF invested in a coral restoration programme in the eastern lagoons of Rodrigues. The aim is to mitigate the impact of climate change, which has resulted in an increased level of coral bleaching and mortality. To date, more than 10 beneficiaries have benefited from this programme, and 138 corals have been planted. (FY24 investment: Rs 0.3 million)

MCB Rodrigues Scholarship enables students to pursue tertiary studies at the University of Mauritius in view of contributing to the socio-economic development of Rodrigues. 45 scholarships have been awarded since 2000 to students from Rodrigues under the MCB Rodrigues Scholarship, enabling them to pursue tertiary studies at the University of Mauritius.



Getting our people involved

The MCBFF coordinates our social leave programme, which was launched in 2019. The programme empowers the staff members to take one paid leave day each year to volunteer for non-profit organisations. Through activities such as planting, painting, cleaning, sorting, or even keeping company, no action is too trivial and allows the staff members to support community partners.

During the year, 171 employees participated in activities organised by the MCBFF (FY23: 118).



Spotlight: Science Quest

This year was the ninth edition of Science Quest, an annual competition that is organised by the Rajiv Gandhi Science Institute, with the sponsorship of MCB. Science Quest is aimed at high school students across Mauritius and encourages creativity and innovation to tackle national challenges. This year, the major theme was finding innovative solutions to environmental and technological issues.



54

Secondary schools participated

115

Projects were submitted for participation

93

Projects were selected for the competition

For nearly four months, about 500 students worked as a team under the supervision of their teachers to develop scientific projects. These projects highlighted that students are not only aware of current problems but also understand the issues of sustainable development in the long term. Many projects focused on the issue of climate change, the importance of renewable energies in reducing dependence on fossil fuels, and the need for recycling and composting waste.

Spotlight: The Good Shop

MCB entered into a long-term partnership with The Good Shop in 2022. The Good Shop is a social enterprise built on a circular economy model that extends the life of goods. The social enterprise further provides jobs for people with few skills, who have disabilities or those from underprivileged backgrounds. The Good Shop is also committed to funding scholarships for children living in poverty.

This year, our sponsorship of Rs 750,000 was used to replace computers and other IT equipment, for vehicle maintenance, to support talent retention, and to promote marketing.

Among key initiatives undertaken by our employees this year, a donation drive was organised whereby employees gave 855 kg of items, comprising clothes, books, toys, and household items. These items were sold in The Good Shop outlets or donated to NGOs.

Additionally, we have launched a textile repair service for our employees, where seamstresses come to MCB to collect garments that need repairs or alterations. The aim is to make repair and reuse convenient for our employees and advocate for a circular economy.



Spotlight: Le Vélo Vert

MCB entered into a three-year partnership with Le Vélo Vert in 2022. Le Vélo Vert produces organic fruits and vegetables using agroecological farming practices. In this way, Le Vélo Vert aims to empower local farmers and promote food security while adopting practices that mitigate climate change.

MCB supports Le Vélo Vert with an annual sponsorship of Rs 1.5 million for the following projects:

1. Emberoi III, to train participants in agroecological practices and the production of organic crops.
2. Creation of a web application to connect customers to organic crop sellers. The application will be launched soon.



147

Participants trained

210

Training hours

+41.5%

Organic crop production

849kg

Organic crop yield



Responsible behaviour

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Fédération Mauricienne de Cyclisme

The FMC aims to promote and develop cycling as a sport in Mauritius. They organise cycling events, train athletes and support the growth of the cycling infrastructure. They are also engaged in creating the next generation of elite riders, raising awareness of cycling among young women and achieving visibility on the global stage through their top riders. Recently the FMC has had impressive achievements, including 10 medals won in March 2024 at the African Games for the Elite Team, a 1st place ranking in the Indian Ocean Cycling Championships in July 2024 and three cyclists were selected to compete in the Paris Olympics 2024.



Responsible behaviour is fundamental to secure our stakeholders' trust. Over the years, we have embedded corporate policies and procedures that comply with rules, relevant regulations, and codes of conduct to ensure a strong ethical culture. Our corporate values are critical in shaping strategy, and we continue to engage employees to promote ethical business practices.

Alignment with the SDGs, UNGC, UNEP FI PRB



Principle 10



Principle 3

Business ethics

We have various policies in place to guide our approach to business ethics.

The Group remains committed to conducting its business ethically, responsibly, and in compliance with all applicable legislation, regulations, adopted industry codes and standards, and adhering to all internal policies and sound corporate governance principles.

Policies applicable to MCB Group

Code of Ethics: provides directors and employees with information on how to always conduct business with the highest levels of integrity while ensuring we understand how a strong ethics culture differentiates us in the marketplace.

Whistleblowing Policy: provides the framework for employees and other parties to raise concerns about potential breaches of laws, rules, regulations, or compliance without risk of victimisation, discrimination, or disadvantage.

Anti-Bribery and Corruption Policy: recognising that bribery and corruption negatively impact social and economic growth and opportunity, this policy outlines our commitment to prohibiting bribery and corruption and zero tolerance for bribery and corruption. Read more about our approach to preventing bribery, corruption, fraud and money laundering on page 143.

Policies applicable to MCB Ltd

Conflicts of Interest and Related Party Transactions Policy: The personal interests of a director or persons closely associated with a director should not take precedence over those of MCB or its stakeholders. The aim of this policy is to protect MCB and the individuals involved from any impropriety.

Environmental and Social Risk (ESR) Policy: MCB Ltd recognises its potential to set the best environmental and social standards and bring a positive impact on the sustainable development of Mauritius. This policy aims to ensure we implement the appropriate risk management system for environmental and social considerations in our banking activities.

Information Security Policy: covers different spheres of information security, information systems, the administration of logical and physical access to information processed and stored as well as information transmission. The policies and their related procedures are regularly updated to reflect requirements and best practices.

Customer Acceptance Policy: The policy sets out the criteria for customer acceptance, with the objective of managing money laundering and terrorist financing (ML/TF) risk that the Group's banking subsidiaries (local and overseas) may be exposed to when providing services to customers; preventing the Group's banking subsidiaries from being used intentionally or unintentionally for ML/TF purposes; and identifying customers who are likely to pose a high ML/TF risk. We regularly provide training on this policy to all Group bank subsidiary employees.

Financial Promotions Policy: The policy ensures that the Bank acts in the best interest of its customers and the general public when advertising its products and services.

Our policies are available at www.mcbgroup.com/corporate-governance

We ensure that all policies required to uphold business ethics are regularly reviewed and approved, as well as effectively communicated to the relevant internal and external stakeholders.

Our policies undergo a thorough review process to ensure they align with current best practices, legal requirements, and our strategic and reputational goals. This review happens at various levels depending on the policy's scope and impact.

Designated employees within the business conduct initial reviews for policies specific to their areas of expertise and skill.

The MCB Group Board of Directors or its subcommittees are ultimately responsible for reviewing and approving all company-wide policies.



Senior management then reviews the policies and their broader implications, ensuring alignment with the company's strategy.

This year, our Code of Ethics and Whistleblowing policies underwent our review process, and we revamped both policies to ensure these remain fit for purpose.

For our Code of Ethics, the key outcome was enhancing transparency on our Group's values and behaviours, supporting our engagement towards the highest levels of fair, lawful, and ethical business conduct.

For our Whistleblowing Policy, the key outcome was strengthening our whistleblowing mechanisms and arrangements to give our employees and other stakeholders confidence that they can report their concerns without fear of victimisation or retaliation.

Read more about our Whistleblowing Policy on page 148.

Communication

We believe in transparent communication and take steps to ensure all employees and relevant external stakeholders are informed about our policies.

For our employees and internal stakeholders, we use various channels to communicate our policies, such as the company's intranet, internal communication platforms, and through acknowledgement campaigns and training sessions.

For all policies that are relevant to external stakeholders, we use communication channel such as the company website. We also use direct, dedicated communication channels with affected parties when appropriate.

We continue to embed a culture of business ethics across all levels of the business.

The Remuneration, Corporate Governance, Ethics and Sustainability (RCGESC) Committee oversees our approach to promoting an ethical business culture across the organisation.

Our employees play a vital role in maintaining the Group’s reputation and contributing to responsible governance. We foster employee awareness regarding ethics and the associated policies through induction training for new recruits, regular tailored sessions for middle and senior management and directors, and a comprehensive induction programme for new directors joining the Group.

In FY24, 231 employees were trained on ‘Confidentiality: setting out the legal and ethical standards for confidentiality in the workplace and towards clients’.

As a key move to strengthen the risk governance and oversight, the Risk and Compliance functions of MCB Ltd have been elevated at the Group level since August 2023. Subsequently, the latter functions initiated a gap assessment exercise across our local and overseas subsidiaries during the year with the objective of reinforcing and aligning risk management practices within the organisation.

The Group made no political donations during FY24.
 The Group received no fines, settlements or penalties relating to ESG incidents or breaches during FY24.
 The Group received no compliance notices or warnings during FY24 and was not involved in any investigations.

Prevention of bribery, corruption, fraud and money laundering

We integrate anti-bribery, anti-corruption, anti-fraud and anti-money laundering strategies into our organisation, ensuring we comply with relevant legislation and government initiatives.

<p>Our Anti-Bribery and Corruption Policy outlines what we expect from our employees regarding integrity-based business practices. This policy helps to ensure we avoid improper or illegal conduct and encourages ethical behaviour when providing financial services to our customers.</p>	<p>Complying with relevant rules and standards in personal and business conduct is the responsibility of every MCB employee. Our Fraud Policy outlines our approach to managing compliance risk.</p> <p>We regularly advise our clients on fraud prevention via the Group’s website, mailing system and communication campaigns. We closely monitor any applications or requests associated with or suspected of fraudulent activity.</p>	<p>Our Anti-Money Laundering Policy outlines the process of identifying, preventing, and managing the risk of money laundering and terrorism financing when providing financial services or products to customers or performing any other activities within the Group.</p>
<p>No incidents of bribery or corruption were reported during FY24.</p>		

Anti-Money Laundering, Counter Financing of Terrorism and Proliferation

As part of the Bank's induction programme, employees receive mandatory training on Anti-Money Laundering /Combating the Financing of Terrorism and Proliferation (AML/CFT) to better equip them on money laundering, terrorism and proliferation threats in daily business operations and draw attention to their role in fighting these threats.

We also provide targeted employees with thematic training courses that we deliver as needed to ensure we remain responsive to emerging risks and regulatory changes or to address any learning gaps we identify during the year. These courses include, for example, cash transactions, compliance risk management, and financial crime risk management alerts.

In June 2024, we launched the annual AML/CFT training for MCB Group's directors and leadership team in line with regulatory requirements. We will roll out a refresher course on AML/CFT Proliferation for all employees during FY25.

During the year, we undertook various anti-bribery and anti-corruption, fraud prevention and anti-money laundering training and awareness campaigns across the Group:

- On-the-job training for six graduates to help them understand the Bank's value chain and identify high-risk banking activities.
- Fraud awareness training at MCB Maldives (20 employees) and MCB Seychelles (50 employees).
- Organised a workshop on cybercrime with representatives from our Cybersecurity Emergency Response Teams, who are the first responders in the event of a cyberattack.
- Undertook various awareness and training sessions with MCB Group employees during International Fraud Awareness Week in November 2023 and launched an e-flyer concerning fraud prevention for employees.
- Hosted ten training sessions, reaching 389 employees.

In May 2024, our Fraud Prevention Business Unit (FPBU) conducted a roadshow across our local retail network to improve knowledge and understanding of fraud prevention.

The team hosted six sessions, which aimed to equip our retail network employees with the latest fraud prevention strategies and foster collaboration between the retail network and FPBU.

The sessions, which included targeted presentations and interactive case studies, were met with enthusiasm and active participation. Our colleagues demonstrated a strong commitment to safeguarding our clients and operations. The roadshow was a great success, significantly enhancing our collective fraud prevention capabilities and strengthening the partnership between the retail network and FPBU.

This year, our overseas banking subsidiaries undertook various actions to strengthen their internal controls.

MCB Seychelles

- Reinforced its governance processes and procedures related to risk strategy and management.
- Established a Fraud Committee to track and monitor trends in incidents of fraud as well as ensure the business remains responsive to threat trends in its local market.

MCB Madagascar

- Conducted onsite and electronic awareness campaigns, supplemented by e-learning materials on our online learning platform, KnowBe4.
- Reinforced risk management and internal control framework by establishing new BUs that will focus on financial, credit, and operational risk.
- Updated the majority of its compliance policies to ensure these remain responsive and fit for purpose.

MCB Maldives

- Two employees certified in Anti-Money Laundering/ Combating the Financing of Terrorism and Proliferation.
- Launched a campaign to promote online banking and reduce reliance on paper-based requests (progress will be monitored via an online performance dashboard)

In addition to the above, all overseas banking subsidiaries undertook ongoing cyber and IT security awareness to build employees' capacity to respond to these threats. Activities included mandatory training and internal competitions bolstered by Group-wide awareness campaigns.

Customer privacy and information security

The Group prioritises the confidentiality, integrity, and availability of information, recognising our responsibility to safeguard the privacy and security of our customers' and employees' personal and financial data.

We understand that data privacy is fundamental in the banking and financial services industry, and we are committed to maintaining a consistent framework for the benefit of our employees, customers, suppliers and other business stakeholders.

Our **Data Privacy Policy** outlines our approach to managing data privacy risk in accordance with the Mauritius Data Protection Act 2017 and the European Union General Data Protection Regulation. Currently, our Data Privacy Policy applies to MCB Ltd. However, we require our overseas banking subsidiaries to comply with this policy to the best of their ability. Looking ahead, we plan to adjust our Data Privacy Policy to ensure it applies to MCB Group.

Our approach to governing data protection and processing is available on our website.

How we ensure customer privacy and information security

We outline our customers' rights regarding the control of their data.

For example, customers have the right to request, among others, access to customer data processed by the Group or any Group entity, confirmation of whether customer data has been processed, restrictive use of customer data on legitimate grounds, and information related to conversations or recordings.

Our approach is clearly outlined on our website: <https://mcbgroup.com/legal-notices>

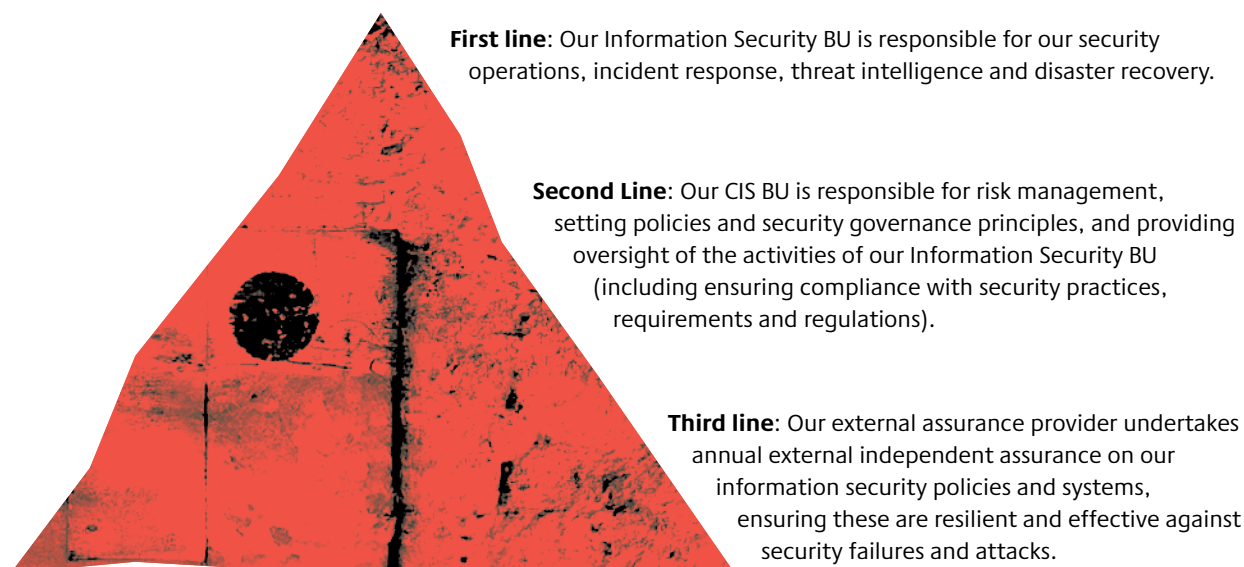
We advanced our cybersecurity controls and robust incident response plans remain in place.

The following plans are in place within MCB Ltd. These plans are regularly tested and adjusted (including simulation testing):

- Cyber Incident Response Plan
- Disaster Recovery Plan
- Business Continuity Plan
- Crisis Management Plan

We undertake annual independent audits of our information security policies and systems.

We follow a three lines of defence model to manage cybersecurity risk:



We ensure that our customers have clear access, control and protection over their personal data.

In addition to a secure login password, we provide additional security measures to limit unauthorised account access. These measures include, for example, a highly secure automatically-generated one-time password (OTP). In addition, our security measures are underpinned by secure technology such as encryption, firewall mechanisms, temporary access denial, and automatic timeouts.

We provide a detailed breakdown of the security mechanisms we have in place for our customers on our website: <https://mcb.mu/security-centre/>

We do not rent, sell or provide personal data to third parties for any purpose other than completing required transactions and/or services.

We actively minimise our data collection and retention.

At MCB Ltd, we follow the principle of deleting (or anonymising) personal information after the stated periods defined in associated policies. Our approach aligns with the requirements of the Mauritius Data Protection Act 2017 and the European Union General Data Protection Regulation.

We conduct regular employee training and awareness sessions on data privacy and security issues.

Training is provided on our KnowBe4 platform, which we use to promote online training on matters such as cyber security, compliance and fraud prevention, among others. The platform contains more than 600 different training courses, and training is mandatory for specific employees and business units. Read more on page 118.

Whistleblowing

We conduct all activities to the highest professional and ethical standards and in accordance with applicable laws and regulations.

Our **Whistleblowing Policy** is supported by a whistleblowing hotline, which is managed by the Compliance SBU. The hotline is a confidential, 24/7 whistleblowing service that operates 365 days a year.

We incorporate training on our **Whistleblowing Policy** and whistleblowing hotline in our compliance training material, which forms part of the induction training for new recruits and for any new directors joining the Group.

We encourage our employees and external stakeholders to provide feedback on the effectiveness of our whistleblowing service.

In addition to our whistleblowing hotline, internal and external stakeholders can contact the Group with any concerns via letter, email or through the MCB Contact Centre.

We ensure and continue to strengthen protection for whistleblowers so that there is no adverse consequence for any employee who reports a concern in good faith. If required, an independent panel investigates all incidents and complaints and reports these to the Audit Committee for remedial action.

For the year ending 30 June 2024:

0	1,164	175,838	4,281
Concerns reported via our whistleblowing hotline (FY23: 0)	Suspicious internal transaction reports were investigated, out of which 671 were filed at the Financial Intelligence Unit (FY23: 210)	Financial crime risk management alerts investigated and closed (FY23: 175,097)	Fraud cases investigated (FY23: 3,424)

In FY25, we will provide training and awareness on our revamped Whistleblowing Policy. Our intended outcome is for our staff to be confident in reporting any concern without fear of victimisation or retaliation.

Tax responsibility

MCB is among Mauritius' largest taxpayers, and our tax contributions help generate public revenue that supports local economic and community development.

Our approach to tax emphasises ethical, responsible and transparent behaviour. We comply with all local legislation by continuously reinforcing existing controls, processes and reporting. The Group's risk management and internal control framework ensure we adequately manage tax risks while ensuring compliance with established internal policies and procedures and relevant laws and regulations. We promptly handle any assessments raised by tax authorities with due escalation to the Board via the Audit Committee.

We keep up to date with any developments in tax legislation and integrate these changes into our tax strategy while ensuring tax optimisation. To support this, the relevant teams across our organisation regularly attend training and seminars on tax and participate in various tax forums. We also seek assistance from external local and international tax advisers to address complications or high-risk tax matters.

The Bank's external auditors review our tax computations and tax disclosures, during which we provide supplementary information or clarification as required.

Tax paid by the Group banking subsidiaries for the year ended 30 June 2024:

Rs 4,890 million	Rs 87 million	Rs 91 million	Rs 380 million
MCB Ltd (FY23: Rs 2,277 million)	MCB Madagascar (FY23: Rs 84 million)	MCB Maldives (FY23: Rs 64 million)	MCB Seychelles (FY23: Rs 184 million)

Introducing Mauritius' New Corporate Climate Responsibility Levy

On 7 June 2024, a Corporate Climate Responsibility Levy (CCR Levy) was introduced as part of the Mauritius National Budget 2024/2025. The CCR Levy was gazetted in the Finance (Miscellaneous Provisions) Act 2024 on 27 July 2024. The Mauritius government will use the income from the CCR Levy to support national initiatives to protect, manage, invest and restore Mauritius' natural ecosystems and combat the effects of climate change.

The CCR Levy is applicable for companies with a turnover of Rs 50 million or more and is therefore applicable to MCB Ltd. The CCR Levy is 2% and applicable to a company's chargeable income as from the year of assessment commencing on 1 July 2024. The CCR Levy shall be paid together with the annual return.

For MCB Ltd, the CCR Levy will increase our effective tax rate to between 20% and 21.6% for FY25.

We encourage public and private sector efforts to rehabilitate our shoreline and protect our coral reefs and marine ecosystems. This is critical to sustain our tourism sector, which plays a vital role in fuelling economic growth and creating jobs and business opportunities in the country.

Protecting human rights

In line with our commitment to comply with the Ten Principles of the UNGC ¹, we integrate human rights throughout our value chain. We engage with our key stakeholders at all levels, including employees, customers, suppliers and the communities we serve, to mitigate any potential risks related to human rights.

Our people

We provide a healthy and safe working environment for our employees, visitors, and customers and ensure compliance with internal policies, rules, and applicable regulations, such as the Workers' Rights Act 2019 (Mauritius).

Our employees have the right to freedom of association and collective bargaining.

The Group has an **Equal Opportunity Policy** to promote diversity and inclusion, including gender equality, and a fair and robust remuneration philosophy to reward its employees.

As outlined in our **Grievance Policy**, our employees have the right to make use of our grievance procedure to ensure all grievances are settled quickly and fairly. According to this procedure, employees shall first report grievances to their Line Managers. If not resolved, grievances are escalated to BU Managers. If still not resolved, a committee is established representing the relevant SBU Manager and HR representatives. At this stage, all parties must ensure that they reach an agreement that is reasonable, fair and equitable to both the employee and the business. For step two and three, employees may request the presence of their Union representative.

Our customers

We conduct due diligence before undertaking any business transactions.

Our **ESR Policy** provides guidance to identify and manage human rights risks in our financing activities. Complying with the Equator Principles also contributes to managing human rights.

Our suppliers

When selecting and working with suppliers, we consider human rights aspects. We undertake due diligence for suppliers according to applicable regulations.

Further details on actions regarding human rights, in accordance with the UNGC Principles, are highlighted throughout this Sustainability Report.

¹ The UNGC principles were founded on the Universal Declaration of Human Rights, the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

Spotlight: We-Recycle

MCB has been a partner of We-Recycle since December 2022. We-Recycle is a non-profit NGO that collects recyclable waste throughout Mauritius to help support cleaner environments. The organisation also engages with Government and local authorities to help shape recycling policy and legislation in Mauritius.

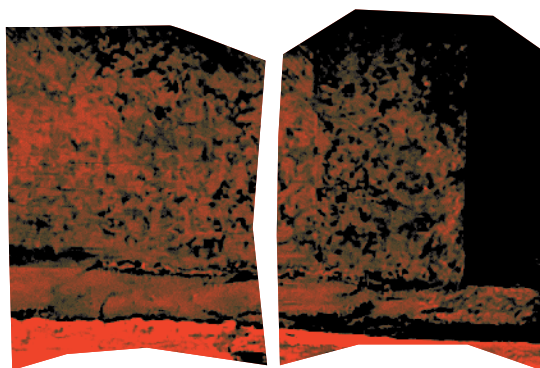
We support We-Recycle with an annual sponsorship of Rs 500,000. This year, funding was used for the following:

Maintaining a recycling collection station at the entrance to the Le Morne Heritage Trail, a UNESCO World Heritage site

177 kg of waste was collected in FY24



Organising a community clean-up activity in the south of Mauritius



Rolling out an interactive programme for primary school learners to create awareness about the different types of plastics, their environmental impact and the 3Rs of recycling (reduce, reuse and recycle).

In FY24, 386 sessions were hosted at 253 primary schools across Mauritius, reaching 8,999 primary school learners.





Recycling and waste collection – Mission verte

Mission Verte is an organisation focused on education and positive actions for recycling and waste collection. With 235 members and support from about 50 sponsors and partners, it helps with the installation of bins for recycling and collect waste for sorting through over 100 collection points across the island. Their goal is to raise public awareness about the need and importance to reduce, reuse, recycle and compost waste to reduce the use of plastic.



Additional Information

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IFRS S1 and S2: Content index

This content index is based on the International Sustainability Standards Board (ISSB)'s IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures) released in June 2023. Relevant information can be found in MCB Group Limited's 2024 Annual Report (AR) and 2024 Sustainability Report (SR).

IFRS REFERENCE	DISCLOSURE REQUIREMENT	LOCATION	ADDITIONAL INFORMATION
Governance			
Board oversight			
IFRS S1 27(a) IFRS S2 6(a)	Describe the governance body responsible for overseeing sustainability-related risks and opportunities, detailing their mandate and key oversight processes.	AR, pages 92 - 95 SR, pages 33-37	In response to growing calls for greater transparency on how organisations are responding to sustainability-related risks and opportunities, we continue to refine and enhance our governance and management oversight of sustainability and climate, environmental and social risks.
Management's role			
IFRS S1 27(b) IFRS S2 6(b)	Describe management's role in governance processes for monitoring, managing, and overseeing sustainability and climate-related risks and opportunities, detailing key roles and responsibilities, and the integration of formal procedures.		
Strategy			
Sustainability- and climate-related risks and opportunities			
IFRS S1 30-31 IFRS S2 10-12	Describe the sustainability- and climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects over the short, medium, and long term.	AR, page 155 SR, pages 48-49	
Business model and value chain			
IFRS S1 32 IFRS S2 13	Describe the current and anticipated effects of sustainability- and climate-related risks and opportunities on the entity's business model and value chain.	SR, pages 48-50 (high-level)	MCB intends to leverage climate scenario analysis to assess climate-related risks and opportunities, as well as determine the potential implications of climate change for our strategy and business model. In this respect, we have incorporated climate considerations in the stress testing exercise we conducted during FY24 (on a qualitative basis).
Strategy and decision-making			
IFRS S1 33 IFRS S2 14	Describe the effects of sustainability- and climate-related risks and opportunities on the entity's strategy and decision-making, including information about sustainability and transition plans.	SR, pages 38-40 and 48-50 (high-level)	
Financial position, financial performance, and cash flows			
IFRS S1 34-40 IFRS S2 15-21	Describe the effects of sustainability- and climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period, and their anticipated effects on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how sustainability- and climate-related risks and opportunities have been factored into the entity's financial planning.	Omitted	Data not currently available, we are implementing processes that will enable future reporting.

IFRS REFERENCE	DISCLOSURE REQUIREMENT	LOCATION	ADDITIONAL INFORMATION
Strategy			
Resilience			
IFRS S1 41-42 IFRS S2 22	Describe the resilience of the entity's strategy, business model, and finances to sustainability- and climate-related changes, developments and uncertainties, taking into consideration the entity's identified sustainability- and climate-related risks and opportunities, and detailing the specific assessments or scenario analysis processes carried out.	SR, pages 48-50 (high-level)	MCB intends to leverage climate scenario analysis to assess climate-related risks and opportunities, as well as determine the potential implications of climate change for our strategy and business model. In this respect, we have incorporated climate considerations in the stress testing exercise we conducted during FY24 (on a qualitative basis).
Risk management			
Management processes			
IFRS S1 43-44 IFRS S2 25-26	Describe the processes and related policies the entity uses to identify, assess, prioritise, and monitor sustainability and climate-related risks and opportunities, including whether and how climate-related scenario analysis is applied, and the extent to which these processes are integrated into and inform the entity's overall risk management process.	SR, page 37 and 45-50	
Metrics and targets			
Performance			
IFRS S1 46-53 IFRS S2 28-37	Describe the entity's performance in relation to its sustainability- and climate-related risks and opportunities, including progress towards any targets it has set, and any targets it is required to meet by law or regulation, as well as information required to clearly understand these metrics and targets, and the entity's sustainability and climate change performance.	SR, page 77 and pages 90-93	We are relooking the targets for our direct operational footprint and implementing processes that will enable future monitoring and reporting on our upstream and downstream environmental and social impacts.

Compliance with the UNGC Principles - MCB Ltd

Communication on Progress for the financial year 2023-2024

This Sustainability Report 2024 shows our progress and commitment with regard to integration of the ten principles of the UNGC principles across MCB Ltd.

Human rights principles

The Group ensures that human rights aspects are integrated throughout its value chain. We continuously engage with our key stakeholders at all levels, including employees, customers, suppliers and the communities we serve, to mitigate any potential risk related to human rights. The application of the Equator Principles to project financing also contributes to uphold human rights. To ensure compliance with the Equator Principles, the Bank has established an Environmental and Social Risk Policy to guide its various teams and engage with customers, thereby being proactive in risk management.

[How we govern sustainability and climate, environmental and social risks \(page 34\)](#)

[Environmental and social risk management \(page 45\)](#)

[Protecting human rights \(page 150\)](#)

[Responsible finance that supports local entrepreneurship and promotes financial inclusion and literacy \(page 56\)](#)

[Promoting responsible local procurement \(page 69\)](#)

[Our Employee Value Proposition \(page 112\)](#)

[Implementing our talent management framework \(page 113\)](#)

[Creating rewarding workplace experiences \(page 123\)](#)

[Supporting our communities \(page 131\)](#)

Labour principles

We have always focused on creating a positive and comfortable environment to promote people growth while strengthening employee engagement.

Read more in MCB Group Sustainability Report 2024:

[Our Employee Value Proposition \(page 112\)](#)

[Implementing our talent management framework \(page 113\)](#)

[Creating rewarding workplace experiences \(page 123\)](#)

[Diversity and inclusion \(page 125\)](#)

Child labour is prohibited in Mauritius. In accordance with existing labour laws the Bank does not employ young persons below 18 years. Similarly, MCB has zero tolerance to forced and compulsory labour.

Employees of the Bank are free to join the MCB Employees' Association, which is the trade union operating as per the national regulations - Worker's Rights Act 2019. MCB has also established a Grievance Policy to help employees engage with their hierarchical manager before soliciting the assistance of the Employees Association to solve any unsatisfactory matter. 60% of Bank's employees were covered by collective bargaining agreements (excluding overseas subsidiaries) for the period 1 July 2023 to 30 June 2024.

Environmental principles

As a financial institution, MCB Group has an important role in preserving the natural capital wherever it operates, through management of its direct impacts and encouraging its customers to adopt sustainable practices.

Read more in MCB Group Sustainability Report 2024:

[Vibrant and sustainable local and regional economies \(page 52\)](#)

[Environmental and cultural heritage \(page 72\)](#)

Anti-corruption principles

Our strong ethical culture contributes to fostering a responsible organisation, building greater trust and strengthening stakeholder relationships. We ensure compliance with corporate policies, procedures, rules and relevant regulations.

Read more in MCB Sustainability Report 2024:

[Responsible behaviour - \(page 136\)](#)

GRI Content Index

MCB Group has reported the information cited in this GRI content index for the period 1 July 2023 to 30 June 2024 (FY24) with reference to the GRI Standards 2021.

Relevant information can be found in MCB Group's 2024 Annual Report (AR) and 2024 Sustainability Report (SR), which are available on www.mcbgroup.com/investors-centre.

GRI standard	Disclosure number and title	Disclosure location and page / Commentary
General disclosures		
The organisation and its reporting practices	2-1 Organisational details	AR, page 24
	2-2 Entities included in the organisation's sustainability reporting	SR, page 8, with a particular focus on MCB Ltd, MCB Seychelles, MCB Madagascar, MCB Maldives and MCB Consulting
	2-3 Reporting period, frequency and contact point	SR, page 8
	2-4 Restatements of information	There are no restatements of information for FY24.
	2-5 External assurance	The organisation has decided not to seek external assurance for the FY24 SR.
Activities and workers	2-6 Activities, value chain and other business relationships	AR, pages 26-29
	2-7 Employees	SR, page 102 (2-7-e not reported as not applicable - no significant seasonal or annual fluctuations in the number of employees)
	2-8 Workers who are not employees	Omitted (the organisation will provide detailed information when it is ready)
Governance	2-9 Governance structure and composition	AR, pages 92-95 SR, pages 34-37
	2-10 Nomination and selection of the highest governance body	AR, page 119
	2-11 Chair of the highest governance body	AR, page 104 (the Chairperson is an independent non-executive Board member)
	2-12 Role of the highest governance body in overseeing the management of impacts	AR, pages 92-95 SR, pages 34-37
	2-13 Delegation of responsibility for managing impacts	AR, pages 92-95 SR, pages 34-37
	2-14 Role of the highest governance body in sustainability reporting	SR, page 7 (the Corporate Sustainability Committee reviews and approves the SR)
	2-15 Conflicts of interest	AR, page 113
	2-16 Communication of critical concerns	Critical concerns (if any) are channeled to internal stakeholders.
	2-17 Collective knowledge of the highest governance body	AR, page 114
	2-18 Evaluation of the performance of the highest governance body	AR, page 122
	2-19 Remuneration policies	AR, page 109
Strategies, policies and practices	2-20 Process to determine remuneration	AR, page 109 (the organisation is continually expanding and enhancing this disclosure)
	2-21 Annual total compensation ratio	Omitted (the organisation will communicate on this ratio when it is ready)
	2-22 Statement on sustainable development strategy	SR, pages 38-40

GRI standard	GRI standard	GRI standard
General disclosures		
	2-23 Policy commitments	SR, pages 141-143
	2-24 Embedding policy commitments	SR, pages 141-143
	2-25 Processes to remediate negative impacts	SR, pages 141-143
	2-26 Mechanisms for seeking advice and raising concerns	SR, pages 141-143
	2-27 Compliance with laws and regulations	SR, pages 141-143
	2-28 Membership associations	SR, pages 18-20
Stakeholder engagement	2-29 Approach to stakeholder engagement	AR, pages 34-35 SR, page 50
	2-30 Collective bargaining agreements	SR (60% of employees are covered by collective bargaining agreements, excluding overseas banking subsidiaries)
Material topics		
	3-1 Process to determine material topics	SR, pages 40-42 (MCB Ltd undertook a detailed, comprehensive materiality analysis this year)
	3-2 List of material topics	SR, pages 40-41
	3-3 Management of material topics	SR, pages 40-41
Economic performance		
	201-1 Direct economic value generated and distributed	SR, page 50
	201-2 Financial risks and opportunities posed by climate change	Omitted (data not currently available, we are implementing processes that will enable future reporting)
	201-3 Defined benefit plan obligations and other retirement plans	Omitted (the organisation will provide detailed information when it is ready)
	201-4 Financial assistance received from any Government	Omitted (not applicable to the organisation as no financial assistance received)
Market presence		
	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Omitted (identified as material this year; the organisation will provide detailed information when it is ready)
	202-2 Proportion of senior management hired from the local community	Omitted (identified as material this year; the organisation will provide detailed information when it is ready)
Indirect economic impacts		
	203-1 Infrastructure investments and services supported	Omitted (not applicable/material)
	203-2 Significant indirect economic impacts	SR, pages 56-63 (financial literacy and provision of services to the unbanked and/or underbanked)
Procurement practices		
	204-1 Proportion of spending on local suppliers	SR, page 69

GRI standard	GRI standard	GRI standard
Anti-corruption		
	205-1 Total number and percentage of operations assessed for risks related to corruption.	Omitted (data not currently available, we are implementing processes that will enable future reporting)
	205-2 Communication and training about anti-corruption policies and procedures	SR, page 143
	205-3 Confirmed incidents of corruption and actions taken	SR, page 42
Anti-competitive behaviour		
	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	SR, page 143
Tax		
	207-1 Approach to tax	SR, page 149
	207-2 Tax governance, control, and risk management	SR, page 147
	207-3 Stakeholder engagement and management of concerns related to tax	AR, pages 34-45; page 54
	207-4 Country-by-country reporting	SR, page 149
Energy		
	302-1 Energy consumption within the organisation	SR, pages 90-92
	302-2 Energy consumption outside of the organisation	Omitted (data not currently available, we are implementing processes that will enable future reporting)
	302-3 Energy intensity	SR, pages 90-92
	302-4 Reduction of energy consumption	SR, pages 90-92
Water and effluents		
	303-1 Interactions with water as a shared resource	Omitted (this is not a material topic for the Group)
	303-2 Management of water discharge-related impacts	Omitted (this is not a material topic for the Group)
	303-3 Water withdrawal	Omitted (this is not a material topic for the Group)
	303-4 Water discharge	Omitted (this is not a material topic for the Group)
	303-5 Water consumption	SR, page 92
Biodiversity		
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Omitted (this is not a material topic for the Group)
	304-2 Significant impacts of activities, products and services on biodiversity	Omitted (this is not a material topic for the Group)
	304-3 Habitats protected or restored	Omitted (this is not a material topic for the Group)
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Omitted (this is not a material topic for the Group)

GRI standard	GRI standard	GRI standard
Emissions		
	305-1 Direct (Scope 1) GHG emissions	SR, page 90
	305-2 Energy indirect (Scope 2) GHG emissions	SR, page 90
	305-3 Other indirect (Scope 3) GHG emissions	SR, page 90
	305-4 GHG emissions intensity	Omitted (data not currently available, we are implementing processes that will enable future reporting)
	305-5 Reduction of GHG emissions	SR, page 90
	305-6 Emissions of ozone-depleting substances (ODS)	Omitted (this is not a material topic for the Group)
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Omitted (this is not a material topic for the Group)
Waste		
	306-1 Waste generation and significant waste-related impacts	Omitted (this is not a material topic for the Group)
	306-2 Management of significant waste-related impacts	Omitted (this is not a material topic for the Group)
	306-3 Waste generated	SR, pages 92-93
	306-4 Waste diverted from disposal	SR, pages 92-93
	306-5 Waste directed to disposal	Omitted (this is not a material topic for the Group)
Employment		
	401-1 New employee hires and employee turnover	SR, page 104
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Omitted (not reported at this time; we are implementing processes that will enable future reporting)
	401-3 Parental leave	Extended paternity and maternity leave; in line with legislation
Occupational health and safety		
	403-1 Occupational health and safety management system	SR, page 125
	403-2 Hazard identification, risk assessment, and incident investigation	SR, page 125
	403-3 Occupational health services	SR, page 125
	403-4 Worker participation, consultation, and communication on occupational health and safety	SR, page 125
	403-5 Worker training on occupational health and safety	Omitted (not reported at this time; we are implementing processes that will enable future reporting)
	403-6 Promotion of worker health	SR, page 125
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Omitted (this is not a material topic for the Group)
	403-8 Workers covered by an occupational health and safety management system	Omitted (not reported at this time; we are implementing processes that will enable future reporting)
	403-9 Work-related injuries	SR, page 125
	403-10 Work-related ill health	SR, page 124 (we provide our employees with a range of benefits to promote their well-being)

GRI standard	GRI standard	GRI standard
Training and education		
	404-1 Average hours of training per year per employee	SR, page 118
	404-2 Programs for upgrading employee skills and transition assistance programs	SR, pages 114-121
	404-3 Percentage of employees receiving regular performance and career development reviews	SR, page 122 (all permanent employees across the Group participate in annual performance reviews)
Diversity and equal opportunity		
	405-1 Diversity of governance bodies and employees	SR, page 105
	405-2 Ratio of basic salary and remuneration of women to men	Omitted (not reported at this time; we are implementing processes that will enable future reporting)
Non-discrimination		
	406-1 Incidents of discrimination and corrective actions taken	Omitted (not reported at this time; we are implementing processes that will enable future reporting)
Freedom of association and collective bargaining		
	407-1 Operations and suppliers at significant risk for incidents of child labor	The Group is signatory of UN Global Compact
Child labour		
	408-1 Operations and suppliers at significant risk for incidents of child labor	The Group is signatory of UN Global Compact
Forced or compulsory labour		
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	The Group is signatory of UN Global Compact
Local communities		
	413-1 Operations with local community engagement, impact assessments, and development programs	SR, pages 131-135
	413-2 Operations with significant actual and potential negative impacts on local communities	Omitted (not reported at this time; we are implementing processes that will enable future reporting)
Public policy		
	415-1 Political contributions	SR, page 143
Marketing and labelling		
	417-1 Requirements for product and service information and labeling	SR, page 143
	417-2 Incidents of non-compliance concerning product and service information and labeling	None
	417-3 Incidents of non-compliance concerning marketing communications	None
Customer privacy		
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	SR, page 68



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