



United in Integrity, Growing Sustainably

UNITED COMMERCIAL
BANK PLC





UNITED IN INTEGRITY

GROWING SUSTAINABLY



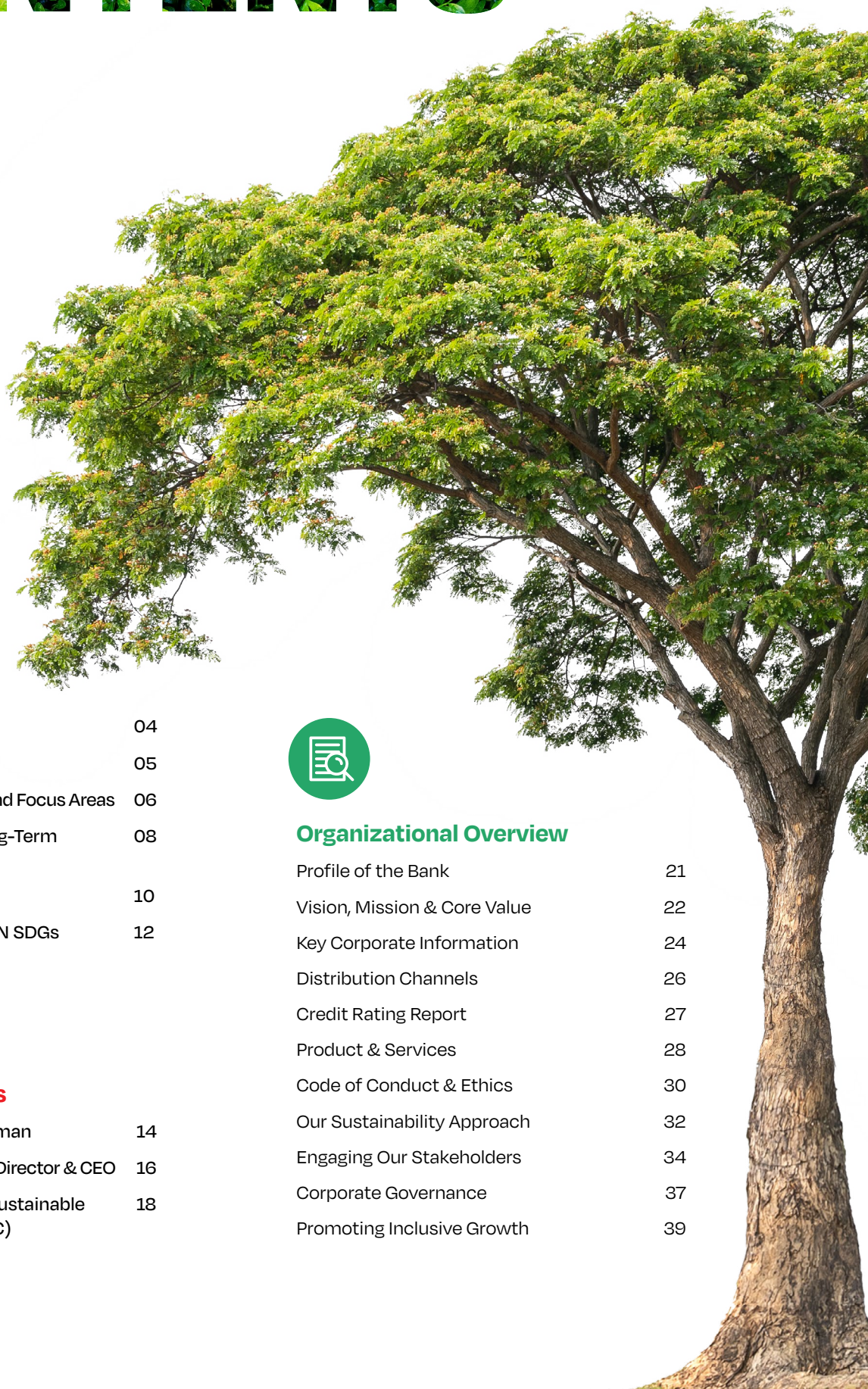
In a world where transparency, ethical conduct, and sustainable growth are essential, United Commercial Bank PLC (UCB) reaffirms its commitment to advancing on a foundation of integrity while striving for sustainable progress. UCB understands that lasting success is built on ethical actions, responsible growth, and strong connections to the communities it serves. "United in Integrity" reflects UCB's dedication to values that build stakeholder trust, placing honesty, accountability, and transparency at the core of its operations.

This united commitment to integrity drives UCB to uphold high ethical standards across all levels, reinforcing transparency and accountability in every decision and action. By fostering integrity, UCB strengthens relationships with clients, partners, and the broader community, creating a resilient foundation for sustainable growth.

"Growing Sustainably" represents UCB's focus on achieving financial success in harmony with environmental and social responsibilities. In UCB's view, true progress goes beyond economic gains to include positive impacts on the planet and empowered communities. Leading through responsible banking, the bank invests in green initiatives, reduces its environmental footprint, and supports sustainable projects that inspire positive change.

"United in Integrity, Growing Sustainably" embodies UCB's vision of creating enduring value. It reflects a holistic approach to sustainability, where integrity drives growth, and growth enhances sustainability. This theme is a commitment to uphold UCB's core values while contributing to a more equitable and sustainable future for all stakeholders, building a legacy of positive impact for generations to come.

TABLE OF CONTENTS



The Report

About the Report	04
Scope of the Report	05
Materiality Assessment and Focus Areas	06
Roadmap to Achieve Long-Term Sustainability Goals	08
ESG Highlights	10
UCB's Commitment to UN SDGs	12



Leadership Insights

Message from the Chairman	14
Message from Managing Director & CEO	16
Message from Head of Sustainable Finance Committee (SFC)	18



Organizational Overview

Profile of the Bank	21
Vision, Mission & Core Value	22
Key Corporate Information	24
Distribution Channels	26
Credit Rating Report	27
Product & Services	28
Code of Conduct & Ethics	30
Our Sustainability Approach	32
Engaging Our Stakeholders	34
Corporate Governance	37
Promoting Inclusive Growth	39



Triple Bottom Line Approach	41
Sustainable Finance Empowering a Sustainable Future	43
Incorporation of Environment & Environment and Social Risk in CRM	49
Alignment of sustainable finance with SDGs	50
In-house Initiatives for the Year 2023	52
Training on Sustainable Finance and Green Finance	54
UCB's Commitment to a Greener Future	59
CSR at UCB	60

National Contribution	63
Our Value Proposition	65
How UCB Creates Value through Business Operations	68
Customer-Driven Approach	69
A Success Story of UCB In Service Quality	70
Long-Term Resiliency: Building a Sustainable Future	76
Risk Governance at UCB	77
SWOT Analysis for United Commercial Bank PLC	78
PESTEL Analysis for UCB	80
Transparency: A Cornerstone of UCB's Sustainability Strategy	82
Culture: A Catalyst for Sustainability at UCB	83
Grievance Redressal Mechanism for UCB	84
Measuring GHG Emissions at UCB	86



ABOUT THE REPORT

United Commercial Bank PLC (UCB) recognizes that sustainability is an integral part of its business strategy and operations. This Sustainability Report is a testament to our commitment to creating a positive impact on our stakeholders, the environment, and the community. Our report outlines UCB's sustainability journey, highlighting our achievements, challenges, and future aspirations. It provides a comprehensive overview of our environmental, social, and governance (ESG) performance, demonstrating our commitment to responsible and sustainable business practices.

We believe that sustainability is not merely a corporate responsibility but a strategic imperative. It is embedded in our core values and drives our decision-making processes. By integrating sustainability into our operations, we aim to build a resilient and sustainable future for our bank, our customers, and the society we serve.

At UCB, we maintain the highest standards of corporate governance in the conduct of our business and strive to perform our operations in an environment-friendly manner. We design and execute programs to empower underprivileged populace to transform their lives and to earn sustainable livelihoods. We also undertake multifaceted value chain interventions to transform our villages into self-sustaining, prosperous ecosystems that are in harmony with the environment. Our initiatives promote sustainable usage of natural resources. We follow responsible financing practices by promoting environment-friendly sectors. We emphasize on including environmental and social risk management objectives as a part of our financing. We also provide financial assistance to efforts made by third parties to further our goals of catalyzing inclusive growth and conserving ecological balance.

UCB is committed to serving the broader population based on assessed needs. Our approach focuses on inclusive growth, ensuring that the progress of one segment of society complements the advancement of others. We prioritize long-term sustainability, avoiding short-sighted practices that could compromise future generations. Our vision encompasses inclusivity, equitable development, and good governance.

Our first GRI-based Sustainability Report underscores our dedication to fostering balanced societal growth. We are committed to reaching every segment of society through proactive resource mobilization. In 2023, we made significant strides in financial inclusion, green initiatives, community development through CSR, support for CMSMEs, and women's entrepreneurship. These efforts align with the United Nations' Sustainable Development Goals (SDGs) and position UCB as a truly inclusive organization.

This report adheres to the Global Reporting Initiative (GRI) Standards, ensuring transparency and comparability of our sustainability performance. We have also incorporated relevant national and international sustainability frameworks to provide a comprehensive and balanced view of our activities.



Scan here to download
the web version of the
Report





SCOPE OF THE REPORT

UCB is proud to present its sustainability report, providing a comprehensive overview of our environmental, social, and governance (ESG) initiatives and performance for the year 2023. Aligned with the Global Reporting Initiative (GRI) Standards, this report aims to ensure transparency and comparability.

Our report delves into a wide range of topics, including our efforts to reduce our carbon footprint, promote sustainable practices, contribute to community development, and foster a positive work environment. We also highlight our commitment to ethical business practices, responsible governance, and effective risk management.

As we continue to strengthen our sustainability policies and initiatives, future reports will provide an even more comprehensive understanding of our progress towards achieving our sustainability goals.



MATERIALITY ASSESSMENT AND FOCUS AREAS

Materiality at UCB

At UCB, we recognize the importance of materiality in our sustainability reporting. Materiality refers to the significance of specific issues that can significantly impact our financial performance, reputation, or operations. By identifying and addressing material matters, we ensure that our reporting is relevant, transparent, and valuable to our stakeholders.

Materiality Determination Process



Identification of Material Issues: We conduct a thorough assessment to identify potential material issues that could affect our value creation in the short, medium, and long term. This includes analyzing internal data, industry trends, stakeholder feedback, and regulatory requirements.



Prioritization of Material Issues: We prioritize material issues based on their potential impact on our financial performance, reputation, and operations. Factors such as magnitude, probability, and stakeholder concern are considered in this process.



Disclosure of Material Issues: We disclose material issues in our sustainability report, providing clear and concise information to our stakeholders. The disclosure includes both quantitative and qualitative data, depending on the nature of the issue.



Regular Review: We continuously review and update our materiality assessment to ensure it remains relevant and reflects changes in our operations, the external environment, and stakeholder expectations.

Focus Areas

Based on our materiality assessment, we have identified the following key focus areas for our sustainability efforts:



Environmental Impact:

Reducing our carbon footprint, promoting sustainable practices, and investing in renewable energy.



Social Responsibility:

Supporting community development, promoting financial inclusion, and fostering a positive work environment.



Governance and Ethics:

Adhering to high ethical standards, promoting transparency, and strengthening our corporate governance framework.



Risk Management:

Effectively managing risks to ensure the long-term sustainability of our operations.

By addressing these key focus areas, UCB is committed to creating a positive impact on the environment, society, and the economy.

Responses to material topics of very high importance

Material topics	Our Response
Corporate governance and ethics	The Bank complies with all the requisites laid down by the BSEC Guidelines, Bangladesh Bank Circulars, Bank Company Act 1991, Companies Act 1994, and all other applicable laws and regulations. The bank also has a robust corporate governance and risk management framework.
Regulatory Compliance	UCB works in a highly regulated industry, so adherence to regulations is essential. UCB's whole operation complies with all legal, environmental, and social requirements set forth by regulators.
Economic Performance	The bank has performed well even under stressful economic situations. This is because of prudent strategies in management and optimum utilization of resources.
Customer satisfaction and brand management	The digital wave has made it easier for the bank to understand and interact with customers. It helped to conceptualize and develop services for improved customer experience.
Information security and data protection	There is already a structure in place for information security and data protection, ensuring the highest level of data and information security.

Materiality in respect of disclosure to stakeholders

Stakeholder	Disclosure Impacts
Shareholders	<ul style="list-style-type: none"> ■ Return on investment ■ Dividend Declared ■ Market value of share ■ Shareholders' rights
Customers	<ul style="list-style-type: none"> ■ Financing/savings/investment needs ■ Quality of customer service ■ Customers' Right
Employees	<ul style="list-style-type: none"> ■ Compensation package and benefits ■ Career growth opportunities ■ Long-term service benefits ■ Well-being of employees
Suppliers	<ul style="list-style-type: none"> ■ Payment Policy ■ Ability to pay dues ■ Selection procedure of vendor
Regulators/Government	<ul style="list-style-type: none"> ■ Compliance with laws and regulations ■ Ability to pay Tax/VAT/Duty, etc. in due time.
Community	<ul style="list-style-type: none"> ■ Carbon footprint ■ Corporate Social Responsibility ■ Prospects of job creation



ROADMAP TO ACHIEVE LONG-TERM SUSTAINABILITY GOALS

Phase 1: Foundational Transformation (2023–2026)

Objective: Build the infrastructure and frameworks necessary to embed sustainability into UCB's core operations.

Governance and Policy Development	Carbon Footprint Baseline	Product Innovation	Digital Transformation
<ul style="list-style-type: none"> Establish a dedicated Sustainability Office and appoint a Head of Sustainability Unit. Develop a comprehensive ESG Policy Framework, integrating sustainability into lending, investment, and procurement decisions. Train 100% of staff on ESG principles, with a focus on risk management and sustainable finance. 	<ul style="list-style-type: none"> Conduct a full audit of Scope 1, 2, and 3 emissions to establish a baseline. Implement energy-saving initiatives across 50% of branches, targeting a 10% reduction in operational emissions by 2026. 	<ul style="list-style-type: none"> Launch Green Bonds and Sustainability-Linked Loans, raising BDT 5 billion for green projects. Develop SME finance programs targeting women entrepreneurs, semi urban and rural communities, disbursing BDT 5 billion by 2026. 	<ul style="list-style-type: none"> Invest in eco-efficient digital infrastructure to reduce the bank's environmental impact from IT operations. Roll out digital-only branches in rural areas, reducing reliance on physical banking facilities.

Phase 2: Scaling Impact (2027–2030)

Objective: Expand sustainable practices across operations, portfolio management, and community engagement.

Carbon Neutral Operations	Sustainable Finance Expansion	Community Resilience Programs	ESG Reporting and Compliance
<ul style="list-style-type: none"> Transition 75% of branches and offices to renewable energy sources. Reduce paper use by 70% through enhanced digitization and customer education campaigns. Offset residual emissions through investments in certified carbon offset projects (e.g., reforestation and renewable energy). 	<ul style="list-style-type: none"> Allocate 30% of the bank's total lending portfolio to green projects, amounting to BDT 10 billion annually. Partner with governments and NGOs to create blended finance mechanisms supporting climate adaptation projects in vulnerable regions. 	<ul style="list-style-type: none"> Launch a BDT 100 Million Climate Adaptation Fund for disaster-prone communities, financing infrastructure like flood defences and drought-resilient agriculture. Enhance financial literacy programs to reach 1 million individuals, with a focus on climate-smart investment opportunities. 	<ul style="list-style-type: none"> Adopt real-time ESG performance monitoring systems. Ensure all sustainability reports meet GRI, SASB, and TCFD standards by 2028.

Phase 3: Leadership in Sustainability (2031–2040)

Objective: Achieve full integration of sustainability into the bank’s DNA, setting benchmarks for the industry.

Net-Zero Operations

- Achieve net-zero emissions across Scope 1 and 2 by 2035, with a focus on Scope 3 emissions by 2040.
- Transition to 100% renewable energy for all operations.

ESG-Driven Portfolio

- Expand ESG-aligned investments to 50% of the portfolio.
- Develop innovative financial products, such as Nature-Based Solutions/ Products, financing biodiversity and ecosystem restoration projects.

Inclusive Financial Ecosystem

- Achieve 100% financial inclusion in operational regions, ensuring every individual has access to banking services.
- Introduce zero-cost banking for underserved populations, supported by digital solutions.

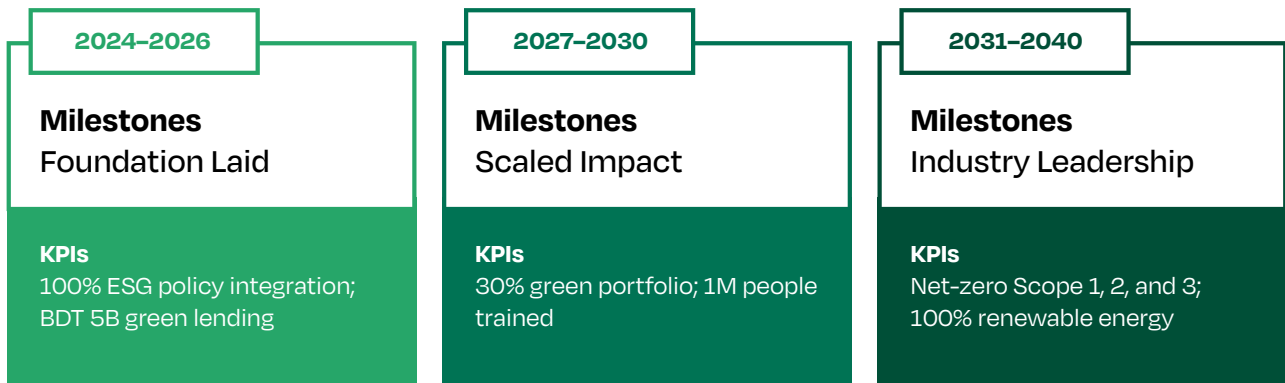
Global Partnerships

- Partner with international organizations (e.g., UNDP, World Bank) to co-fund sustainability initiatives.
- Establish a Sustainability Knowledge Hub to share best practices and tools with industry peers and stakeholders.

Transparent Impact Measurement

- Publish comprehensive Integrated Sustainability Reports annually, validated by independent third parties.
- Use AI-driven analytics to quantify social and environmental impacts across all operations and investments.

Milestones and KPIs



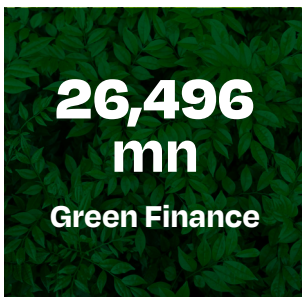
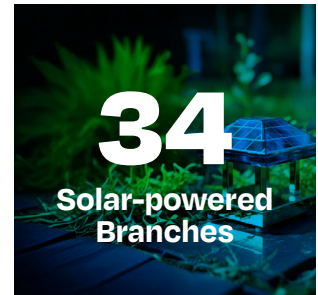
Conclusion

This roadmap positions United Commercial Bank PLC as a transformative force in sustainable finance, balancing economic growth, environmental preservation, and social equity. By 2040, UCB aims not only to achieve its sustainability goals but also to inspire the broader banking sector to embrace and accelerate the transition to a greener, more inclusive future.

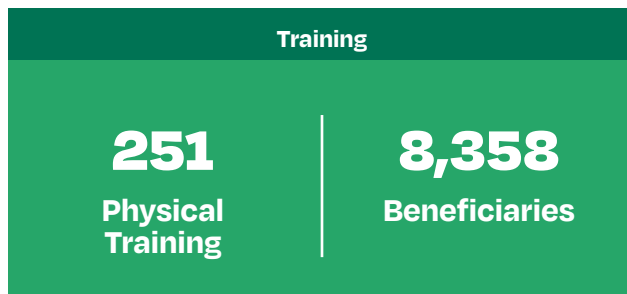
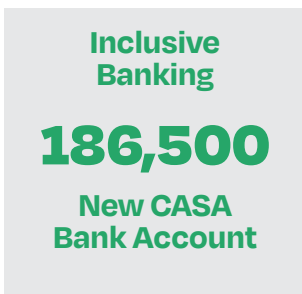
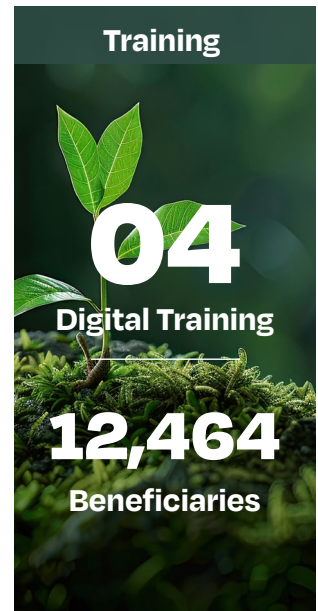


ESG HIGHLIGHTS

Environment



Social



383.99
mn
CSR

Healthcare around
161
patients

Education support
around
2450
students

Helped around
516,000
disaster-affected
people

Governance

03

Independent Director

Fair to
customer fair
to Bank

Continuous
upskilling of
employees

Data
security

Zero
tolerance
for unethical
conduct

Multiple
levels of
management
oversight

Enhanced
customer
experience

Dedicated
customer
service team

24X7

Security Operation Centre for monitoring and
surveillance of IT systems

Ensure the
right sale of
products



UCB'S COMMITMENT TO UN SDGS



We believe that every institution has a role to play in the shared global agenda of sustainable development. The United Nations Sustainable Development Goals (SDGs) provide a framework for addressing issues pertaining to the environment, society and governance. As Bangladesh is focused on meeting these objectives, we believe that every small step in the direction to meeting these goals can generate value. At UCB, we are playing our part in contributing to meeting these goals through our business and corporate social responsibility activities.

	No poverty	Zero Hunger	Good Health and well-being	Quality education	Gender equality	Clean water and sanitation	Affordable and clean energy	Decent work and economic growth	Industry innovation and infrastructure	Reduced inequality	Responsible consumption and production	Life on land	Peace justice and strong institution
Poverty Reduction													
Skill Development													
Rural Livelihood													
Social and environmental projects													
Financial inclusion													
Environmental sensitivity in operations													
Green Workplace													
Responsible banking													
Employee policies and practices													
Corporate governance													





MESSAGE FROM THE CHAIRMAN



Fostering integrity and inclusivity at the core of its vision, UCB consciously thrives to reach out for an uninterrupted episodes of sustainable growth through its spectrum of superlative services to the nation.

I am honoured to present United Commercial Bank PLC's (UCB) Sustainability Report for 2023, prepared in accordance with GRI Sustainability Reporting Standards. This report reflects our steadfast dedication to sustainable and responsible banking, which we regard as fundamental to our long-term business strategy.

We believe that by integrating sustainability into our core operations, UCB can create enduring value for shareholders, customers, employees, and the communities we serve. Through this report, we showcase our ongoing efforts to incorporate environmental, social, and governance (ESG) factors into every level of our decision-making processes in a transparent manner.

As one of Bangladesh's leading financial institutions, we recognize our pivotal role in fostering sustainable development. Our approach is guided by a vision of inclusive growth, environmental stewardship, and ethical governance. The milestones outlined in this report—ranging from promoting financial inclusion and responsible lending to implementing robust climate action initiatives—are a testament to our dedication and accountability to sustainable development.

Looking to the future, UCB has set ambitious sustainability targets:

- **Carbon Footprint Audit:** Conduct a comprehensive baseline audit of Scope 1, 2, and 3 emissions by 2026.
- **Real-Time Monitoring:** Implement a real-time ESG performance monitoring system by 2030 to drive accountability and progress.
- **Transparent Reporting:** Begin publishing Integrated Sustainability Reports annually from 2031, validated by independent third-party assurance.

- **Net-Zero Emissions:** Achieve net-zero emissions across Scope 1 and 2 by 2035, with Scope 3 emissions targeted by 2040.
- **Renewable Energy:** Transition of our operations to renewable energy by 2040.

Our social responsibility extends to the communities that sustain our business. We invest in these communities through partnerships, volunteer efforts, targeted social investments, and diverse engagement initiatives focused on poverty alleviation, education, healthcare, and sports. Through the UCB Foundation, we provide scholarships to deserving students and support underprivileged populations. Our health camps, sports sponsorships, and other welfare programs further our mission to improve healthcare access for underserved communities. Alongside, UCB creates a Climate Risk Fund to extend a hand of humanity to the disaster prone individuals of the nation.

By 2040, UCB envisions being a catalyst for sustainable finance, balancing economic growth, environmental stewardship, and social equity. We aspire to inspire the broader banking sector to accelerate the transition to a greener, more inclusive era.

These achievements would not be possible without the dedication of our employees, who remain the backbone of our sustainability journey, and the trust and partnership of our customers, investors, and stakeholders. Together, we are building a resilient, inclusive, and sustainable future.

I invite you to explore this report and join us on this transformative journey. Your feedback is invaluable as we work toward a shared vision of a better tomorrow.

Sharif Zahir
Chairman





MESSAGE **FROM MANAGING DIRECTOR & CEO**



**Sustainability
lies at the
heart of UCB's
business strategy
with a believe
that economic
prosperity must go
hand in hand with
environmental
stewardship
and social
responsibility.**



We are pleased to present the 2023 Sustainability Report of United Commercial Bank PLC (UCB), aligned with the Global Reporting Initiative (GRI) standards. This report underscores our commitment to ESG (Environment, Social, and Governance) principles and sustainable practices. A bank's sustainability is measured by its ability to navigate challenges, including socio-environmental and financial factors, while achieving profitability. Despite the economic complexities of 2023, including the Russia-Ukraine war's impact on global trade, rising inflation, and dollar shortages, UCB remained committed to responsible banking and received the Sustainability Award from Bangladesh Bank for the third time.

UCB is strategically advancing towards a sustainable future, partnering with the Bangladesh Government to achieve the Sustainable Development Goals (SDGs). Integrity and sustainability are key pillars of UCB's strategy. Since its inception in 1983, UCB has been dedicated to excellence in customer service and aims to be an efficient, market-driven, customer-focused institution with strong corporate governance. We embed sustainability into our operations, conduct awareness and capacity-building activities, support and finance environment-friendly business initiatives, and ensure transparency in both financial and sustainability reporting.

UCB advocates for an eco-friendly, socially responsible banking system that promotes a healthy environment. To protect the environment, we are expanding both in-house and external green activities to support the Green Economy. Our energy-efficient management practices include reducing energy and resource consumption, maximizing the use of daylight, and financing renewable energy projects. UCB's green banking activities are flourishing, creating a greener future for society. We play a crucial role in financing environment-friendly projects through green banking, emphasizing social responsibility.

UCB avoids financing environmentally harmful projects and industries. We provide corporate loans, SME loans, agricultural loans, microcredit, green financing, and retail loans to meet social demands. Our loan products and services support the growth of CMSMEs and farmers, contributing to GDP. We have incorporated environmental risk management into our credit risk methodology, assessing borrowers through Environmental and Social Due Diligence (ESDD) checklists. Our Sustainable Finance Unit oversees sustainability-related policies, procedures, and activities. Given Bangladesh's vulnerability to climate change, UCB allocates funds to a Climate Risk Fund to support

projects related to environmental issues, climate change, and natural disasters. Our vision is to be the best private commercial bank in Bangladesh, excelling in efficiency, capital adequacy, asset quality, profitability, and liquidity, while adopting sustainability for a safe environment.

UCB is committed to reinforcing its Green Banking initiative. We offer modern banking facilities through alternative delivery channels such as CRM, CDM, ATM, debit/credit cards, internet banking, SMS banking, and QR code banking. We use renewable energy, including solar panels in branches and ATM booths, as part of our commitment to building a sustainable business that benefits society, the environment, and the economy of Bangladesh. Continuous improvement of our business policies, procedures, and efficiency through the adoption of new knowledge and technology is integral to our daily operations. Through our CSR initiatives, we have positively impacted many lives. Over the past decade, the UCB Foundation has played a pivotal role in national development, particularly in education and healthcare.

UCB has prioritized sustainable finance, disbursing Tk. 59,729.5 million in loans, including Tk. 10,490 million in green finance and Tk. 49,239.5 million in sustainable linked finance in 2023. We have actively participated in Bangladesh Bank's refinance schemes like Refinance Scheme for Green projects/initiatives, GTF (Green Transformation Fund), TDF (Technology Development/Up-gradation Fund), and LTFF (Long Term Financing Facility) to extend low-cost sustainable financing to our customers. Our commitment to inclusive growth is evident in the disbursement of Tk. 141.53 million in small agricultural loans to 1,839 farmers and Tk. 32.25 million in loans to 158 Tk. 10 account holders. To foster environmental sustainability, we have adopted an Environmental and Social Risk Management policy and conduct Environmental Risk Ratings. We promote paperless banking through digital channels, with 912,335 transactions worth Tk. 409,504 million conducted via U-net Enterprise Banking. In 2023, our CSR initiatives focus on healthcare, education, and disaster relief, with donations of Tk. 204.85 million in healthcare, Tk. 7.28 million in education, and Tk. 100.94 million for disaster management.

We are proud of UCB's achievements in sustainability and believe that our continued dedication will contribute to a better future for all.

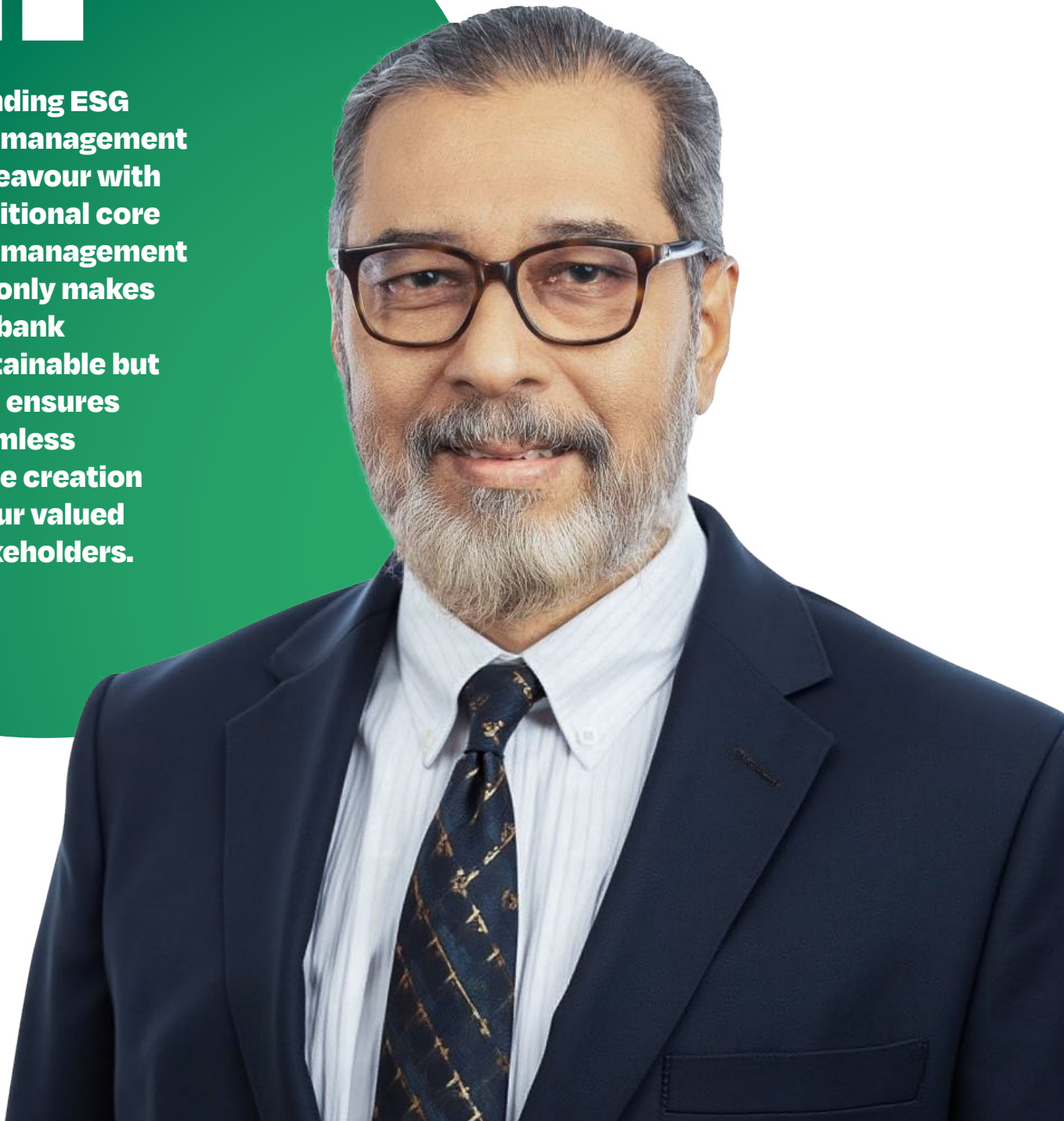
Mohammad Mamdudur Rashid
Managing Director & CEO



MESSAGE FROM **HEAD OF SUSTAINABLE FINANCE COMMITTEE (SFC)**



Blending ESG risk management endeavour with traditional core risk management not only makes our bank sustainable but also ensures seamless value creation to our valued stakeholders.



The year 2023 marked a significant milestone for United Commercial Bank PLC (UCB) as we strengthened our commitment to sustainable banking. For the third time, we achieved recognition from Bangladesh Bank as one of the leaders in sustainable finance, a result of our dedication to responsible economic growth and our proactive approach toward a low-carbon, resource-efficient economy. This report highlights our ongoing efforts to create lasting value for our stakeholders through our Environmental, Social, and Governance (ESG) initiatives, which earned us national recognition from the highest regulatory authority.

Promoting Sustainable Finance

At UCB, creating sustainable value for investors is at the heart of our business strategy. Our focus on shareholder interests guides us in translating their concerns into actionable, sustainable business solutions. As a leading financial institution, UCB recognizes the importance of sustainable finance in driving economic growth and addressing global challenges. We have actively integrated ESG factors into our lending and investment decisions, focusing on sectors such as renewable energy, green buildings, and sustainable agriculture.

Key Initiatives:

- **Green Lending:** We have expanded our green lending portfolio by financing projects that contribute to environmental sustainability and climate change mitigation. Green Finance increased to BDT 26,496.10 million in 2023 from BDT 8,140.20 million in 2022.
- **Sustainable Lending:** We have invested in sustainable businesses and projects that align with our ESG goals. Our Sustainable Lending increased to BDT 136,523.20 million in 2023 from BDT 66,131.70 million in 2022.
- **Risk Management:** We have strengthened our risk management framework to identify and mitigate ESG-related risks.

Responsible Lending and Financing

As a bank committed to responsible finance, UCB harnesses the power of sustainable financing to support projects and businesses that drive positive environmental and social outcomes. We are actively exploring methodologies to integrate ESG criteria into our credit assessments, enhancing our ability to make prudent, value-driven financing decisions. These rigorous standards ensure our financing aligns with our core values, while ESG assessments enable us to mitigate non-financial risks and seize new opportunities. In 2023, we disbursed BDT 59,730.40 million toward sustainable projects, reflecting our commitment to responsible lending and long-term value creation.

Expanding Financial Inclusion

UCB remains dedicated to advancing financial inclusion by delivering accessible banking services to underserved segments of society. Through 228 branches, 425 ATMs, 247 CRMs, and 1033 agent banking outlets, we are extending our reach across Bangladesh. We continually monitor and assess these efforts to refine our products and tailor financial literacy programs to better serve diverse groups. We understand that financial inclusion and financial literacy are essential components of our value-creation model, and we remain committed to making banking more accessible for all.

Striving Toward a Greener Future

Our financing activities are crucial drivers of sustainable development, positioning us as a key player in environmental responsibility. By financing projects that promote green initiatives, UCB contributes to building a more sustainable future. We support a variety of green projects, including renewable energy, waste management, eco-friendly building design, and energy-efficient technologies. At our head office, we have implemented sustainable infrastructure such as auto sensor power switches, and energy-efficient equipment, which collectively reduce energy and water consumption.



Community Welfare

UCB's sustainability strategy extends beyond profitability to invest in social, environmental, and human capital. Our corporate social responsibility (CSR) mission underscores our commitment to sustainable growth that benefits not only our customers but also the wider community. Guided by our "Planet, People, and Profit" philosophy, we actively contribute to sectors such as education, healthcare, disaster relief, women's empowerment, and socially responsible financing. These CSR initiatives allow us to support community development while fulfilling our social and environmental responsibilities. This year we have provided vocational training to 10,247 agro-entrepreneurs across 46 districts and 375 upazilas. In our tree plantation initiatives, about 55,000 trees have been planted across 650 institutions, 1600 homesteads, and 80 kilometers of roads and community spaces to foster a greener Bangladesh.

Commitment to a Sustainable Future

United Commercial Bank PLC is dedicated to building an inclusive and sustainable future, driven by our commitment to responsible practices in every facet of our operations. Our purpose is to empower individuals and businesses by offering financial solutions that support their goals and long-term success. Anchored in our values of integrity, forward-thinking, respect, and responsibility, UCB aims to promote sustainable social and economic progress. We will continue investing in our people and actively contributing to our communities, aligning our initiatives with the United Nations Sustainable Development Goals (SDGs) to positively impact a sustainable, resilient future.

This report reflects our dedication to sustainable progress from the desk of the Head of the Sustainable Finance Unit at United Commercial Bank PLC, underscoring our commitment to lasting value creation for all stakeholders.

Syed Faridul Islam
Chairman, Sustainable Finance Committee



PROFILE OF THE BANK



United Commercial Bank Plc Started Its Humble Journey In Mid-1983 With A Firm Commitment To The Economic And Social Development Of Bangladesh And Has Been Able To Establish Itself As One Of The Largest Private Commercial Banks In The Country Today

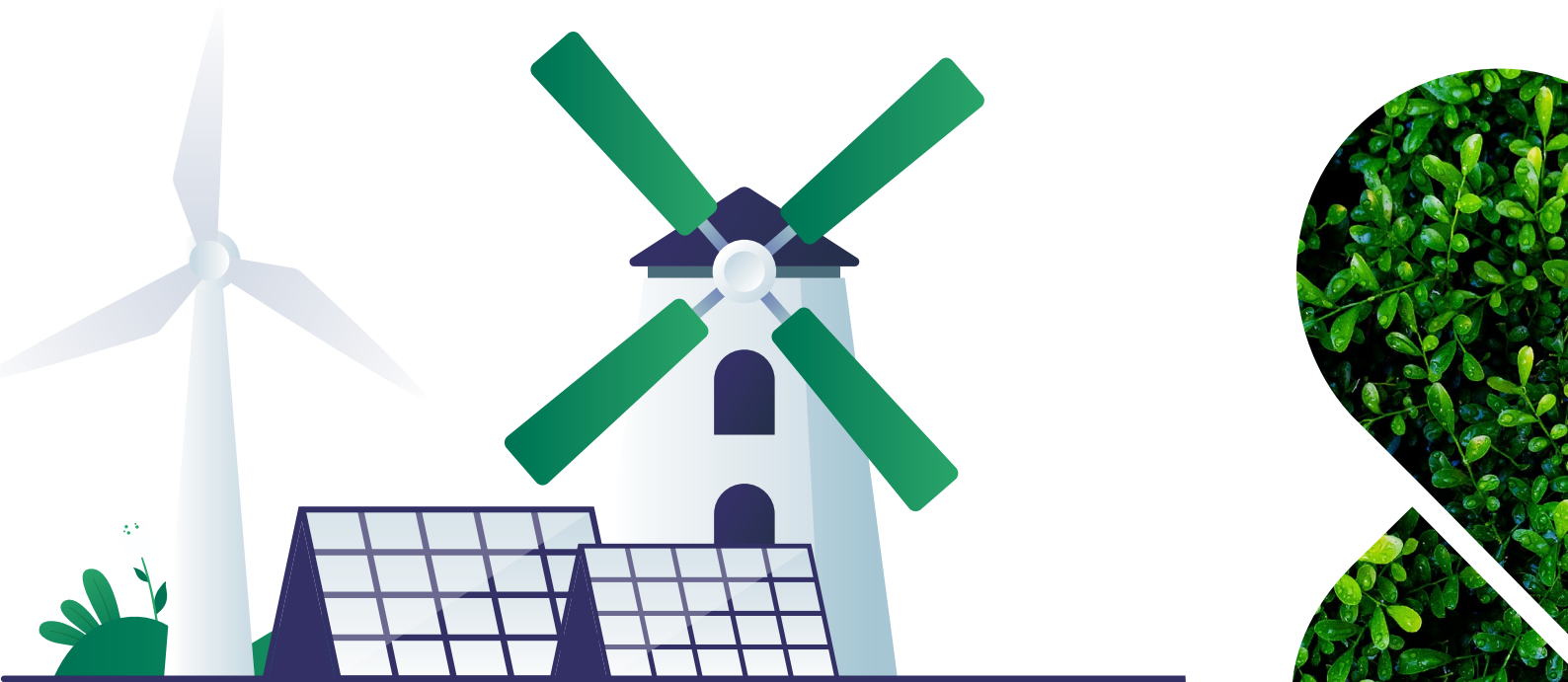
To keep the promise unbroken, we dedicatedly spent more than four glorious decades and today we stand as one of the largest private commercial banks of Bangladesh. From its very inception, UCB had a steadfast determination towards ensuring optimum services and assistance. Aligned with our commitment to the best financial services, we are continuously coming up with a number of diverse and customer-friendly initiatives and products. UCB has played a pivotal role in creating, nourishing and establishing leading entrepreneurs of the country and without these very special people (entrepreneurs) we wouldn't have the economically strong Bangladesh we have today. UCB is listed with Dhaka Stock Exchange PLC. and Chittagong Stock Exchange PLC. and in all parameters UCB is considered as one of the top listed companies in Bangladesh. UCB offers a wide range of banking products and financial services to corporate, SME and retail customers through a variety of delivery channels and through its subsidiary companies. With a vast network of 228 branches along with Off-shore Banking Unit, Unet, Uclick, E-Commerce, Agent Banking, Islamic Banking, Sub Branches, Priority Banking (UCB Imperial), remittance services, credit card business, and with the dedicated human capital of 5,749; the Bank has already made a distinct mark in the realm of private sector banking through boutique service, innovative practices, dynamic problem-solving approach and efficient management. The bank has very special focus on RMG, import-export, agriculture, SME sector and retail business with a view to leading nationwide financial inclusion and green banking initiatives. The Bank has four fully owned subsidiaries namely i.e. UCB Stock Brokerage Limited (provides brokerage services in the capital market), UCB Investment Limited (aims to carry out full-fledged merchant banking activities in Bangladesh), UCB Asset Management Limited (incorporated for both institutional and individual fund

management) and UCB Fintech Company Limited (Mobile Financial Services known as Upay). UCB's Board members include eminent individuals with industrial, financial and operational expertise. The Board consists of 20 members including 4 independent Directors and Managing Director & CEO. There are three committees under the Board which are Executive Committee, Audit Committee and Risk Management Committee. There is also a Shariah Supervisory Committee for Islamic Banking services. Our innovative banking services have been recognized and rewarded even in the global arena. UCB has gone through a massive transformation in the recent past. Our transformation is reshaping the client experience. The Board and the Management of the Bank clearly realize that multiple forces have reshaped the banking business in the country and UCB has to be ready to grab untapped potentials of the country. Moving forward, the Bank has a clear strategy to rationalize our portfolio, managing risks while accelerating the delivery of consistently strong results with special focus on people, planet and profit to embrace sustainability. The foundation of our business is the commitment to excellence in everything we do. Our competitive advantage lies on Sustainable Development based on continuous diversification of business. UCB's core competencies may be classified into two segments interest earning activities in the form of providing loans and advances and investment activities. We are committed to provide our clients with the highest level of service for managing their wealth effectively by adopting international best practices and operating ethically and transparently. Our branding concept gives practical expression to the bank's aspiration to position the customer, and the customer's needs and financial well-being, as central which is depicted in our motto –

"United in Integrity, Growing Sustainably"



VISION, MISSION & **CORE VALUE**



Vision

To be the Bank of the first choice through maximizing value for our clients, shareholders & employees and contributing to the national economy with social commitments.



Mission

To offer financial solutions that create, manage, and increase our client's wealth while improving the quality of life in the communities we serve



Core Values

- We put our customers first
- We emphasize professional ethics
- We maintain quality at all levels
- We believe in being a responsible corporate citizen
- We say what we believe in
- We foster participative management



Strategic Priorities / Objectives

- **Enjoyable Experience**
To make all the stakeholders pleasant and make the entire banking process an enjoyable experience for everyone
- **Compliant**
To be compliant with all the rules and regulations applicable in Bangladesh



- **Innovation and Diversity**
To foster creativity, innovation, and diversity with the view to sustainable business growth
- **Needs of The Future Generation**
Continuous development without compromising the needs of the future generation
- **World-class IT infrastructure**
To ensure the satisfaction of all the UCB's customers through delivering services with the implementation of world-class IT infrastructure
- **Good Governance**
To establish good governance
- **Risk Management**
Ensuring an effective risk management system within entire phases of activities
- **Corporate Social Responsibilities**
Focusing on Corporate Social Responsibilities (CSR) in a responsible manner
- **Image**
To build & enhance brand image



KEY CORPORATE INFORMATION



Name of the Company	United Commercial Bank PLC
Legal Form	Public Limited Company
Type of Business	Banking
Key Business Segments	Corporate Banking, MSME Banking, and Consumer Banking
Date of Incorporation	26 June 1983
Date of Commencement of Business	27 June 1983
Bangladesh Bank License number	BRPD/(LS-1)/745(17)/2023-462
Number of Branches	Branch -228, Sub Branch-152 (As on 31.12.2023)
Number of ATM & CRMBooths	672 (As on 31.12.2023)
Number of Agent Banking Outlets	850 (As on 31.12.2023)
Number of Off-Shore Banking Units	01 (As on 31.12.2023)
Number of Foreign Correspondents	609 (As on 31.12.2023)
Number of Employees	5749 (As on 31.12.2023)
Subsidiaries	UCB Stock Brokerage Limited UCB Asset Management Limited UCB Investment Limited UCB Fintech Company Limited UCB Exchange (SG) PTE. LTD.
Dedicated CSR Wing	UCB Foundation
Tax Identification Number (ETIN)	458548597820
VAT Registration Number/BIN Number	000875839-0101
Credit Rating	Long-term: AA, Short-term: ST-2, Valid till: 06.05.2025 Outlook: Stable
Stock Exchange Listing	Dhaka Stock Exchange PLC. (DSE) Chittagong Stock Exchange PLC. (CSE)

Key Members of the Board of Directors & its Assistive Committees

Chairman, Board of Directors	Mr. Sharif Zahir
Vice Chairman, Board of Directors	Mr. Md. Shazzad Hossoin
Chairman, Executive Committee	Mr. Md. Tanvir Khan
Chairman, Audit Committee	Mr. Obaidur Rahman FCA
Chairman, Risk Management Committee	Mr. Md. Yusuf Ali
Managing Director & CEO	Mr. Mohammad Mamdudur Rashid
Auditors for the year 2023	ACNABIN, Chartered Accountants
Compliance Auditor for the year 2023	Itrat Hossain & Associates
Tax Consultant for the year 2023	Snehasis Mahmud & Co, Chartered Accountants
Cash Incentive Auditor for the year 2023	ACNABIN, Chartered Accountants Hussain Farhad & CO. Chartered Accountants
Credit Rating Agency for the year 2023	Emerging Credit Rating Limited

Contact

Registered/Head Office	Bulus Center, Plot - CWS(A)-1, Road No - 34 Gulshan Avenue, Dhaka-1212, Bangladesh
Corporate Office	Bulus Center, Plot - CWS(A)-1, Road No - 34 Gulshan Avenue, Dhaka-1212, Bangladesh
Investors Relation Office	Bulus Center, Plot - CWS(A)-1, Road No - 34 Gulshan Avenue, Dhaka-1212, Bangladesh
Telephone	+88-02-55668070, +88-09610999999
SWIFT	UCBL BDDH
24/7 Contact Center	16419, Overseas +88-09610016419, +88-09612316419
Email address	info@ucb.com.bd
Website	www.ucb.com.bd



DISTRIBUTION CHANNELS

UCB has built a comprehensive network of service touchpoints across Bangladesh, ensuring widespread accessibility to our banking services. Our extensive network, particularly in rural and semi-urban areas, serves a significant portion of the population. To further enhance accessibility, UCB has implemented an effective agent banking model. This branchless banking solution empowers individuals and businesses in remote areas by providing a range of banking services, similar to traditional branches.



17

Business Regions



228

Branches



168

Sub-branches



425

ATMs



247

CRMs



1033

Agent Banking Outlets



02

SME Outlets



20

Premium Lounges



CREDIT RATING REPORT

UCB has been assigned a long-term credit rating of "AA" and a short-term credit rating of "ST-2" by Emerging Credit Rating Limited (ECRL). This positive rating reflects our strong financial performance, robust risk management practices, and commitment to sustainable growth. The ECRL rating is based on a comprehensive assessment of our financial statements, business model, market position, and overall creditworthiness. This recognition is a testament to UCB's dedication to maintaining a strong financial profile and delivering value to our stakeholders.

	Long Term	Short Term
Surveillance Rating-2023	AA	ST- 2
Outlook	Stable	
Date of Rating	06 May 2025	



An institution rated in Long Term "AA" has very strong capacity to meet its financial commitments. These institutions typically possess a good track record and have no readily apparent weaknesses. An institution rated in Short Term "ST-2" has the capacity to meet its financial commitments in a timely manner.

Year-wise Credit Rating Report

Year	Rating Agency	Long Term	Short Term
2023	ECRL	AA (Pronounced as "Double A")	ST- 2
2022	ECRL	AA (Pronounced as "Double A")	ST- 2
2021	ECRL	AA (Pronounced as "Double A")	ST- 2
2020	ECRL	AA (Pronounced as "Double A")	ST- 2
2019	ECRL	AA (Pronounced as "Double A")	ST- 2

Distribution of Shareholding

UCB's shares are held by a diverse group of investors, including individual shareholders, financial institutions, and corporate bodies. This broad shareholder base reflects UCB's strong market presence and appeal to a wide range of investors. The specific distribution of shareholding may vary over time and is detailed in UCB's annual reports and other financial disclosures. Shareholding of UCB as of 31 December 2023 is given below:

Major Category-wise Shareholding

SL. No.	Type of Owner	No. of shares	Value of shares BDT	% of holding
1.	Sponsor & Directors	159,274,626	1,592,746,260	10.27%
2.	Govt.	12,574,769	125,747,690	0.81%
3.	Institutes	569,482,305	5,694,823,050	36.74%
4.	General Public	809,044,198	8,090,441,980	52.18%
Total		1,550,375,898	15,503,758,980	100%

PRODUCTS & SERVICES

Retail Banking

CASA (including FC)

- Current AC
- General Savings AC
- Savings Deposit Non-Interest AC
- Corporate Executive Package Salary AC
- Youngster Saving AC
- NRB Savings AC
- AYMA Savings AC
- Imperial Savings AC
- UCB Retail Diganta Salary Account
- Retail Shomota Account
- Dynamic Benefits Savings AC
- Prothom AC
- Probashi Savings (Uclick)
- Convertible Taka AC
- Non-Convertible Taka AC
- Non-Resident Investor's Taka AC (NITA)
- Resident Foreign Currency Deposit (RFCD) AC
- Private FC AC
- Swadhin Account
- Retail Offshore Banking Foreign Currency Account
- Retail International Banking Foreign Currency Account (Current)

Fixed Deposit (including FC)

- Fixed Deposit (General)
- Fixed Deposit (Special)
- Fixed Deposit (Exclusive)
- Money Maximizer (Retail)
- UCB Earning Plus (Retail)
- Retail Non-Resident FC Deposit (NFC) AC
- Retail Offshore Banking Foreign Currency Account
- Retail International Banking Foreign Currency

Account (Term Deposit)

- ERQ Term Deposit

Scheme Deposit

- Retail UCB Multi-Millionaire
- Retail AYMA DPS Plus
- Retail UCB Youngster DPS
- Retail NRB DPS Plus
- UCB Super Flex DPS

Loans

- Home Loan
- Home Mortgage Loan
- Advance Against Salary
- Doctors Loan
- Education Loan
- Household Durable Loan
- Personal Loan
- Auto Loan C
- ash Secured Loan S
- ecured Overdraft (other Fo)
- Secured Overdraft (own Fdr)
- Pension Commutation Loan
- Bangladesh Air Force Overdraft
- Hospitalization Loan

SME Deposits

- Sonivor Current Account
- Sabolombi Easy Account
- Protoyoi Monthly Deposit
- Uddomi Fixed Deposit
- SME Fixed Deposit (Exclusive)

Card

- Credit Card
- Debit Card
- Prepaid Card
- Business Card

Service

- Student File
- Locker Services
- SMS Banking
- 24x7 Customer Service

NRB Banking

- UCB NRB SAVINGS
- UCB Probashi Savings Account (Uclick)
- UCB NRB DPS PLUS
- Locker Services
- Remittance services
- Home Loan

SME & AGRI BANKING

SME Loans

- UCB SME Installment Loan (USIL)
- UCB Dhrubo
- UCB Onkur
- UCB Durjoy
- UCB Thikana
- UCB SME Revolving Short Term Loan (RSTL)
- UCB Small Business Loan (UCB SBL)
- UCB SME Remittance Loan (USRL)
- Cluster Financing
- Start up Financing

Women Entrepreneur Loans

- UCB Ayma Jyoti (Overdraft)
- UCB Ayma Dipti (Term Loan)
- UCB Ayma Credit Card

Agri Loan

- UCB Agri Term Loan
- UCB Agri Time Loan

SME Deposits

- Sonivor Current Account
- Sabolombi Easy Account
- Protoyoi Monthly Deposit
- Uddomi Fixed Deposit
- SME Fixed Deposit (Exclusive)

Other SME Facilities

- Working Capital Finance
- Letter of Credit
- Export & Import Finance
- House Building Finance
- Hire Purchase
- Lease Finance
- Transport Loan
- Work Order Finance
- Purchase of Bills
- Bank Guarantee
- SME Credit Card
- UCB Ayma Credit Card

CORPORATE BANKING

Corporate Banking Loans

- Bridge Financing
- Lease Finance/Hire Purchase
- Work Order Financing
- Buyers'/Suppliers' Credit
- Working Capital Finances (Service/Trading/Manufacturing)
- Transport Loan
- Import Financing (LC/LTR etc.)

Bill Purchase

Structured Finance

- Hybrid Financing Products
- Loan Syndication
- Long Term Debt Instrument
- Wealth Management
- More Structured Finance Products /Services

UCB TAQWA

Deposit

- UCB Taqwa Al-Wadia Current Account
- UCB Taqwa Al-Wadia FC Account
- UCB Taqwa Al-Wadiah Freedom Current Account
- UCB Taqwa Mudaraba Savings Account
- UCB Taqwa Mudaraba Imperial Savings Account
- UCB Taqwa Ayma Savings Account
- UCB Taqwa Probashi Savings Account
- UCB Taqwa Mudaraba SND Account
- UCB Taqwa Mudaraba Term Deposits
- UCB Taqwa Mudaraba CEP Savings Account
- UCB Taqwa Mudaraba Young Star Savings Account
- UCB Taqwa Mudaraba Monthly Deposit Scheme
- UCB Taqwa Mudaraba SND Plus Account
- UCB Taqwa Mudaraba TD Plus Account
- UCB Taqwa Payroll Card
- UCB Taqwa International Travel Prepaid Card (Hajj)
- UCB Taqwa Monthly Hajj Deposit Account

Financing/Investment

- UCB Taqwa Personal Finance
- UCB Taqwa Auto Finance
- UCB Taqwa Home Finance

Corporate/SME

- UCB Taqwa Murabaha Local Purchase (Working Capital)
- UCB Taqwa Murabaha Trust Receipt Finance
- UCB Taqwa Murabaha Import Bill Finance
- UCB Taqwa Salam Packing Finance
- UCB Taqwa Salam Working Capital
- UCB Taqwa Musharaka Local Bill Finance
- UCB Taqwa Bai-As-Sarf Foreign Bill Finance
- UCB Taqwa HPSM Term Finance
- UCB Taqwa EDF Finance

Agent Banking

Savings Accounts

- Savings Deposit Account (General Deposit)
- UCB Savings Plus Account (Special Savings Account)
- UCB Women Savings Accounts
- UCB NRB Savings Account
- UCB Farmer's Savings (Farmer & Non farmer)
- UCB Youngster (Student) Accounts Savings
- Retail Shomota Account

Current Accounts

- Current Account (Personal, Impersonal both)
- Short Notice Deposit Account
- Sonirvor Current Account

Fixed Deposit

- FD General (3,4,6,7,12,13, 24,25,36 months' terms)
- UCB Money Maximizer (Double Money- Fixed Deposit)
- UCB Earning Plus (Monthly/Quarterly Interest payable - Fixed Deposit)

DPS

- UCB DPS Plus (General DPS)
- UCB Youngsters DPS (Monthly Savings Account for youngsters)
- UCB Multi-Millionaire (Monthly Savings Scheme)
- UCB Super Flex DPS
- Prottoy Monthly Deposit (03,05,07)

Loan File Sourcing

- SME loan
- Agriculture Loan
- Consumer loan
- Cottage & Micro Loan





CODE OF CONDUCT AND ETHICS

Our employee Code of Conduct and Ethics Policy applies to everyone who works at UCB including employees (both permanent and on probation). As we grow our business and expand our network, it is essential that our employees understand and act upon our Code of Conduct and Ethics Policy. All employees of UCB are required to comply with our Code of Conduct and Ethics Policy and any breach of conduct could lead to termination of employment in serious cases and employees' declaration is obtained at the time of joining UCB. Furthermore, to help our employees in understanding and apply the principles of our Code of Conduct and Ethics Policy, a course is included in FTC.

Confidential information about United Commercial Bank PLC's business or business plans, products and services, marketing methods, technology, or systems must never be disclosed to a third party except pursuant to a statute or regulations, or valid court order.



Conflicts of Interest

All employees of United Commercial Bank PLC should be scrupulous in avoiding any action or interest that conflicts or gives the appearance of a conflict with the Bank's interests.



Outside Pressure

The employees must refrain from bringing in outside pressure or influence to attain personal gains within the organization; any such attempt will be subject to disciplinary action.



Gifts and Entertainment

Employees are not permitted to accept gifts, entertainment, or other favors from existing or prospective customers of the Bank. This is essential to keep the employees of the Bank from being prejudiced or influenced or showing a lenient attitude keeping aside the Bank's interest.



Accuracy of Records and Reporting

The bank's books, records, accounts, and reports must accurately reflect its transactions and must be subject to an adequate system of internal controls and disclosure controls to promote the highest degree of integrity.





Fraud, Theft, or Illegal Activities

Employees are to be alert and vigilant concerning fraud, theft, or significant illegal activity committed within the office. If any such activity comes to the employee's attention, he/she must immediately report the same to his/her immediate superiors who will arrange for appropriate follow-up action to be taken. Failure to report any such activity will be subject to disciplinary action.



Opportunities

Employees are prohibited from taking for themselves opportunities that arise through the use of corporate property information or position. They are further prohibited from using corporate property, information, or position for personal gain and/or competing with the Bank.



Compliance with Laws, Rules, and Regulations

United Commercial Bank PLC's policy is to maintain an open and cooperative relationship with our regulators and to comply with all applicable laws, rules, and regulations. The bank also disseminates information regarding compliance with laws, rules, and regulations that affect business.



Equal Employment Opportunity

United Commercial Bank PLC is an equal opportunity employer in hiring and promotion practices, benefits, and wages. The Bank will not tolerate discrimination against any person based on race, religion, color, gender, age, or citizenship in recruiting, hiring, placement, promotion, or any other condition of employment.



Discrimination or Harassment

United Commercial Bank PLC is committed to the prohibition of harassment and intimidation of employees in the workplace. Bank encourages a work environment where employees are valued and respected. Bank promotes equality of gender, race, and religion and prohibits sexual or any other kind of discrimination, harassment, or intimidation whether committed by or against a superior, co-worker, customer, vendor, or visitor.



OUR SUSTAINABILITY APPROACH

For many years, the international community has been looking for answers on how to create economic growth in a socially just and environmentally safe way. But all previous approaches fell short. They were not comprehensive enough, neglected certain connections, and laid an emphasis on activities in developing countries. On 18 September 2015, the United Nations General Assembly finally adopted the 2030 Agenda, an agreement of all 193 member states that includes 17 global Sustainable Development Goals (SDG) and 169 sub-goals. It has been effective since 1 January 2016 and serves as a kind of instruction manual for a better world.

Sustainability is not only an environmental issue, it also takes into account economic & social issues, labor practices, human rights, economic performance, community, society, corruption, corporate governance, and responsibility for products & services. And a sustainable global economy is not a luxury. Without a sustainable business model, environmental and social issues will continue to badly impact our economy and compromise for our future needs. The planet and society need a sustainable global economy and an organization needs at first a long-term strategy and success. How does it get started? The change to a sustainable economy requires organizational change. To drive change, the organization needs to set goals and measures on how the organization will forward.

Sustainability is the state of the global system, which includes environmental, social, and economic subsystems, in which the needs of the present are met without compromising the ability of future generations to meet their own needs. Sustainability is a combination of two words; 'Sustain' and 'Ability' i.e. Sustainability. The simplest and most fundamental meaning of sustainability is: "the ability to sustain" or, put another way, "the capacity to sustain". As per the Oxford Dictionary, sustainability means "able to be maintained at a certain rate or level" i.e. sustainable economic growth.

At UCB, we believe that sustainability is not just a corporate responsibility but a fundamental aspect of our long-term success. Our sustainability approach is guided by the following core principles:



Environmental Stewardship: We are committed to minimizing our environmental impact and promoting sustainable practices. We strive to reduce our carbon footprint, conserve resources, and support initiatives that protect the environment.



Social Responsibility: We believe in giving back to the communities we serve. We actively engage in corporate social responsibility (CSR) initiatives that address social and economic challenges.



Ethical Conduct: We adhere to the highest ethical standards in all our business dealings. We prioritize transparency, integrity, and accountability in our operations.



Governance and Risk Management: We have a robust governance framework and effective risk management practices in place to ensure the long-term sustainability of our business.



Customer Centricity: We put our customers at the heart of everything we do. By understanding their needs and providing exceptional service, we build long-lasting relationships and contribute to their well-being.

Our sustainability approach is integrated into our business strategy and decision-making processes. We believe that by operating in a sustainable manner, we can create long-term value for our stakeholders, contribute to a better future for our communities, and strengthen our position as a leading financial institution.

The following are the recommendations to move forward on sustainability reporting:



Increasing awareness: Awareness building initiatives need to be undertaken for various stakeholder communities, both at the firm level as well as sector level. This would lead to useful stakeholder engagement and strategic commitment of the top management, making sustainability an imperative and ensuring reliable and transparent disclosures.



Industry commitment: The industry has to demonstrate a long-term commitment both at a strategic and operational level to sustainable business practices. This is essential for them to realize the potential benefits as they refine their business processes and merits for performance measurement and success.



Capacity Building: There is an urgent need to develop in-house capabilities to assess the impact of operations in an objective manner, and measure and monitor such capabilities, as mitigation strategies are implemented. Now, educational institutions are expected to customize their programs to include sustainability as a discipline and Bangladesh should focus on industry-university linkages to develop an institutionalized knowledge base.



Synchronizing reporting guidelines with local conditions: It is very sensitive to describe materiality disclosure including some other indicators of the company as per GRI guidelines within the present local corporate structure in Bangladesh. It requires synchronization in Bangladesh's context based on the GRI framework, which is a globally acceptable framework, in all sectors including small & medium enterprises.



Government's initiative: The government can be a catalyst for ensuring the speedy adoption of sustainability through policy initiatives immediately paving the way for a sustainable society committed to sustainable development.



Civil Society: It is well accepted that the competitiveness of a company and the well-being of the communities around it are inseparable. A successful community can create demand for products and can also provide a supportive environment to businesses. Sustainability reporting has emerged as a common practice of business. Where once sustainability disclosure was the province of a few unusually green or community-oriented companies, today it is the best practice employed by companies worldwide.



A focus on sustainability helps organizations manage their social and environmental impacts and improve operating efficiency and natural resource stewardship, and it remains a vital component of shareholder, employee, and stakeholder relations.






ENGAGING OUR STAKEHOLDERS



Stakeholder engagement is embedded into UCB's practices, operations, and processes. To achieve the desired goal together, UCB involves all its stakeholders in the business management and decision-making process, as well as determining the Bank's strategic direction. We understand that it is important to look at our business from our stakeholders' perspective and to find areas where our agendas overlap. This means listening to and working with our stakeholders across the country/globe and being very clear about our intentions and priorities. We define anyone who comes into contact with the Bank as a stakeholder. Our engagement processes ensure that stakeholders have direct contact with the bank so that we can respond to issues that may arise and that we can take account of stakeholder views in our ongoing and long-term decisions. We consider ongoing, open dialogue and relationships of trust, integrity, and respect as the markers of successful stakeholder engagement.

The Board is open to suggestions, recommendations, or advice from any stakeholder and welcomes appropriate and constructive engagement from all those who have an interest in the Bank. UCB maintains regular engagement with key stakeholder groups. A number of avenues have been established to facilitate communications between the Board and shareholders, employees, and other stakeholders. We believe that by continuing to engage and listen to the aspirations of our stakeholders, UCB can continue to grow, help communities progress, and increase sustainability. UCB has a method of multi-stakeholder engagement; we want to make sure every stakeholder can easily, comfortably, and effectively present their opinions, ideas, and concerns. UCB also ensures that this input is clearly understood.

Stakeholder group	Engagement Mechanism	Key issues/material matters of Stakeholders	Response of UCB
 Shareholders/ Investors	AGM, EGM, annual, semi-annual report, published quarterly financials, announcements to DSE & CSE, Press conferences and media releases, credit rating and PSI in newspapers, etc.	<ul style="list-style-type: none"> Healthy return on investments and stable dividend policy Growing earnings Sound governance and risk management, ratings of the bank based on overall financial performances 	<ul style="list-style-type: none"> Maintained attractive dividend payout ratio Established risk management culture Transparency & integrity in financial reporting Each query of the investors meets up through our share department efficiently and fairly
 Customers	<ul style="list-style-type: none"> 24/7 Customer hotline 16419, +88 096 100 16419 Customer Relationship Management Multi-channel engagement, including face-to-face customer engagement Customer feedback channels (in-branch, email, contact center, social media) 	<ul style="list-style-type: none"> Customers Queries, Complaints, and suggestions Good return from deposits Fast service delivery with excellence Product varieties catering market demand 	<ul style="list-style-type: none"> Banking accessibility for all Reaching out to customers by widening footprint Continuously developing new products & services ALCO meets every month to decide pricing

Stakeholder group	Engagement Mechanism	Key issues/material matters of Stakeholders	Response of UCB
	<ul style="list-style-type: none"> Customer Service Enhancement Program & Complaints Management Cell Media campaigns/ advertisements Dissemination of information through digital media like websites, social media, etc. 	<ul style="list-style-type: none"> Online banking solutions with secured transactions, privacy and confidentiality Ensuring better and uniform services to the customers 	<ul style="list-style-type: none"> All network nodes are run by the online core banking system (CBS). Digital banking channels Fast and high-quality service delivery following one-on-one relationships. Proper actions are taken on customer complaints
 Employees	<ul style="list-style-type: none"> Yearly Strategic Business Conferences Training, workshops, and orientation programs Internal circulation through the UCB Web Portal (HRD Circular, Information Circular, and Instruction Circular) Physical fitness, Future Leadership Development Program, a safe and clean working environment 	<ul style="list-style-type: none"> Talents and performances Development Regular training Job descriptions are created based on individual skills. Performance-driven career progression Healthy working environment Future Leadership Development Program 	<ul style="list-style-type: none"> 255 training courses were conducted in 2023. Salary packages are increased in line with market competitiveness and inflation. Work life balance Employee motivation is enhanced by a yearly performance bonus. KPIs for performance and inherent quality analysis that are well defined
 Government & Regulatory Authority	<ul style="list-style-type: none"> Adhering to all applicable local regulations and circulars issued by the Bangladesh Bank Strict ethics and compliance with applicable laws, rules, and regulations Directives, notifications, and guidelines Meetings and discussions with the board and senior management Submission of necessary reports, returns, and statements 	<ul style="list-style-type: none"> Proper compliance with laws and regulations Timely reporting as per requirement Timely payment of Income Tax and VAT accurately 	<ul style="list-style-type: none"> Ensured proper compliance and timely reporting to government bodies and regulators Contributed BDT 14,276 million to the National Exchequer, which helped considerably with the revenue collection of the government.
 Business Partners	<ul style="list-style-type: none"> Procurement management, training and communication 	<ul style="list-style-type: none"> Fair trade, fair enlistment Sustainable and stable growth of the bank 	<ul style="list-style-type: none"> Free from any bias or coercion from influencing quarters Fair play and competition to award work orders Timely payment to vendors



Stakeholder group	Engagement Mechanism	Key issues/material matters of Stakeholders	Response of UCB
 <p>Local Communities</p>	<ul style="list-style-type: none"> ■ Promoting financial inclusion both for banked and unbanked people, ■ CSR & other contribution, Scholarship to poor meritorious students 	<ul style="list-style-type: none"> ■ Provide banking facility to geographically dispersed poor segment of the society ■ Benefit economy by poverty reduction through banking services to rural poor people ■ Support under privileged people through Social Safety Net programs 	<ul style="list-style-type: none"> ■ Consider the environmental and social impacts carefully, and refrain from having a negative impact on society. ■ Target segment is underprivileged people. ■ Services to old citizens, widows, and disabled beneficiaries ■ Significant contributions to the fields of education, health, disaster management
 <p>Board & Management</p>	<ul style="list-style-type: none"> ■ Decisions based on financial and business delegation of different levels ■ Major decisions must be placed to board for approval 	<ul style="list-style-type: none"> ■ Governance principles, policies & procedures formulation ■ Strategic focus & value creation Strategic business planning 	<ul style="list-style-type: none"> ■ At least one board meeting in every month, frequent executive committee meeting, audit committee meeting ■ Board members meet management on various occasions like annual & semi- annual business conferences, etc.

CORPORATE GOVERNANCE

UCB undertakes corporate governance issues very sincerely. Accordingly, the Bank has set its policies, procedures, and processes to establish a culture of accountability and transparency. In UCB, corporate governance means increasing the stakeholders' value by being efficient & professional to the organization, transparent and accountable to the shareholders, and responsible to the society and the environment. The tone of corporate governance has to be set by the Board of Directors. It is their duty to support the organization's strategy, employ and direct senior executives and to make sure accountability of the organization to its stakeholders and regulatory authorities. UCB has quite a few committees that help it to function accordingly. A few of the committees that are mentioned for the report are as follows:

Board of Directors

UCB obeyed with appropriate guidelines of Bangladesh Bank and Bangladesh Securities and Exchange Commission while establishing its Board of Directors. The number of Board members is 06 (including the Managing Director) out of whom 03 members are Independent Directors. All members of the Board of Directors are of high competency, with vast academic knowledge and professional experience in the field of business. The Board approves the Bank's budget and business plans and evaluates those on a monthly basis as to give direction as per changing economic and market environment. The Board approves and reviews policies and guidelines for the bank. The Board also appraises the strategies and manuals of several segments of businesses to establish effective risk management in credit and other key areas of operations. The Board also approves credit proposals beyond the delegation of EC.

Executive Committee

The Executive Committee (EC) of the board is to ensure efficient, competent, compliant and secured structure for approval of credit proposals and business decisions. The number of members in executive committee is 03 nominated by the board of directors. The EC time to time reviews policies and guidelines issued by Bangladesh Bank regarding credit and other operations that are customized and adopted by the management after approval of the board of directors. EC approves credit proposals as per the approved policy of the board.

Audit Committee

In compliance with the guidelines of the Bank Companies Act & BSEC directives, the Audit Committee

has been functioning as a sub-committee of the Board of Directors with 5 members. The Audit Committee is chaired by an independent director. The Audit Committee has been supporting the Board in ensuring that the financial statements reflect a true and fair view of the state of concerns of the bank. It also carries out the oversight responsibilities for the implementation and compliance of different policies formulated by the Board and the Regulators.

Risk Management Committee

To minimize risk while implementing the policies and business plan of the Bank, the Board has formed a Risk Management Committee as per the guidelines of Bangladesh Bank. The Committee will supervise whether the risks arising from credit, foreign exchange, internal control and compliance, money laundering, information technology, operation, interest rate, liquidity, and other sources are identified, measured and adequate systems are in place to minimize such risks. Currently 4 (Four) members are in the Risk Management Committee.

Shari'ah Supervisory Committee

Operations of Islamic banking branches of UCB are supervised by UCB Shari'ah Supervisory Committee, comprising a pool of Shari'ah experts and renowned economists of the country. The basic functions of the committee are to offer views on matters related to the Islamic banking operation of the bank from time to time and to assist the Board of Directors by advising them on matters relating to Shari'ah. Their recommendation of Shari'ah Principles is strictly respected by the Board to run Islamic banking operation of the Bank.



Asset Liability Committee (ALCO)

The Asset-Liability Committee (ALCO) is chaired by the Managing Director and is responsible for the daily liquidity and cash management. The ALCO reviews report on liquidity risk, market risk, and capital management and makes decisions accordingly. It is also responsible for deposit-pricing strategy for the local market and appraises liquidity contingency plans for the Bank. When needed special ALCO meetings are held to respond to the unusual or seasonal market behavior or other volatile market scenarios.

Senior Management Team (SMT)

The highest committee of Management is the Senior Management Team (SMT), which is responsible for recommending strategy and monitoring business performance of the bank and its subsidiaries. The SMT operates under delegated authority from the board. SMT appraises the Bank's financial data, position in the sector, profitability of business units, new business developments, and compliance issues. SMT is also responsible for recommending to address any shortfalls in policy, procedures, implementation, or execution, and to see how effectively existing compliance risks have been managed, as well as, identify the need for any additional policies or procedures to deal with new compliance risks identified as a result of regular risk assessment done by the concerned division(s) in a year.

Credit Committee

The credit committee of the Bank has been formed with a group of highly knowledgeable senior management who are responsible for examining loan offers in terms of compliance with legal regulations, banking principles, the Bank's goals, and loan policies assessing the creditworthiness and ability to repay debt of prospective borrowers. Based on the recommendations, credit proposals are approved or declined by the managing director or as sub-delegated by the managing director or executive committee of the board or the board as per delegation of authority.

Supervisory Review Process (SRP) Committee

The Supervisory Review Process (SRP) committee is formed under the second pillar of the Basel III capital accord. The Bank has developed an internal methodology to assess the requirement of additional capital to address risks that have not been considered under minimum capital requirement (MCR), i.e. credit risk, operational risk, and market risk. The SRP committee is a representation of senior management working under the board. Core responsibilities of the committee are to ensure that bank has comprehensive Internal Capital Adequacy Assessment Process (ICAAP) and adequate level of capital is maintained and reported considering appropriately the level of risk.

Sustainable Finance Committee

In order to comply with the instruction of the Bangladesh Government to participate in a combined manner to accomplish the Sustainable Development Goals (SDGs) announced by the United Nations and to comply with the Bangladesh Bank's instruction, UCB established the Sustainable Finance Unit at Head Office. The main function of the committee includes the following tasks:

- Set an annual objective of the Sustainable Finance Unit and evaluate its performance.
- Give required approval, monitor & evaluate the activities of the Sustainability Finance Unit at the management level.
- Ensure appropriate coordination and support among all the relevant divisions of the Bank to accomplish the activities of the Sustainable Finance Unit.

Moreover, the Risk Management Committee (RMC) of the Board has been appointed as the High-Powered Committee for reviewing environmental policies, strategies, and programs for governing the overall green banking activities of the Bank.

PROMOTING INCLUSIVE GROWTH

At UCB, promoting inclusive growth of Bangladeshis across the length and the breadth of the country is core to our organizational charter. We undertake comprehensive initiatives and collaborate with various stakeholders including the government, to catalyze meaningful socio-economic development of the underprivileged and marginalized sections of our society. Our interventions are focused on capacity building in key areas of national importance and skilling people to empower them to earn sustainable livelihoods by promoting micro-entrepreneurship and providing access to employment opportunities. The activities are largely implemented either directly or through the UCB Foundation for Inclusive Growth.

We constantly endeavor to build our villages as self-sustaining ecosystems through integrated value-chain interventions in agriculture and allied activities to enable our fellow citizens in rural Bangladesh to participate in and benefit from Bangladesh's economic progress. Our rural programs are customized based on local needs and broad-based to ensure convergence with the goals of the communities that they intend to benefit. Conservation of water, creating awareness of sustainable use of water, and environment, prudent use of natural resources, and maintenance of the fragile ecological balance in our villages are important considerations that underpin the development of our inclusive growth initiatives.

At UCB, we believe that empowerment of women is key to ensuring the holistic development of our nation and building a sustainable future. We design and execute customized initiatives that focus on enabling women to become economically independent and to play an active role in decision-making at all levels. Over the years, our systematic and concerted programs for promoting inclusive growth have transformed the lives of Bangladeshis.



Water Saving

UCB ensures that water consumption at its large offices is lower than the benchmark. We have undertaken various initiatives to conserve water. All new offices and branches opened during the year 2023 were fitted with water-efficient plumbing fixtures.



Waste Management

Integral to our initiatives focused on managing our environmental footprint is a focus on waste reduction and management. We constantly aim to minimize the waste we generate with our operations. We also aim to decrease the waste we send to landfills. This is in line with our philosophy of 'Reduce, Reuse and Recycle'. At UCB, a majority of our waste is wet waste, dry waste, and e-waste. We make use of several initiatives in order to manage the same effectively.



Harnessing Digitization for Customer Convenience

UCB is a pioneer in digitization and adoption of emerging technologies in banking. Our initiatives encompass digital re-engineering of our operations that provide us with an opportunity to manage our environmental footprint, while creating superior and delightful banking experiences for our customers. We believe that encouraging customers to adopt digital practices not only helps in improving efficiency and reducing servicing time but also helps create a positive impact on the environment.

A large focus of our digitization measures has been geared toward saving paper. We have moved a large number of our services to the digital platform. These services include opening a bank account with UCB and applying for a loan along with other regular banking transactions.



During the year, we also enabled the digitization of high-volume service requests on our mobile and Internet banking platforms.

Owing to our consistent communication and awareness programs, a large number of our customers have been amenable to the idea of adopting e-statements, physical letters, and information to be sent via SMS and e-mails. Our customer-facing digitization efforts include an array of initiatives like digital sourcing, reduction of paper-based application forms, elimination of paper-based transaction advice slips, and encouraging customers to adopt digital account statements. We also procure environment-friendly equipment and paper.



Socially Responsible Banking

At UCB, we recognize that the banking requirements of Bangladesh's rural customers are not always the same as those of urban customers. Over the years, we have customized our products and services as well as brought in state-of-the-art digital interventions to cater to the financial requirements of our rural customers. In addition, as a large and responsible financial institution, we undertake initiatives to promote financial literacy and further financial inclusion in unbanked and underbanked areas.



Rural and Inclusive Banking

We strive to meet the financial requirements of customers in rural and semi-urban locations. We follow a two-pronged approach, comprising financial inclusion and sustainable growth of villages, to help rural economies flourish and maximize their potential. Our rural strategy is focused on offering complete financial solutions to customers. We also serve rural value chains by identifying large ecosystems and leveraging opportunities within these ecosystems.

We have been offering a comprehensive range of financial products and services to this segment supported by access through multiple channels, digital solutions and strategic partnerships. Our wide range of banking solutions for rural markets ranges from working capital loans for growing crops to the financing of post-harvest activities, farm equipment loans, and financing against warehouses. In addition, we also offer banking products for their personal use such as personal loans, affordable home loans, etc. Further, we offer financial solutions to micro-finance institutions, co-operatives constituted by farmers, corporations as well as medium enterprises engaged in agriculture-linked businesses.

Promoting financial inclusion is a key focus area for us and it has been our endeavor to provide financial services to the unbanked regions in the country.

TRIPLE BOTTOM LINE APPROACH

United Commercial Bank PLC (UCB) is committed to a holistic approach to sustainability, encompassing economic, environmental, and social dimensions. This Triple Bottom Line (TBL) framework guides our business decisions and operations, ensuring a positive impact on all stakeholders.



People

UCB maintains a consistent commitment to social responsibility by providing financial support to the community throughout the year. We prioritize transparency, fairness, and integrity in our interactions with customers, regulators, and suppliers to build lasting trust and create enduring value for all stakeholders. UCB recognizes the importance of human capital in driving business success. We prioritize employee well-being, diversity, equity, and inclusion. Our commitment to talent development, fair labor practices, and social responsibility fosters a positive work environment and contributes to the overall development of our employees. We also engage with our customers, communities, and other stakeholders to build strong relationships based on trust and mutual benefit.

People/ Society	Year 2023
Number of incidents of Discrimination	Nil
Number of incidents of Child Labor	Nil
Number of incidents of Human Rights violation	Nil



Planet

UCB encourages its branches to invest in environmentally friendly initiatives that promote long-term sustainability. We have implemented an in-house Green Office Guide to minimize resource consumption and operational impact. By adhering to these guidelines, we aim to reduce our ecological footprint and contribute to a healthier planet.

UCB is dedicated to minimizing our environmental impact and promoting sustainable practices. We are committed to reducing our carbon footprint, conserving resources, and supporting environmental initiatives. By integrating environmental considerations into our operations, we aim to contribute to a healthier planet for future generations.

Planet/Environment	Year 2023
Number of imposed fines/penalties by the Department of Environment (DOE)	Nil
Number of environmental grievances	Nil

Profit

As a financial institution, UCB's primary responsibility is to generate sustainable returns for shareholders. We strive for financial stability, growth, and profitability while adhering to sound risk management practices. Our focus on operational efficiency, product innovation, and customer satisfaction enables us to achieve long-term financial success.

Key Financial Indicators	Policy Parameter	Actual Position	
		31.12.2023	31.12.2022
Provision Maintenance Ratio	≥100%	100.00%	100.45%
Rated Investment Ratio	80% - 100%	76.24%	75.77%
Advance Deposit Ratio (ADR)	≥87%	86.57%	86.14%
Liquidity Coverage Ratio (LCR)	≥100%	106.81%	105.00%
Net Stable Funding Ratio (NSFR)	>100%	118.77%	117.54%
Cash Reserve Ratio (CRR)	≥4%	4.15%	4.10%
Statutory Liquidity Requirement (SLR)	≥13%	15.78%	16.83%
Capital to Risk Weighted Assets Ratio (CRAR) with Conservation Buffer	≥12.50%	12.58%	13.06%
Leverage Ratio	≥3%	4.93%	5.00%
Surveillance Rating-CRAB	-	AA(ST-2)	AA(ST-2)

This Triple bottom-line approach serves as the foundation for UCB's sustainability strategy and informs our decision-making processes across all levels of the organization. We believe that by balancing economic, social, and environmental considerations, we can create long-term value for all stakeholders and contribute to a sustainable future.

SUSTAINABLE FINANCE EMPOWERING A SUSTAINABLE FUTURE

The repercussions of climate change are catastrophic and inevitable, and it becomes a planetary imperative to adopt remedial measures in a concerted manner to ensure sustainability in business and net-zero emissions across the globe. UCB is not an exception in this regard and is committed to remodeling the way it does its core business and internal operations to fast-track its convergence toward sustainability. The traditional financing concepts lack the calibration for environmental, social, and governance aspects which are essential in securing the endurance of the projects or businesses being financed in the long run.

Role of Banks in Promoting Sustainable Finance

In spearheading the mission of promoting sustainability in every aspect of future development, the formation and implementation of Green and Sustainable initiatives are quintessential. The robust agenda of a country like Bangladesh encompasses comprehensively forming a sustainable framework and stimulating effective conduits for prolific implementation. Because of their caliber to influence production, supply chain, industrialization, and other economic ventures through allocating finances and advisory resources, banks have a pivotal role in the economy. As a result, they can contribute to channeling private investment toward the transition to a climate-neutral, climate-resilient, resource-efficient, and fair economy.

United Commercial Bank PLC is pledged to promote Sustainable Finance

United Commercial Bank PLC is committed to sustainable finance and promoting environmental sustainability. The bank has taken several steps to demonstrate its commitment to the environment and support the global transition to a more sustainable economy.

The Bank's Risk Management Committee (RMC) of the Board is the apex body to review the Sustainable Finance activities of the Bank. The Board of the Bank also has the active participation in approving eligible Green Finance and Sustainable Finance related credit facilities. At the Management level, a highly skilled

Sustainable Finance Committee (SFC), comprising Heads of relevant Divisional/Portfolio Heads, guides the implementation wing – the Sustainable Finance Unit (SFU).

In alignment with the Sustainable Development Goals (SDGs) of the United Nation (UN), Bangladesh Bank initiated a comprehensive Sustainable Finance Policy (SFP) in December 2020 that addresses both sustainable finance and green finance issues. Later, the policy was updated in October, 2023 and was adopted by the bank in December, 2023.

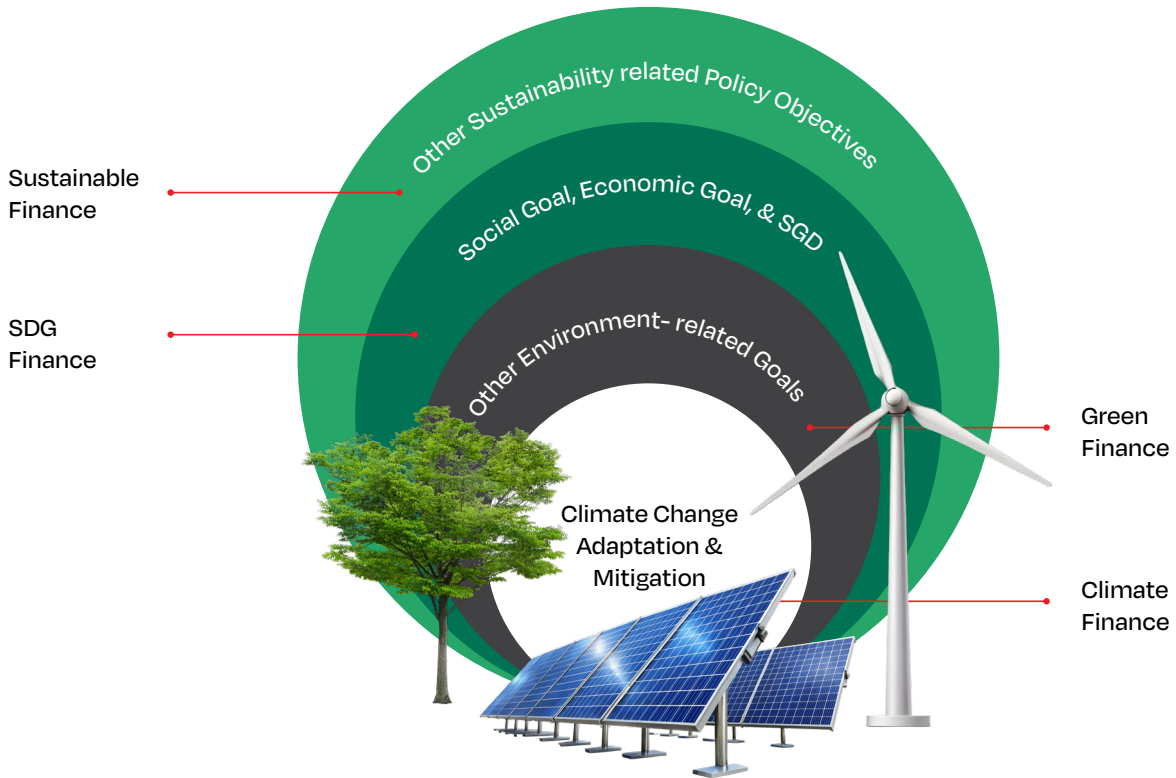
Furthermore, UCB has established an Environmental and Social Risk Management (ESRM) Policy which outlines the bank's approach to identifying, assessing, mitigating, and managing environmental and social risks associated with its lending activities. This policy aims to ensure that the bank's lending practices are aligned with sustainable development goals and promote environmentally sustainable projects and initiatives.

The bank also actively works to promote and funding for energy efficiency and sustainable agriculture projects. UCB is also participatory of several refinancing schemes of Bangladesh Bank designed to support environmentally sustainable initiatives. Furthermore, UCB has adopted several environmentally friendly measures, such as implementing green technology in its banking operations, and reducing energy consumption and paper usage.

Sustainable Finance & Green Finance

Sustainable Finance refers to financing activities that integrate ESG factors into investment decision-making processes. This means weighing environmental, social, and governance factors alongside traditional financial metrics when evaluating investment opportunities.

Green financing, on the other hand, refers to financing activities that promote environmentally sustainable economic growth. This can take many forms, including funding renewable energy projects, green buildings, sustainable agriculture initiatives, and other similar projects.



Sustainability Rating awarded by Bangladesh Bank

For uncompromising commitment to implementing Sustainability in its credit portfolio and overall operations, UCB was awarded the Prestigious Sustainability Rating by Bangladesh Bank for three years. The rating was based on core banking sustainability, sustainable finance indicators, Banking services coverage, CSR activities, and Green Refinance.



Bank's Financing in Sustainable and Green Projects

Sustainable finance is a need of time and entails a substantial quantum of investment on a continuous basis. As banks and financial institutions are the key players in our economic system, Bangladesh Bank has initiated the concept of Sustainable Financing aligned with the Sustainable Development Goals (SDGs) encouraging the Banks to promote investment targeting sustainability. Sectors that have been prioritized in the Sustainable Finance Policy of Bangladesh Bank encompass agriculture, cottage, micro, and SME (CMSME), Socially Responsible Finance (SRF), and green finance products/projects.

Green Finance Disbursement Status during 2023

The Bank's disbursement in green products and initiatives during December, 2023 stood at 36.21% surpassing the regulatory requirement of 5% substantially.

(Fig. in mn BDT)

DISBURSEMENT	Target 2023	Achievement 2023	Achievement 2022
Green Finance	5% (1448.50)	36.21% (1,0490.90)	16.69% (2765.70)

Note: Disbursement target on Green Finance is determined against the Bank's total Term Loan disbursement.

Green Finance Outstanding at the end of 2023

At the end of the December 2023, the Bank's outstanding of Green Finance was Tk. 26496.10 mn (5.57%) surmounted the annual target of Tk.8830.00 mn (2.00% of outstanding) for the year 2023.

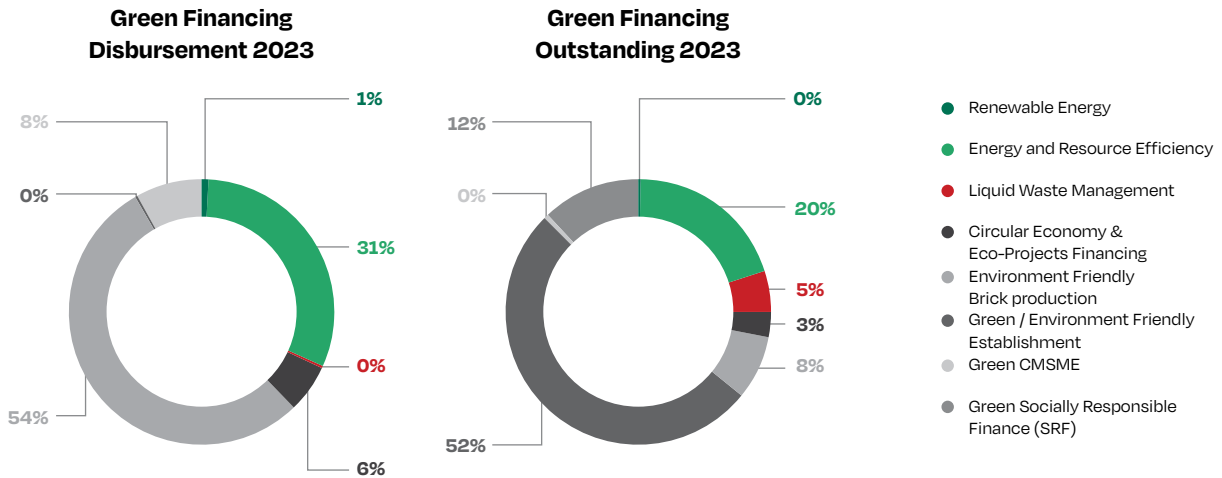
(Fig. in mn BDT)

OUTSTANDING	Target 2023	Achievement 2023	Achievement 2022
Green Finance	2% (8830.00)	5.57% (2,6496.10)	2.15% (8140.20)

Out of 14 categories, the Bank's Green Financing has coverage in the following 08 categories; Renewable Energy, Energy & Resource Efficiency, Liquid waste management, Circular Economy & Eco-Projects Financing, Environment-friendly Brick production, Green / Environment-Friendly Establishment, Green CMSME, and Green Socially Responsible Finance (SRF).

(Fig. in mn BDT)

GREEN FINANCING AREAS	Disbursement 2023	Outstanding (as on 31.12.2023)
Renewable Energy	100.00	100.10
Energy and Resource Efficiency	3197.50	5,351.50
Liquid Waste Management	38.70	1,225.40
Circular Economy & Eco-Projects Financing	3.50	689.70
Environment Friendly Brick production	594.00	2,041.00
Green / Environment Friendly Establishment	5698.30	13,847.00
Green CMSME	49.20	92.90
Green Socially Responsible Finance (SRF)	809.90	3148.50
TOTAL	10,490.90	26,496.10



Sustainable Finance Disbursement Status during 2023

The Bank's disbursement during December, 2023 in Sustainable Financing, which also includes Green Finance, was 22.03% against the target of 20%.

(Fig. in mn BDT)

DISBURSEMENT	Target 2023	Achievement 2023	Achievement 2022
Sustainable Finance	20% (54,228.20)	22.03% (59,730.40)	19.59% (48,752.60)

Note: The disbursement target on Sustainable Finance is determined against the Bank's Total Disbursement.

Sustainable Finance Outstanding at the end of 2023

The Bank's outstanding of Sustainable Finance at the end of the December, 2023 was Tk. 136,523.20 mn (28.71%) exceeding the annual target of Tk. 66,200.00 mn (15.00% of outstanding).

(Fig. in mn BDT)

OUTSTANDING	Target 2023	Achievement 2023	Achievement 2022
Sustainable Finance	15% (66,200.00)	28.71% (136,523.20)	17.48% (66,131.70)

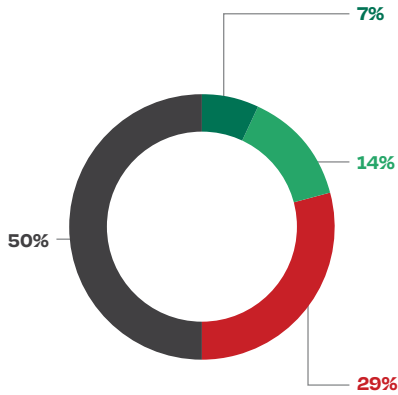
The Banks coverage on Sustainable Linked Finance under the five broad categories are

(Fig. in mn BDT)

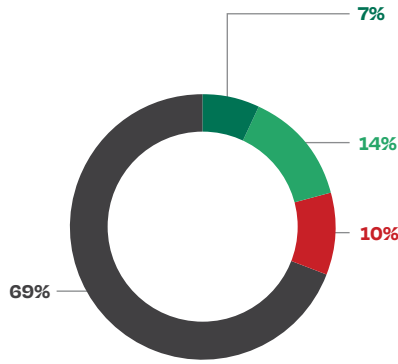
Sector	Disbursement 2023	Outstanding 31.12.2023
Sustainable Agriculture	3,926.70	8,291.10
Sustainable MSME	8,484.90	15,490.40
Sustainable Linked Socially Responsible Financing	17,290.20	10,529.80
Other Sustainable Linked Finance	19,537.70	75,715.80
GRAND TOTAL	49,239.50*	110,027.10*

*Note: Sustainable Finance = Green Finance + Sustainable Linkage Finance
 Sustainable Finance (Disbursement) = 59,730.40 = 10,490.90 + 49,239.50
 Sustainable Finance (Outstanding) = 136,523.20 = 26,496.10 + 110,027.10

Sustainable Finance Disbursement 2023



Sustainable Finance Outstanding 2023



- Sustainable Agriculture
- Sustainable MSME
- Sustainable Linked Socially Responsible Financing
- Other Sustainable Linked Finance

Some of the obligors under UCB's Green and/or Sustainable Finance:



MAXCRETE Autoclaved Aerated Concrete (AAC) Blocks are lightweight, prefabricated, and green building material that is well admired as the eco-friendliest substitution for toxic clay-based bricks. It has excellent thermal properties and insulation best suited for energy savings applications and does not produce CO2 gas. The factory has a capacity of 300,000 m3 per year.

Dynamic Sun Energy Private Ltd. (DSEPL) is building a 100-megawatt (MW) Grid-connected Solar Photovoltaic Power Plant in Pabna, a northwest district in Bangladesh. This solar power plant will generate 193.5 Gigawatt-hours of electricity annually and avoid 93,654 tons of carbon dioxide emissions annually



Panam Cycle Industries Limited is a 100% export-oriented bicycle manufacturing factory of Panam Group. Panam Cycle started production in March 2023. This plant has been equipped with advanced technology machines as well as a skilled and highly experienced team to ensure the quality of products. They are committed to producing high-quality bicycles to meet customer's requirements.



Refinancing Schemes related to Green Finance

The Bank entered into an agreement with Bangladesh Bank for participation in Green Financing related refinancing schemes for accelerating the availing of low-cost fund, both for the banks and the customers, to protect and preserve the environment as well as ensure sustained economic development. The Refinancing Schemes for Green Financing are as under:

1. Green Transformation Fund (GTF) in Foreign Currency
2. Technology Development/Up-gradation Fund (TDUF)
3. Refinancing Scheme for Green Products/Projects/Initiatives

Agreement on GTF in Local Currency was signed on 16 March, 2023 and during the year 2023 we have received refinancing worth Tk. 1,119.20 mn from Bangladesh Bank. In 2022, the Bank received a refinancing of Tk.912.40 Crore under the Green Transformation Fund (GTF) in the Foreign Currency refinancing scheme of Bangladesh Bank.

LEED Certified Green Garments Factories financed



07

Customers



11

Customers



02

Customers



01

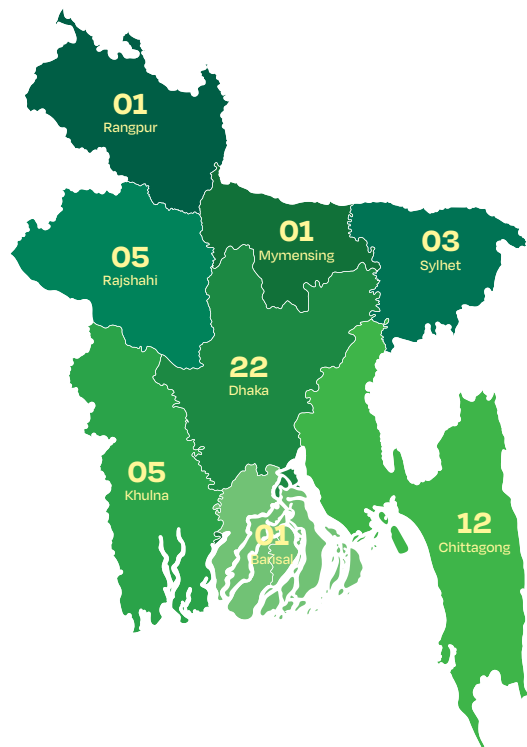
Customers

As of 31.12.2023, a total 21 nos. of customers of the Bank were LEED certified. Out of the total certified customers, 7 (seven) nos. of customers are in the Platinum category, 11 (eleven) nos. of customers are in the Gold category, 02 (two) nos. of customers are Silver category and 1 (one) certified category.

These customers fall under the "Green / Environment-Friendly Establishment" category under Green Finance. In 2023, a total of Tk. 5,698.30 mn was disbursed under this category and the year-end outstanding stands as Tk. 13,847.00 mn.

Dedicated Sustainable Finance Help Desks (DSFHDs)

Being pledged to promote and implement Sustainable Finance, the Bank has set up 50 Dedicated Sustainable Finance Help Desks around the country covering both rural and urban domains. The core objectives of the DSFHDs are to proactively search out potential entrepreneurs afresh for the untrodden sectors/products of sustainable finance and at the same time explore the possibility amongst the existing obligors to assimilate them within the realm of sustainable finance. The officials of the DSFHDs are trained to provide one-stop service to the existing and potential obligors in the form of advisory service, and prompt processing of credit proposals relating to sustainable finance.



INCORPORATION OF ENVIRONMENT & SOCIAL RISK IN CRM







To fortify the financing portfolio of the Bank along with protection and preservation of the environment, the Bank has started implementing Environmental and Social Risk Management (ESRM) guidelines, the latest version was issued in June 2022 by Bangladesh Bank and was incorporated as an integral part of CRM Policy of the Bank in 2023. As per the guidelines, an Environmental and Social Due Diligence (ESDD) checklist has to be conducted for the eligible customers of the Bank generating an Environmental and Social Risk Rating (ESRR) to facilitate the competent approval authority for approval decision based on the Environmental and Social (E&S) risk assessment and applicable mitigation measures of the customers.

ESDD	2023							
	Q1		Q2		Q3		Q4	
	No. of A/c	Amt. Disbursed	No. of A/c	Amt. Disbursed	No. of A/c	Amt. Disbursed	No. of A/c	Amt. Disbursed
Low	4,143	4,176.18	4,526	4,026.78	4168	3,389.04	4,876	3,185.3
Medium	203	450.69	156	193.12	86	376.58	134	226.3
High	0	0.00	0	0.00	0	0.00	0	0


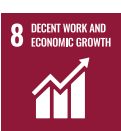







ALIGNMENT OF SUSTAINABLE FINANCE WITH SDGS

SDGs (Sustainable Development Goals)	Initiatives of UCB
 <p>1 NO POVERTY</p>	<p>UCB finance through MFI (MRA Regulated)/NGO (Govt. Approved) Linkage Mode for capacity building, Education, employment generation including self-employment. In 2023, a total disbursement of Tk. 31,079.10 mn was disbursed through Sustainable Linkage finance.</p>
 <p>2 ZERO HUNGER</p>	<p>With a view to fulfilling the goal of zero hunger, UCB finances in sustainable agriculture covering areas like crops, pisciculture, Crop storage, irrigation tools, agriculture tools, and others.</p>
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Various health and well-being awareness programs such a Breast Cancer awareness campaign is being organized by the bank. The female employees of UCB Dhaka zone participated in the event. Issues like breast cancer risks, cure, and prevention were discussed in the campaign. The Breast Cancer awareness campaign was organized as part of the CSR activities of the bank. Apart from this, UCB has extended its credit facilities worth Tk. 253.70 crore in the Health and Healthcare service.</p>
 <p>4 QUALITY EDUCATION</p>	<p>Out of its commitment to give back to contribute to the society's noble causes, UCB regularly takes up CSR initiatives for educational domain of the society.</p>
 <p>5 GENDER EQUALITY</p>	<p>UCB is always aware of maintaining gender equality. In 2023, the bank's women employees are about 20% of the entire permanent employees.</p>
 <p>6 CLEAN WATER AND SANITATION</p>	<p>UCB has been extending financing in the installation of Water Treatment Plants for the treatment of water again various hazardous substances of the major industries of the country.</p>



SGDs (Sustainable Development Goals)	Initiatives of UCB
	As part of its pledge to sustainable finance, UCB has extended its credit facilities for the Energy and Resource efficiency realm. In 2023, total Tk. 3,197.20 mn was disbursed against this category. Apart from this Tk. 100.00 mn was disbursed during 2023 in Solar Grid under renewable energy category.
	Being one of the leading private commercial banks of the country, UCB has been an employer of around 5,460 permanent employees. To ensure sustainable employment the bank has devised and implemented a sound compensation, pension, and other policies including workplace safety. Apart from this, the bank has extended credit facilities to a large number of CSME and Corporate clients creating thousands of employments in the economy.
	UCB promotes and provides funding for the production of environmentally friendly bricks and the establishment of green and eco-friendly establishments. In 2023, total of Tk. 593.90 mn was disbursed under environmentally friendly bricks and Tk. 5,698.10 mn in green and eco-friendly establishments.
	while appraising credit proposals the bank reckons the environment, social and environmental factors in addition to the conventional credit risk assessment criteria. The assessment is conducted with ESDD check list. In case of high-risk clients, the issue is escalated and an action plan is adopted.
	UCB Creates awareness regarding climate change and environmental degradation and also actively engaged in events like tree plantation, seminars on ecological balance, disaster management initiative/ support, etc.



IN-HOUSE INITIATIVES FOR THE YEAR 2023

United Commercial Bank PLC is pledged to reduce its carbon footprint and actively spearheads innovative conduits to have a benign impact on the environment by reducing paper consumption, minimizing water wastage, and bringing in efficiency in the diurnal operation. In the previous year, the bank introduced Robotic Process Automation, an online collection of income tax return certificates, change management through UCB Home, CIB inquiry workflow system, etc. This year the bank has again boarded the scope of such initiatives in the following areas:

Half-yearly Account (CASA & Loan) Statement through SMS:

Customers' half-yearly Account (A/C) statements are sent through couriers with no valid email ID every year. Since 2023, we have started sending half-yearly A/C statements through SMS. Customers receive an SMS with a link. After clicking on this link to provide some information and validate through OTP, the customer can view the A/C statement. This also brings a step ahead in checking the authenticity of the customer for the A/C statement. This significantly reduces the time & cost from the Bank's perspective.

Automated Customer Acknowledgement after Account Opening

Previously, after a successful Account (A/C) opening, the customer did not get any information. Since 2023, we have started sending acknowledgments to customers through SMS for this purpose. Customers receive an SMS with a link. After clicking on this link and inputting information, the customer can download a file that contains basic information about the A/C holder.

Electronic Form C against Inward Remittance

To receive inward remittance, customers had to come to the Branch, fill out the form, and hand over the necessary documents to relevant people. Now, for remittances equal to or above 20,000 USD, customers can fill out the form electronically and upload the required files through the online portal to process the matter. In this connection, Bangladesh Bank has circulated FE circular 01, Dated 01 February 2023, for permitting electronic Form C.

U-Click Phase 2 Deployment

U-click is the e-KYC-based digital customer Onboarding platform for UCB. Through Uclick, Customers can open a bank account with UCB online and update account information from anywhere and at any time without visiting any of UCB's Branches. Using uclick customers can now apply for SME Loan and can open an SME account.

Collection & Recovery Software Implementation

Collections and Recovery software is a debt collection software for UCB. It works with payment collection for defaulted loans. Using this software bank can collect its payments from its defaulted loans from customers.

Automated Notification Management System

The implementation of the Automated Notification Management System for monitoring SLAs and AMCs has ensured timely notifications for renewals, preventing service disruptions. This has led to a tremendous reduction in downtime, contributing to improved service quality. Additionally, the proactive approach has resulted in cost savings on emergency maintenance, positively impacting resource utilization.

Aggregated Access Control (Umbrella)

The introduction of Aggregated Access Control (Umbrella) for in-house applications has simplified user access management. This has led to a significant reduction in time spent on access-related issues, resulting in increased productivity. Additionally, a centralized access control system has resulted in a notable decrease in security incidents, ensuring a more secure IT environment.

Role-based MIS User Access Migration

The migration to role-based MIS user access has facilitated smoother access management and reduced the time spent on access assignments. It has increased human resource utilization and has also decreased access-related delays.

Document Management System (DMS)

Implementing the Document Management System has significantly improved document organization and retrieval. This has reduced the time required for document searches, leading to enhanced workflow efficiency. The streamlined document handling has also contributed to a decrease in document-related errors, positively impacting the overall quality of operations.

Loan Products' Supervision charge processing automation

As per the Bangladesh Bank Instruction Circular, UCB must collect supervision charges from existing all loans once a year and accordingly bank has completed the automation process for supervision charge realization on all loan products.

MIS report server upgradation and new report introduction

Report and database Migration from UCBRPT (Old ETL) to DWHDB (New ETL)

Report server performance Extract, Transform, and Load (ETL) tuning.

Automation of Cost Center and Profit Center (CCPC) Performance Report

Excise Duty Implementation at Loan Products

Earlier Excise Duty from each of the customer accounts (savings, current, loan, or other accounts) was realized manually not that it is automated for all kinds of loan products.

SWIFT message integrated at Payoneer's payment platform

Two types of SWIFT messages MT940 & MT950 automation completed for PAYONEER INC. Payoneer's payment platform empowers banks to reach new markets, do business in multiple currencies, and comply with local regulations.





TRAINING ON SUSTAINABLE FINANCE AND GREEN FINANCE

Two training sessions titled “Necessity of Green Banking” and “ESRM guidelines” are being regularly conducted every quarter. During 2023, the Unit has arranged several sessions on “Revised ESRM guidelines of Bangladesh Bank, 2022”. This year a total of 395 personnel participated from SME, Credit Risk Management, Corporate, and RMG. Nominated officials of the Dedicated Sustainable Finance Help Desks were also trained on the above issues and Green Finance.

Particulars	2023				
	Q1	Q2	Q3	Q4	Total
Training Program organized	3	4	4	3	14
Number of Employees trained	48	122	177	48	395

Sustainable Human Resource Policy

United Commercial Bank PLC (UCB) is committed to excellence in banking and has been operating in a highly professional manner to achieve continuous and sustainable growth in the industry. HR plays an instrumental role in securing the future success of UCB. In doing so, the function is guided by its long-term vision of working in partnership to create an environment where employees can thrive and are enabled to deliver sustainable organizational performance. It considers that a set of quality, balanced & motivated human resources is the key success factor for its business. The Bank has a clear set of mission, vision, and strategies and the Human Resources Division tries to ensure finding such talented manpower having the right attitude and place them in the right positions to achieve the goal of the Bank. The Bank always focuses on creating a learning and innovative culture throughout the organization to take the challenges as well as to move the bank forward.

Developing employees’ capabilities always remained at the forefront of the Bank as efficient and skilled manpower can manage the financial risks and optimize the organizational values. The Human Resources Division in this regard focuses on transforming its human into human capital with a deep sense of organizational commitment and ownership. To this effect Human Resources Division continuously evaluates its employees’ strengths as well as weaknesses to provide required training and updates the HR policies, employee benefits, and social security, and undertakes career development programs to ensure that the employees are motivated, inspired, and proactive for achieving the goals.

HR Policies & Practices with respect to Human Resource Development and Management

UCB is pursuing a standards set of Human Resources policies and guidelines covering all related aspects of Human Resources Management to ensure a unique HR Management practice throughout the organization. Human Resources policies of the Bank in broader lines covers from talent acquisition, HR Development, performance management, remuneration & allowances, disciplinary and grievance management, sexual harassment eradication, and Employee Background Screening, Employee House Building & Car Policy, Internship policy, etc. The set of HR policies provide a roadmap for day-to-day HR operations and guides for decision making thus streamlines the internal processes.

Succession Planning

HR plays an instrumental role to ensure the future success of the Bank in terms of efficient workforce. To achieve this vision, it is required to build the capabilities of middle management to help them develop both professionally and personally and position them in the organization properly. A talent management process is in practice to build a pool of trained and skilled executives who are ready to take key roles immediately after the position is vacant. This process of succession planning started when fresh recruits joined the Bank through a stringent process. Once recruited, UCB focuses on developing the employees’ skills, expertise, and knowledge so they are prepared to take leadership roles in branch/division/

department in the event of organizational growth or attrition. Furthermore, leadership training arranged regularly to develop the middle management for taking higher responsibility so that old employees' exit is well covered by new employees as successors.

Merit-based Recruitment

UCB continues to attract, retain, and invest in the best talent to ensure that our business is future-ready. Based on the organization's strategic plan, HR regularly assesses the current HR capacity and future requirements. The knowledge, skills and abilities of current employees also identified through performance management system. Following gap analysis, the bank regularly hires fresh and experienced employees following a rigorous recruitment process to strengthen its organizational competencies. The bank believes that a combination of experienced and fresh officers in the operational area is a prudent exercise and the juniors could be trained more effectively with the requirement of the organization. Talent acquisition is a long-term and continuous HR strategy of the Bank. Aiming to find top talents HRD undertakes necessary programs to support the recruits to bring their unique skills and talents for the solid development of the bank. Finding, recruiting, and retaining talents is a highly challenging and complex job for the Human Resources Division. In 2022, the Bank recruited 257 Probationary Officers through competitive examination. HRD arranged an orientation program at the Training Academy where new joiners were introduced to different aspects of the Bank's business and culture before placement.

Performance Appraisal System

The Bank believes that an efficient reward system has a beneficial effect on performance by instilling a sense of ownership amongst the employees, enhances employee motivation, facilitate long term focus with continuous improvement, promotes teamwork, minimizes employee dissatisfaction, and enhanced employee performance of the Bank.

Considering the strategic importance of performance appraisal in the reward and recognition of employees, HRD has been practicing a standard performance appraisal system in its HR Management Software. The system-based appraisal helps to complete the process throughout the organization within the shortest possible time. The division undertakes performance appraisals 02 times in each year which help the employees to understand their strengths and weaknesses and work to improve any deficiencies. The performance appraisal system incorporates key principles and involves all officials in a common platform where they are evaluated using set parameters. This appraisal is further reviewed by a senior management committee to ensure transparency and eliminate any potential biases. The

performance appraisal system is widely used in the Bank, as it is linked to promotion, compensation, placement, and employee development.

Promotion, Reward, and Motivation

Employee motivation is essential for any organization since motivated employees are dedicated, work harder, and therefore produce more. An engaged employee is emotionally committed to the company and this commitment tends to influence his/her behavior towards the organization. Employee motivation of the Bank is promoted through the use of promotions, and rewards, such as incentives, appreciation letters, foreign training for deserving employees, etc. The Human Resources Division also focuses on employees' residence and district of permanent residence while planning their transfer and posting in different Branches facilitating them to stay close to their family members. It helps to improve employee motivation and engagement with the organization. The Bank also provides a healthy working environment throughout the organization and provides competitive pay package and other benefits which improve employees' belongingness with the organization.

Training and Competence Development

UCB considers training & development as a key factor to develop human resources capacity and skill. The Bank consistently creates a favorable environment for the employees in which they can learn better and apply innovative ideas, acquire new competencies, and develop skills, behaviors, and attitudes that influence their productive capacity and business potential.

To keep up with the fast-changing business synergies, product profiles, processes, customer preferences, numerous technology applications, and compliance and regulatory requirements, training has become a focal strategy of the Bank. In this regard bank identifies the requirements of particular trainings covering different priority aspects of banking/business thus prepare the target group considering their level of knowledge & position. Bank considers each training as an investment where training courses are perfectly designed keeping given the objective and hired right trainers to ensure that each program since conducted is useful and help to develop required skill & capabilities of the employee to better handle any complex issues. The Bank provides training to employees at all levels for improvement of their knowledge and skills to ensure that they acquire required skill sets in their future positions throughout the year at Bank's own Training Academy.

Furthermore, the Bank regularly nominated officers/executives to participate in courses/seminars/workshops arranged by reputed institutions like BIBM, BETA, BAB, etc.



SI No	Course Type	Training Provider/Training Institute	No. of Courses	No. of Participants
1.	UCB (in-house) Training Program	UCB Training Institution	168	20,534
2.	External Training Programs (Local)	Bangladesh Bank & BBTA	8	12
3.	External Training Programs (Local)	BIBM	50	179
4.	External Training Programs (Local)	BAB, DSEL, CSBIBB, NAPD, IBB, Franklin Covey Bangladesh infinigent consulting Limited, ICCB, Experts Academy Limited, ABB, Thriving Skills Limited, BSEC, FINSALLIANCE, ICCB & LIBF, Blackstone Institute, AACOBB and Moody's Analytics, Green Tech Foundation Bangladesh etc.	29	97
Total			255	20,822

Area Specific Training Programs:

S. N	Area of Training	No. of Participants
1	Foreign Trade	171
2	Anti Money Laundering	28
3	Information & Communication Technology (ICT)	5156
4	General Banking & Cash	314
5	Shariah Compliance	131
6	Banking Laws and Regulations	94
7	Banking Operations & compliance	122
8	Investment	786
9	Foundation Course	454
10	Others	13,566
	Total Number of Participants	20,822

Grievance management and counseling

Effective employee relations management involves creating a systematic mechanism for employees to voice their grievances and concerns to their supervisors and management. If not properly managed through channels such as grievance procedures and counseling, these issues can negatively impact productivity, business efficiency, and employee engagement. The use of UCB's whistle-blowing mechanism also ensures that employees who bring concerns forward are protected by competent authority. Furthermore, the anti-female harassment policy makes female employees feel safe in the workplace.

Diversity at Workplace & Culture (Gender/Race/Faith diversity)

UCB believes that workplace diversity can create synergy for the organization and is a key enabler for long-term success. Only by building teams of people with different backgrounds, education, skills, and experiences, we can create sustainable value across the Bank. The Bank pursues to uphold workplace diversity in thoughts, culture, religion, and gender which makes the Bank stronger to serve the clients as well as to achieve the goals. UCB focuses on maintaining the gender ratio to an acceptable level and provides equal employment opportunities.

Year-wise employee position

S. L	Employee Type	2023	2022	2021
1	Executive	850	714	660
2	Officer	3,571	3,225	3,047
3	Cash Officer	1,039	1,089	1,006
Total		5,460	5,028	4,713
Change over the year #		432	315	4,713
% of Change		9.17%	6.68%	
Number of Branches		228	224	215

Employee Type & Gender

Name of Position	Male	Female	Total-2023	Total-2022
Executive	762	88	850	714
Officer	2781	790	3571	3,225
Cash Officer	821	218	1039	1,089
Sub-Staff	275	14	289	326
Total	4639	1110	5749	5,354

Employee Distribution:

Division-wise Employee Position

Name of Division	No. Branch	No. Employees	Percentage
Dhaka	102	3,948	68.67%
Chattogram	69	1,079	18.77%
Khulna	12	201	3.50%
Sylhet	18	199	3.46%
Rajshahi	12	163	2.84%
Barishal	7	77	1.34%
Rangpur	8	82	1.43%
Total	228	5,749	100%

Head Office VS Branches

Name of Position	CHO	Branch	Total-2023	% of Total
Executive	515	335	850	14.79%
Officer	1,572	1,999	3,571	62.12%
Cash Officer	25	1,014	1,039	18.07%
Sub-Staff	73	216	289	5.03%
Total	2,185	3,564	5,749	100%
% of Total	38.01%	61.99%	100%	



Age Group-wise Position

Name of Position	Male	Female	Total-2023	Total-2022
Below 30 Years	675	209	884	660
30 to 40 Years	2,097	543	2,640	2,654
40 to 50 Years	1,381	306	1,687	1,474
50 to 60 Years	475	52	527	558
Above 60 Years	11	0	11	8
Total	4,639	1,110	5,749	5,354

Policy on Recruitment, Retention, Training, and Empowering Retarded/Handicapped Employees

UCB is committed to implementing a standardized set of Human Resources policies and guidelines that cover all aspects of HR management. These policies provide a clear framework for HR operations and decision-making, enabling the organization to streamline internal processes. The HR policies of UCB encompass a range of areas, including recruitment, retention, training and empowering retarded/handicapped employees HR development, performance management, remuneration and allowances, disciplinary and grievance management, sexual harassment prevention, and employee background screening. Other policies, such as the employee house-building and car policies and the internship policy, are also included. By following these policies, UCB ensures a consistent approach to HR management throughout the organization.

Our Management Approach

The bank believes in the importance of creating an inclusive workplace, building a culture that embraces differences, and recognizing the value and contributions of individuals at all levels of employees. Our approach ensures that we cultivate a workplace culture where all employees are provided with equal opportunities and different views are valued. To reach at the desired objectives Human Resources Division stretched out a set of unique and standard HR management policies and practices that pursue the ultimate goal of the organization.

Digitalization in HR Management

The Bank with increasing size of operation invites more people to work and therefore digitalization of related

areas of HR operation helps effective HR management. Bank over the years internally developed an HR Management System (HRMS) incorporating Leave Management, Attendance, Payroll System, Employee Business Target Management, Performance Appraisal Management, E-Learning System, and Automation of End Service Benefits. The Bank also internally developed its E-Recruitment system. The bank's internally developed E-Learning system also gives employees the opportunity to learn by staying at their own place of work at any time convenient to them. The initiative also enables to reach each and every employee of the Bank and give them an opportunity to learn how to reduce expenses and hassle for movement.

Employee Health Insurance Facility

Protective Islamic Life Insurance Limited (PILIL) has been actively engaged in processing death claims for employees of United Commercial Bank (UCB) under Group Term Insurance coverage. In 2023, we submitted a total of eight death claims to PILIL, all of which have been settled in accordance with the established procedures.

Workplace hygiene & safety

The bank ensures the cleanliness issues in all offices for better health & hygiene of all staff. The Common Service Division is looking after the health & safety issues with a large pool of cleaning staff deployed throughout the organization. To acquaint with safety issues as well as tackling unexpected situation like earthquakes/fire Corporate Head Office and Branches conducts fire drills at regular intervals to train the employees and also regularly tests the effectiveness of the safety equipment.

UCB'S COMMITMENT TO A GREENER FUTURE

At UCB, we are committed to fostering a sustainable future and contributing to a greener planet. Our Green Ambition encompasses a range of initiatives aimed at minimizing our environmental footprint and promoting sustainable practices.

Key Areas of Focus:



Renewable Energy: We are actively exploring opportunities to integrate renewable energy sources into our operations, reducing our reliance on fossil fuels and promoting clean energy.



Energy Efficiency: We are implementing energy-efficient measures across our branches and offices, such as upgrading lighting systems, optimizing HVAC systems, and promoting energy-saving practices among employees.



Resource Conservation: We are committed to conserving water, paper, and other resources through efficient usage and recycling initiatives.



Sustainable Procurement: We prioritize sourcing environmentally friendly products and services, supporting suppliers with sustainable practices.

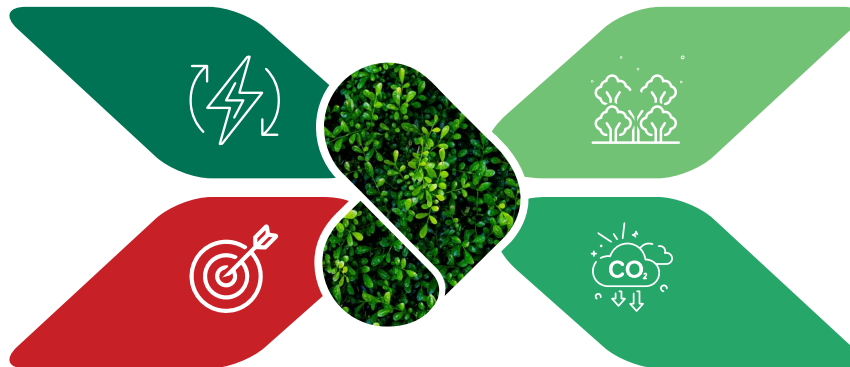


Green Finance: UCB is actively involved in green finance initiatives, providing financing for projects that promote environmental sustainability and contribute to the transition to a low-carbon economy.

Achievements and Future Goals

We have successfully implemented energy-efficient measures in several of our branches, resulting in significant energy savings.

We have partnered with organizations to support tree planting and afforestation initiatives.



Our future goals include achieving carbon neutrality, increasing our investments in renewable energy, and promoting sustainable practices throughout our value chain.

We are working towards reducing our carbon emissions through various measures, including optimizing transportation and reducing waste.

UCB's Green Ambition is an integral part of our sustainability strategy. By taking concrete steps to reduce our environmental impact and promote sustainable practices, we aim to contribute to a healthier planet for future generations.



CSR AT UCB

United Commercial Bank PLC has been committed to the principles that are the underpinnings of strong corporate social responsibility. As a bank firmly rooted in community, corporate social responsibility has been at the heart of our existence since the beginning and demonstrated in all that we do each and every day. We have a deep commitment to corporate social responsibility at UCB, and that commitment extends across our organization, from our associates to our Board of Directors. We have developed protocols and standards, and have dedicated resources to ensure we live up to the high bar of accountability that our stakeholders expect. United Commercial Bank PLC believes in the transformative power of Corporate Social Responsibility (CSR). In the spirit of living and working together for the common good, we at United Commercial Bank PLC take an approach to business that is both socially responsible and economically feasible.

The Bank recognizes that true success lies not only in financial profitability but also in positively impacting the lives of the less privileged. The Bank is committed to touching lives and making a meaningful difference in the lives of those in need.

This report documents UCB's CSR efforts and transparently displays our accountability to a broad base of stakeholders — including investors, clients, associates, suppliers, and communities — and to our planet. In UCB, we have organized our activities in some major areas which we consider as prime interventions with the spirit of Corporate Social Responsibility. In the year 2023, our total expenditure in the CSR arena was BDT 383.90 mn.

Education:

United Commercial Bank PLC has always played pivotal roles in projects for improvement in the educational sector of Bangladesh. This year UCB contributed BDT 7.29 mn in the sector of education like grants for poor and brilliant 2,450 nos. of students, education promotion schemes, education for underprivileged children, donations to educational institutions, etc.

We contributed towards the infrastructural Development of the Department of Banking & Insurance, University of Dhaka. Financial Assistance has been made to the Department of English, University of Dhaka for the conference on Mapping Gendered Spaces in Language, literature, and Culture. Moreover,

financial assistance has also been provided to Moshang Girls School and College, Uzirpur, Barishal.

Health:

Long since UCB has prioritized the health sector as a major sector of corporate responsibility. We are eagerly assisting different healthcare institutions, providing financial assistance to 161 underprivileged and poor patients, raising health awareness, etc. The year 2023 was not an exception. Throughout the year, UCB contributed BDT 204.85 mn to different projects for the improvement of the health sector in Bangladesh.

National Institute of Traumatology & Orthopedic Rehabilitation (NITOR) is an orthopedic hospital provide treatments to lots of patients. Since a huge number of people visit NITOR each day, they are in scarcity of adequate logistics and machineries. United Commercial Bank PLC donated patient carrying trolleys and diathermy machines to NITIOR so that they can efficiently provide service to patients.

Mst. Shumi Khanam is a patient of acute renal failure. She required regular dialysis. But due to poverty, she cannot take treatment. In such a situation, UCB provided assistance for her treatment. Furthermore, we provided financial assistance to different poor patients for treatment for different diseases like bone marrow transplant, cancer, bilateral Avascular Necrosis, kidney problem etc.

Bangladesh National Society for the Blinds (BNSB), Moulvibazar is a non-profit charitable organization helps the visually handicapped people. United Commercial Bank PLC provided financial support to BNSB Eye Hospital to facilitate the retina unit of BNSB. Moreover, Enam Medical College Hospital, Savar, Dhaka arranged a breast cancer awareness campaign. UCB also assisted at the awareness campaign.

Center for the Rehabilitation of the Paralyzed (CRP) is a respected organization working for rehabilitation service and inclusion of persons with disabilities. They organized 22nd Asian Spinal Cord Network Conference and UCB assisted them.

Disaster Management:

As a socially responsible corporate body, UCB always comes forward in response to disaster management whether a natural calamity or tragic accident. This year UCB contributed BDT 101.35 mn

for helping around 5,16,000 disaster affected people. UCB distributed blankets among the deprived and unfortunate people to provide them warmth during the winter months. Blankets were distributed in those areas where people were more prone to the wrath of cold winter.

Sports:

In 2023 UCB bestowed BDT 18.41 mn in development of sports sectors. Youth Games 2023 was organized by Bangladesh Olympic Association. United Commercial Bank PLC provided financial assistance to organize the event. Again, UCB contributed to organizing the International Kabadi Tournament 2023. Moreover, the Bangladesh Tennis Federation organized World Tennis Tour which was supported by United Commercial Bank PLC.

Suborno Nagorik Foundation organized a sports competition for the physically handicapped demographic of Bangladesh. UCB provided financial assistance to their event named "Suborno Nagorik Sports Competition". Assistance was also provided to Indo-Bangla Deaf Cricket 2023 organized by Chittagong Divisional Deaf Cricket Association.

Others:

The Government of the People's Republic of Bangladesh took initiative to provide housing facility of homeless people under Ashrayan Project – 2. UCB contributed to assist with this project. Again, humanitarian assistance has been provided to Char Sajai Kalyan Trust.

In the coming years, we intend to expand CSR activities in more areas. On the whole, UCB will contribute to sustainable development through persistent and active CSR initiatives.

Specialized Agro-CSR:

Apart from the above, UCB offered an array of specialized Agro-CSR projects as part of its commitment to corporate social responsibility. In accordance with directives from Bangladesh Bank, this initiative is designed to boost the agricultural sector in Bangladesh, with a special emphasis on developing and harnessing agro-entrepreneurship.

Integrated Farmer Services:

Enhancing agricultural productivity through comprehensive support to farmers that includes awareness campaigns, information dissemination, and training programs. The provision of essential agricultural inputs such as seeds, seedlings, and organic fertilizers is also a major component of this effort.

Agricultural Mechanization:

Accelerating the adoption and development of locally produced agricultural machinery and technologies to modernize farming practices.

Research and Development:

Supporting scientific research to develop climate-resilient and nutritionally-rich food production. This includes promoting climate-smart agriculture and improving food conservation and accessibility.

Digital Agricultural Networks:

Establishing and enhancing digital supply chains in agriculture to minimize crop losses and enhance value addition in the agricultural processing industry.

Additionally, the project undertook several specific actions to further its mission:

Entrepreneurship Training for Agricultural Development:

Over 10,247 agro-entrepreneurs across 46 districts and 375 Upazilas are receiving vocational training to boost their capabilities in diverse farming activities, including fisheries, animal husbandry, crop and vegetable production.

"Tree Plantation" Initiative:

The initiative includes a significant environmental component, where 55,000 trees have been planted across 650 institutions, 1600 homesteads, 80 kilometres of roads and community spaces to protect the environment and to foster a greener Bangladesh.

Health and Safety Measures:

Implemented a total of 90 health camps and administered 22,344 livestock vaccinations across 42 districts and 50 upazilas in Bangladesh to ensure the well-being of the animal farming sector. Moreover, lightning protection systems has been installed to safeguard both human and animal lives.

Innovative Technology:

This project introduced efficient AI-driven tools and devices, such as the "More-Fish" device to 8- selected fishermen group and weather forecasting services to over 3000 agro- entrepreneurs, to enhance productivity and sustainability in the agricultural sector.

Support for Food Preservation and Processing:

Extended assistance to 8 different regions, collaborating with 12 different organizations to enhance food preservation and processing techniques.



Distribution of Agricultural Inputs:

As a part of the commitment to resource provision, UCB has distributed various agricultural products to 3000 agro-entrepreneurs, including 60 tons of bio-fertilizers, 25.6 tons of quality seeds and 4,500 different modern machineries and equipment. This support is crucial for enhancing agricultural productivity and innovation.

Action Research initiatives were undertaken by the project that outlines various strategic approaches taken by multiple institutions to advance agricultural practices/technologies:

Char Development and Research Centre (CDRC):

The CDRC is actively engaging in special projects aimed at enhancing the dissemination of smart agricultural technologies in coastal areas. This includes the cultivation of wheat on 100 acres in Gaibandha's Sundarganj upazila, cultivation of wheat instead of tobacco on 100 acres of land in Kaunia, Lalmonirhat and cultivation of jute instead of tobacco on 50 acres in Rangpur Sadar upazila, replacing tobacco to promote more sustainable agricultural practices. Another significant effort of this organization is the installation of solar-powered irrigation pumps in the char areas of Sariakandi upazila, Bogura, which aids in promoting environmentally sustainable water usage.

Bangladesh Agricultural University (BAU):

Bangladesh Agricultural University has launched a pivotal research project titled 'Risk-Tolerant Rice Varieties and Cultivation of Saline-Tolerant Rice in

the Sundarbans', focusing on the development of sugarcane-based crops that are well-suited to the saline-prone areas of Bangladesh.

Bogura Rural Development Academy (BRDA):

Bogura Rural Development Academy (BRDA) has also taken crucial initiatives to enhance and ensure rural safety. This involves identifying areas that are prone to lightning strikes and installing lightning protection devices. These measures are crucial for safeguarding the communities and their livelihoods in these vulnerable regions, thereby ensuring a safer environment for agricultural activities and rural development.

Bangladesh Agricultural Research Institute (BARI):

BARI is undertaking research projects aimed at developing biotechnology-based pest management strategies to ensure the safe production of vegetables. In collaboration with the Bangladesh Red Crescent Society, BARI is also providing essential support to farmers affected by disasters. This includes the distribution of cash and vital agricultural inputs such as fertilizer and seeds, helping to stabilize the livelihoods of the impacted farming communities.

Institutions like CDRC, BAU and BARI are pivotal in this initiative, leading targeted research projects aimed at developing risk-tolerant crop varieties and biotechnology-based pest management solutions.

NATIONAL CONTRIBUTION

UCB has been a steadfast contributor to Bangladesh's economic growth, aligning our strategies with the nation's development aspirations. We have played a pivotal role in mobilizing resources, fostering investment, and promoting financial inclusion. Our commitment to sustainability has extended beyond financial performance, encompassing environmental stewardship, social impact, and good governance.

Through our diverse range of financial products and services, we have supported businesses, individuals, and communities across the country. Our focus on responsible lending, sustainable finance, and community development initiatives has contributed to the overall well-being of Bangladesh's citizens. By prioritizing transparency, ethical practices, and regulatory compliance, UCB has established itself as a trusted and reliable financial institution, contributing positively to the nation's progress.

Key Contribution – 2023



BDT 14,276 mn

Govt. Exchequer



5,749 numbers

Direct employment



BDT 383.99 mn

CSR contribution



1,825,253

Number of customer accounts



BDT 505,969 mn

Loan outstanding



BDT 513,395 mn

Deposit mobilized

Key Area of Contribution

Financial Inclusion

Grassroot Development

Employment Creation

Women Empowerment

Community Welfare

Exchequer Contribution



Tax Compliance and Economic Impact

UCB demonstrates its commitment to corporate social responsibility through timely tax payments. We consistently pay corporate tax, withholding tax, VAT, and Excise Duty before their due dates, contributing significantly to the government's revenue. In 2023, our corporate tax provision increased to BDT 2,492.00 mn from BDT 1,892.00 mn in 2022. We paid BDT 14,276.00 mn to the government exchequer in various taxes, including corporate tax, source tax, salary tax, VAT, excise duty, etc. Moreover, UCB has generated employment opportunities for 5,749 full-time employees, contributing to the national economy.

(Fig. in mn BDT)

Year	Corporate Tax	Withholding Tax	VAT	Excise Duty	Total
2023	3,458.00	8,353.00	1,660.00	804.00	14,276.00
2022	4,392.00	5,762.00	1,122.00	838.00	12,114.00
2021	3,286.00	4,122.00	984.00	463.00	8,854.00
2020	2,392.00	4,039.00	875.00	396.00	7,703.00
2019	2,320.00	3,794.00	792.00	336.00	7,242.00

Resource Mobilization and Deployment

UCB plays a vital role in the financial sector by mobilizing resources and deploying them for productive economic activities. In 2023, we mobilized BDT 51,339.50 crore from surplus economic units and deployed BDT 50,596.90 crore. This intermediation process supports economic growth and development. Moreover, this

resource mobilization creates a huge number of jobs in the country and helps alleviate poverty in a multifold way. UCB's contributions to national development are multifaceted. Our timely tax payments, job creation, and resource mobilization efforts have significantly impacted the economy. We remain committed to fulfilling our role as a responsible corporate citizen and contributing to Bangladesh's progress.

OUR VALUE PROPOSITION

At UCB, we are committed to creating sustainable value for all our stakeholders. Our focus on customer satisfaction, financial strength, innovation, social responsibility, and ethical conduct drives our operations. We strive to generate sustainable returns for our shareholders, empower our customers, contribute to community development, and foster a positive work environment. This holistic approach enables us to create a lasting and positive impact on our stakeholders and contribute to a sustainable future.

Value Added Statement

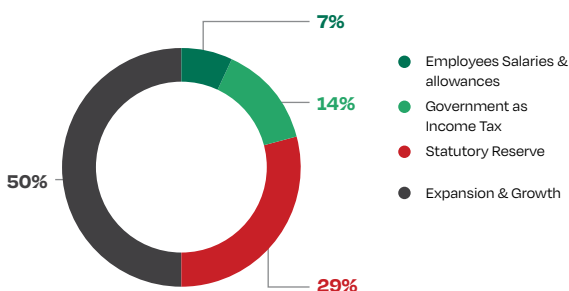
UCB's Value Added Statement provides a transparent breakdown of how we transform inputs into valuable outputs. This analysis reveals how value is distributed among our stakeholders, demonstrating our efficiency in creating value and contributing to the nation's development.

Value Added Statement

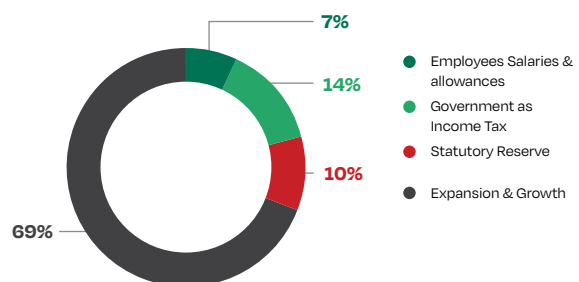
for the year ended 31 December 2023

Particulars	2023 Taka	%	2022 Taka	%
Income From Banking Services	67,110,203,341		60,207,577,312	
Less: Cost of services & supplies	31,368,083,497		24,759,698,572	
Value added by the Banking services	35,742,119,844		35,447,878,740	
Non-banking income	-		-	
Loan & Other Provisions	(4,548,332,654)		(5,552,700,403)	
Total value added	31,193,787,190		29,895,178,337	
Distribution of added value				
To Employess as salaries & allowances	8,556,351,916	27.42%	7,672,795,381	25.66%
To Government as Income Tax	2,685,086,287	8.61%	4,024,011,154	13.46%
To Statutory Reserve	0	0.00%	1,183,214,132	3.96%
To Expansion & growth	19,952,348,987	63.96%	17,015,157,670	56.92%
Dividend & Retained earnings	18,197,218,865		15,097,089,391	
Start-up Fund	26,850,863		40,240,112	
CSR Fund			245,965,311	
Depreciation	1,728,279,259		1,631,862,856	
	31,193,787,190	100%	29,895,178,337	100%

Distribution of Added Value 2023



Distribution of Added Value 2022





Economic Value Added Statement

Economic Value Added (EVA) is a financial metric that measures the economic profit generated by UCB's operations. It calculates the difference between the return on invested capital and the cost of capital. A positive EVA indicates that UCB has created value for its shareholders by generating returns in excess of the cost of capital. This metric is a valuable tool for assessing the efficiency of UCB's capital allocation and its ability to generate sustainable profits. By focusing on maximizing EVA, UCB can enhance its financial performance and create long-term value for its stakeholders.

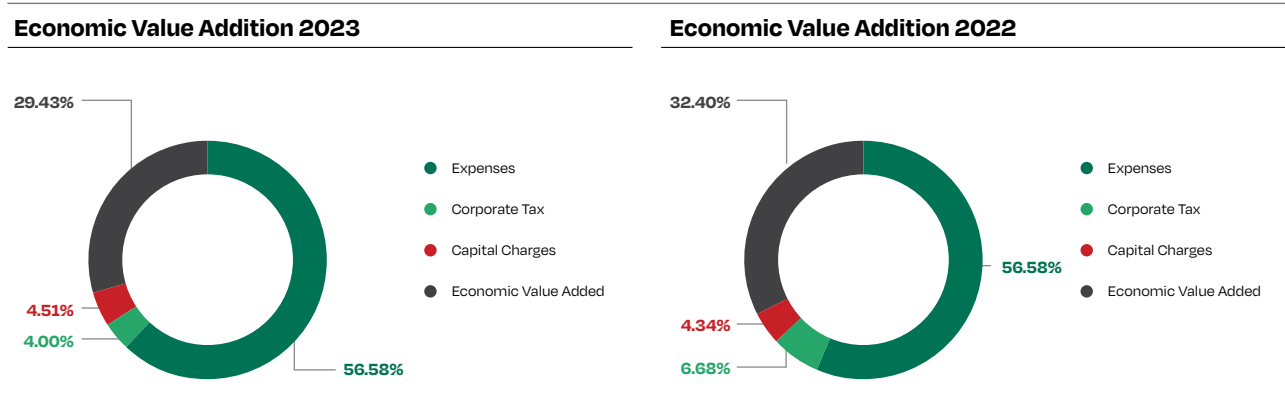
Economic Value Added Statement

for the year ended 31 December 2023

Taka in Million

Particulars	2023	2022
Total Revenue	67,110.20	60,207.58
Expenses	41,652.71	34,064.36
Corporate Tax	2,685.09	4,024.01
Capital Charges	3,024.82	2,613.03
Economic Value Added	19,747.58	19,506.17

Economic Value Addition



Market Value Added Statement

Market Value Added (MVA) is a financial metric that measures the difference between the market value of a company and the capital invested in it. In other words, it reflects the value created for shareholders beyond what they initially invested. A positive MVA indicates that the bank has generated excess returns for its investors, while a negative MVA suggests that the bank has destroyed value. For UCB, a positive MVA would signify that its strategic decisions, operational efficiency, and overall performance have led to an increase in its market value, benefiting its shareholders.

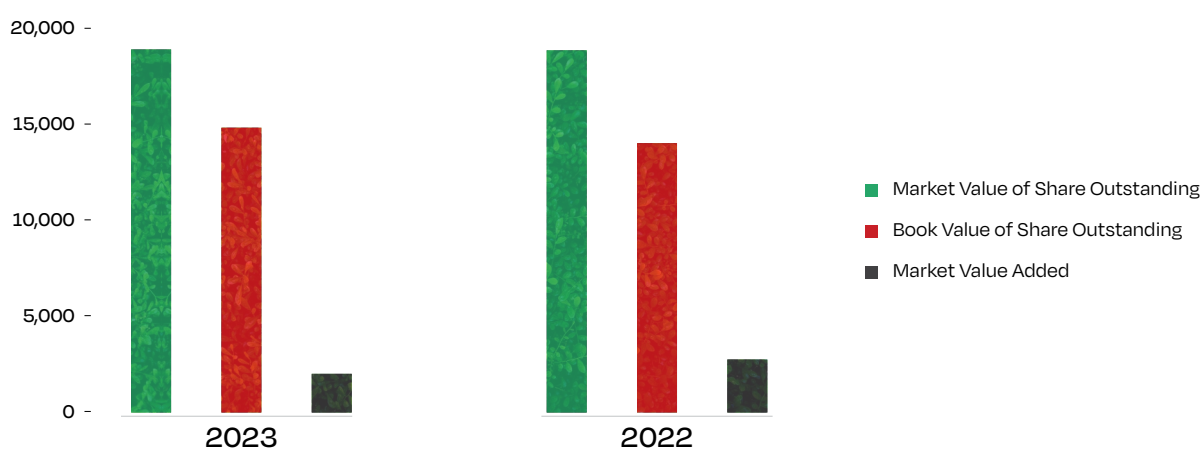
Market Value Added Statement

for the year ended 31 December 2023

Taka in Million

Particulars	2023	2022
Face value per share (Tk.)	10.00	10.00
Market Value per Share (Tk.)	12.40	13.00
Number of Shares outstanding	1,476,548,475	1,406,236,643
Total market capitalization	18,309.20	18,281.08
Book value of paid-up capital	14,765.48	14,062.37
Market Value Addition	3,543.72	4,218.71

Market Value Added Statement





HOW UCB CREATES VALUE THROUGH BUSINESS OPERATIONS

Shareholders

UCB prioritizes maximizing shareholder value through consistent returns and share price appreciation. Our effective resource management ensures sustainable profitability and wealth generation for our investors.

- Total Dividend Paid: BDT 1774 million [Including coupon payment of Perpetual Bond]
- Market Capitalization: BDT 18,309 million

Regulators

UCB is committed to strict compliance with applicable laws and regulations. Our robust compliance framework fosters a culture of adherence, safeguarding our reputation and creating value for the bank.

- Total Income Tax Paid: BDT 3,458 million
- Other Tax Paid: BDT 10,818 million

Customers

UCB offers a comprehensive range of products and services tailored to our customers' diverse financial needs. Our investment products support business growth, savings products facilitate wealth accumulation, and trade finance services contribute to national development.

- Interest Paid on Deposits: BDT 22,150 million
- Total Investment Outstanding: BDT 82,864 million

Service Providers and Suppliers

UCB maintains fair and equitable relationships with our vendors, ensuring timely payments and transparent procurement processes. Our policies create a conducive environment for suppliers to contribute to our value chain.

- Number of Enlisted Vendors: 50
- Procurement Budget: BDT 966 million

Employees

UCB is dedicated to attracting, retaining, and motivating top talent. We offer a competitive work environment, comprehensive benefits, and opportunities for professional development.

- Total Salary and Allowances Paid: BDT 8,540 million
- Number of Employees Participated in Training: 20,822

Community

UCB contributes to community development through its products and services, which promote economic growth and job creation. Additionally, our CSR initiatives and rural financing support underprivileged members of society.

- CSR Expenses: BDT 383.99 million
- Loan in Rural Areas: BDT 12,768.30 million

Environment

UCB is committed to environmental sustainability. We evaluate the environmental impact of our investment decisions and avoid supporting businesses with negative environmental effects. We prioritize resource conservation and waste reduction in all of our activities.

- Green Finance Outstanding: BDT 26,496.10 million
- Sustainable Finance Outstanding: BDT 136,523.20 million

CUSTOMER-DRIVEN APPROACH

A Customer-Focused Approach to Sustainable Growth

At UCB, we believe that customer satisfaction is the cornerstone of our long-term success. Our commitment to customer-centricity is deeply ingrained in our organizational culture and drives our sustainability initiatives. By placing our customers at the heart of everything we do, we strive to create lasting value and contribute to a more sustainable future.

Key Elements of Our Customer-Centric Approach:

- **Understanding Customer Needs:** We actively listen to our customers to understand their evolving needs and preferences. This enables us to tailor our products and services to meet their specific requirements.
- **Personalized Service:** We provide personalized service experiences that exceed customer expectations. Our dedicated teams are committed to delivering exceptional service and building long-term relationships with our customers.
- **Innovation and Product Development:** We continuously invest in innovation to develop new products and services that address customer needs and enhance their financial well-being.
- **Digital Transformation:** We embrace digital technology to provide convenient and efficient banking solutions. Our online and mobile platforms offer customers seamless access to their accounts and services.
- **Customer Feedback and Engagement:** We actively seek customer feedback through surveys, social media, and other channels. This feedback helps us identify areas for improvement and enhance our offerings.

Sustainability Implications:



Customer Satisfaction:
Satisfied customers are more likely to remain loyal to UCB, reducing churn and contributing to our long-term sustainability.



Financial Performance:
A customer-centric approach leads to increased customer satisfaction, which translates into stronger financial performance and sustainable growth.



Reputation and Trust:
By prioritizing customer needs and delivering exceptional service, we build a strong reputation and foster trust within our customer base.



Social Impact:
A customer-centric approach can have a positive social impact by empowering individuals and businesses to achieve their financial goals.

Our commitment to customer-centricity is a fundamental pillar of our sustainability strategy. By understanding our customers' needs, providing personalized service, and investing in innovation, we strive to create a sustainable future for our customers, our organization, and the communities we serve.



A Success Story Of UCB In Service Quality

Customer satisfaction is essential for the success of a Bank. The quality of service has become an aspect of customer satisfaction. Day by day it has been proven that service quality is related to customer satisfaction. In this competitive era, service quality has become a prerequisite for the banking industry to understand and meet the customers' needs and demands to sustain in today's competitive market environment. Without satisfying the customers, the banking business cannot stand alone. To satisfy customers, it is often recommended to provide better and quality banking service to the bank customers. Providing quality banking service has become a prime strategic tool for the banking sector nowadays.

Improving the Service Quality is the best way to differentiate ourselves from the competition and improve the financial performance for our bank. Since the establishment of the Service Quality Department (SQD) on 14th October '2018, it is focused on Four (4) Pillars along with responsibilities –

1) Service Begins with Culture - The foundation of everything we do in customer service begins with our culture. UCB consider culture as respect for customers and this must be maintained at all levels. Customers should be considered as partners in the success of business to grow further.

2) Listen to Customers - Organizations on all levels must listen to their customers. Customers are the ones using our product. Their feedback is a rich source of information on how to improve our product or service and the way it is experienced. Surveys to measure Net Promoter Score or Customer Satisfaction that include a place for customer comments can be great tools to get this feedback from customers.

3) Hiring The Right People - Hiring process must continue to improve to ensure quality staff people who are wonderful with customers, champions of our service standards and easily teachable.

4) Emphasizing on Training - The message that is conveyed to customers must be consistent and the ability of frontline agents to resolve customer issues should be smart and fast enough to ensure comfort to the customers. These are possible through improved and effective training. Training at our Bank is becoming a collaborative effort where we talk about what's working and what isn't working.

Besides, Service Quality Department also aligned with "Guideline for Customer Services and Complaint Management June 2014" circulated by the Bangladesh Bank Financial Integrity & Customer Services Department (Customer Service Division) vide FICSD Circular No. 02/2014 dated 20th October '2014.

VISION of Service Quality Department:

"To enable customer delivery touch-points and concerned service delivery units to provide outstanding quality of service to our valued customers for making United Commercial Bank PLC a top service exemplary brand in banking industry and also be a catalyst in establishing a customer centric culture across the bank."

Core Functions of SQD's



Service & Process Improvement with root cause analysis

Net Promoter Scores (NPS)



Complaint Management Handling

Regulator (Bangladesh Bank) Issues



Training & Coaching to all staffs

Mystery Shopping by Third party



SQD Initiatives Taken So Far:

Since 2018, SQD is enormously working hard and taking different initiatives time to time for the improvement of Customer Experience and Customer Satisfaction.

1. **Customer Convenience at Touch Points**
 - a. Direct Complaint Phone (Unique in Industry)
 - b. Enhancement of Cash Limit for Cash Officers
 - c. Update Information through Digital Display TVs (91 Branches)
 - d. Credit Card Service Request Form
 - e. Floor Manager (Corporate Branches Only)
2. **Latest Updates to Customers**
 - a. Customer's Charter Digital Display (Initiative of 2023)
 - b. Bank Notes (Initiative of 2023)
 - c. Products Information
 - d. Financial Literacy Day/Program
 - e. Town Hall Meeting in liaison with Bangladesh Bank on Customer Awareness
3. **Smooth Handling of Complaints –**
 - a. Zonal Complaint Management Cell
 - b. Stop Sending SMS/Alert to Non-Customers
 - c. Software introduction (iUCB)
 - d. E-mail & SMS Acknowledgement for Complaint & Service Request
 - e. Service Level Agreements (Intra Department - Upcoming)
 - f. Automation of Complaint Management System (MIS - Upcoming)
 - g. Follow up Account Activation end to end TAT
 - h. Implement Account Activation TAT (Upcoming)
4. **Make Accountable to Touch Point Staffs**
 - a. Inclusion SQ KPI for Branches
 - b. Fixation of SQ 20% KPI weightage for Branches
 - c. Examination of Branch Staffs through E-Learning Portal
5. **Awareness for Regular Improvement of Front-Line Staff**
 - a. Monthly Service Quality Dashboard to All Employees

- b. Service Awareness Bulletin to All Staffs
 - c. Service Excellence Recognition Award Program
 - d. Customer Service Master Class Physical Training for Branch Staffs through LDC
 - e. Do's & Don't Audio Video Visual
 - f. E-Learning for Branch Officials
 - g. Monthly Knowledge Bank (Upcoming)
6. **Branch performance Monitoring**
 - a. Mystery Shopping by Independent body
 - b. Customer Satisfaction Survey (NPS) by 3rd party vendor

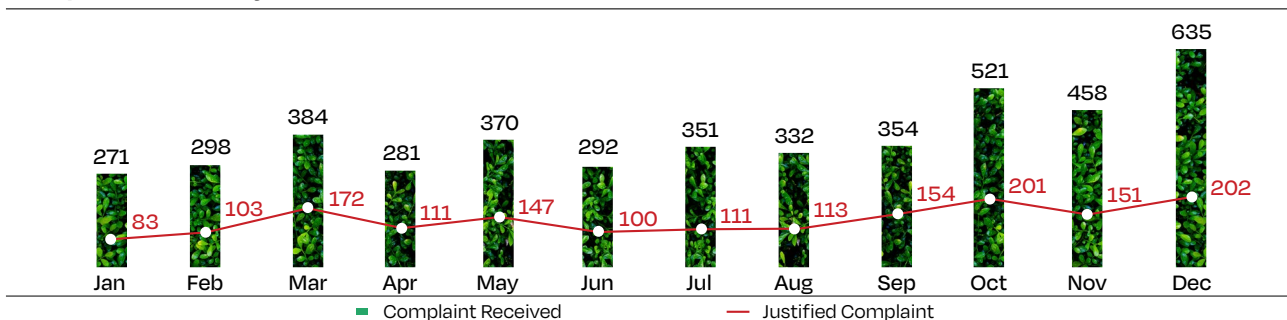
Complaint Management:

Generally, complaints are coming in different sources and SQD is responsible to handle all the complaints lodged from any sources depicted below -

- a) Telephone (Call Center-16419 & UCB Staffs)
- b) Branch Direct Telephone Line (Forwarded to SQ instantly & unique in Industry)
- c) Direct Telephone Call to SQD Officials in Head Office (IP number available in Website)
- d) Complaint Handling iUCB Intranet Web Portal (Employees)
- e) E-mail (Direct – complaint@ucb.com.bd & sq@ucb.com.bd and Employees) – Handled 597 e-mails in 2023
- f) Written Hard Copy Letter (Direct - Customers & Employees)
- g) Bangladesh Bank (Complaint Cell) through E-mail or Hard Copy Letter
- h) Through Website - (Form Fill Up)
- i) Through Social Media {From United Commercial Bank (UCB) Page}

Below table shows the 2023 complaint trend down flow even after introduction of new touch points (branches / sub-branches / outlets) has been increased.

Complaint Trend Analysis in 2023





Since SQD operations started, the complaints were high and by taking different initiatives from the root cause analysis, the proven complaints are reducing day by day. Followings are the implemented initiatives so far taken from SQD to reduce the similar issues from customers –

Service Quality Initiatives 2023



Training & Coaching of Branch Officials:

To perform the tasks individually, a skill set is essential which is a combination of abilities, qualities, and experiences that requires training and coaching all through the year to provide a one-stop service that will enhance better customer experience. So far, below training was conducted by SQD in the year 2023:

Training Name	Number of Participants
Customer Centricity – 06 Nos.	297
BDE Skill Development – 3 Nos.	77
Regional Training – 1 Nos.	57
E-Learning on Service Quality for Branch Employees	711
Total	1,142



The following topics were covered while conducting the above trainings –

Customer Centricity:

- Creating an organization wise customer centric or customer focused culture
- Strategies to serve customers better
- Purpose of Service Quality
- Creating customer delight
- Managing customer expectations
- Proper approach of complaint handling

BDE Skill Development:

- Review Sub-Branch complaint issues
- Strategies to serve customers better and reduce complaints
- Purpose of Service Quality
- Importance of customer experience

Regional Training:

- Review Branch Complaint issues for Sylhet Region Branches
- Review Mystery Shopping & NPS Survey Results for Sylhet Region Branches
- Strategies to improve Service Quality and reduce complaints
- Customer Service Policy Guidelines for Complaint Management at Branches
- Awareness of Zonal Customer Service & Complaints Management Cell

E-Learning on Service Quality:

- Common Complaint Issues & Root Causes
- Strategies to Serve Customer Better

- Service Quality Vs Service Recovery
- Importance of Knowledge of Products, Processes, and Fees
- Case Studies
- The Purpose of Service Quality

Mystery Shopping Management:

Mystery shopping in the banking industry can strengthen brand promise, improve the customer journey, and enhance employee knowledge & training and meet regulator compliances while providing insights into competitive analysis and operational efficiency. It also leverages to bolster customer satisfaction, foster loyalty, and ultimately elevate its position in the ever-evolving marketplace of consumer banking.

In the year 2023, service quality conducted Mystery shopping through a third party to conduct the operation to ensure the following key factors-

- To measure the real service standard of the Branch from a third eye.
- To measure the basic product knowledge of the Branch officials.
- To identify not meeting the regulator compliance
- To capture the actual scenario of the Branch from the customer's point of view.
- Evaluate Branch Performance appropriately.

Through mystery shoppers, it can identify gaps in employee knowledge & training, identify not meeting the regulator compliances, and collect valuable data to enhance the customer experience. Mystery shopping reveals the real customer experience, helps evaluate touchpoints in the customer journey, and enables us to take targeted actions for improvement based on feedback and analysis.

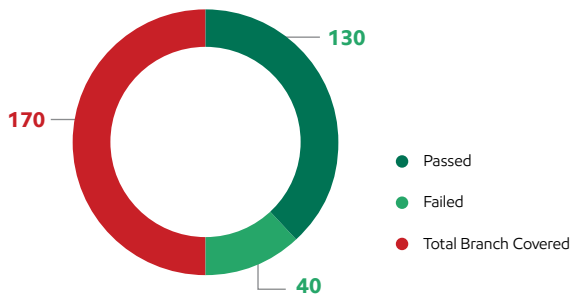


This feedback and analysis help our businesses to ensure that:

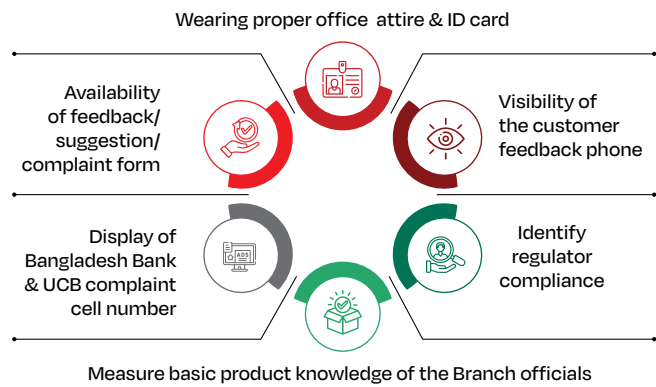
- Standards of service are maintained
- Relevant procedures are adhered to
- The quality of advice that is provided by staff is maintained at a high standard
- Appropriate compliance met.
- Identified the points where we have still the scope to improve.
- Guided branches individually if any improvement scope was identified.
- All of the Branches are now aware of service standards, culture and its impact in the organization.

However, in 2023 the 3rd party has completed mystery shopping for 170 branches (73 branches inside Dhaka and 97 branches outside Dhaka). After the completion of the event, 130 branches successfully achieved the target score and other branches complied with the requirements after circulating the reports separately to branches. The overall overview is as follows -

Mystery Shopping by 2023



Improvement Area



Net Promoter Score (NPS) Management:

Net Promoter Score or NPS measures customer experience and predicts business growth. This proven metric transformed the business world and now provides the core measurement for customer experience management programs the world around. It is a market research metric that is based on a single survey question on a scale from 0 to 10 which measure used to gauge customer loyalty, satisfaction, and enthusiasm with a company. Aggregate NPS scores help businesses improve upon service, customer support,

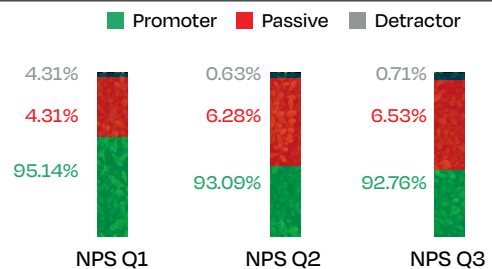
delivery, etc. for increased customer loyalty.

SQD is doing NPS survey calls through 3rd party on the customers who visited UCB Branches during a specific period and availed cash or any other service-related assistance from the branch officials. Based on the results and actual customer voice records, SQD arranges training and feedback sessions with the respective Branches aiming to improve the service quality standard.

Below please find the 2023 NPS Scores conducted 3 times through 3rd party.

Year 2023	NPS Q1	NPS Q2	NPS Q3
NPS Scores	94.60%	92.46%	92.05%

Net Promoter Score (NPS) Management 2023



NPS Scores = Promoter – Detractors - Target for 2023 85%

Following bar graph shows the 2023 management of total Net Promoters Scores (NPS).

The overview of the service in the year 2023

Complaint Status

Complaint Received

4547

Justified Complaint

1648

Percentage

36%



Mystery Shop

Total Branch Covered

170

Passed

130

Failed

40



NPS Status

Total Branch Covered 224

Passed

Q1

Q2

Q3

214

204

199

Failed

Q1

Q2

Q3

10

20

25

Training & Coaching

Total number of participants

1142

Customer Centricity -

06 Nos.

BDE Skill Development-

3 Nos.

Sylhet Region Training-

1 Nos.

E-Learning on Service Quality for Branch Employees

(June 2023)



Long-Term Resiliency: Building a Sustainable Future

Long-term resiliency is essential for UCB to navigate the dynamic and uncertain business landscape. By building resilience, we can withstand challenges, adapt to change, and ensure our continued success. This report outlines our approach to long-term resiliency, focusing on key areas:

1. Financial Resilience

- **Strong Capital Base:** We maintain a strong capital base to absorb potential losses and maintain financial stability.
- **Risk Management:** Our robust risk management framework enables us to identify, assess, and mitigate risks effectively.
- **Diversified Revenue Streams:** We have a diversified portfolio of products and services to reduce our exposure to market fluctuations.

2. Operational Resilience

- **Business Continuity Planning:** We have comprehensive business continuity plans in place to ensure operational continuity in the event of disruptions.
- **Technology Infrastructure:** Our technology infrastructure is resilient and designed to withstand cyber threats and other disruptions.
- **Supply Chain Management:** We maintain strong relationships with our suppliers and have contingency plans to mitigate supply chain risks.

3. Human Capital Resilience

- **Talent Development:** We invest in our employees' development to build a skilled and adaptable workforce.
- **Employee Engagement:** We foster a positive and inclusive work environment to enhance employee morale and productivity.
- **Succession Planning:** We have robust succession planning processes to ensure continuity of leadership and expertise.

4. Regulatory Resilience

- **Compliance Framework:** We maintain a strong compliance framework to adhere to regulatory requirements and mitigate legal risks.
- **Regulatory Relationships:** We actively engage with regulatory authorities to understand evolving

regulations and proactively address compliance challenges.

5. Strategic Resilience

- **Scenario Planning:** We conduct scenario planning to anticipate potential future trends and develop strategies to adapt to changing circumstances.
- **Innovation and Agility:** We foster a culture of innovation and agility to seize new opportunities and respond to emerging challenges.

Building long-term resiliency is a strategic imperative for UCB. By focusing on financial resilience, operational resilience, human capital resilience, regulatory resilience, and strategic resilience, we are well-positioned to navigate future challenges and achieve sustainable success.



Risk Governance at UCB

Risk Management Overview

At UCB, risk management is a cornerstone of our business strategy, ensuring sound operations and sustainable growth. Our risk management framework is designed to identify, assess, mitigate, and monitor risks effectively, enabling us to make informed decisions and achieve our objectives.

Risk Management Philosophy

UCB's risk management philosophy is grounded in the Three Lines of Defense model, promoting a clear division of responsibilities and effective oversight. The Board of Directors, management committees, risk management division, and Basel Implementation Unit (BIU) collaboratively oversee and manage risk at various levels.

Key Components of Risk Governance

- **Risk Governance Structure:** UCB's risk governance structure comprises the Board of Directors, Board Committees, Management Committees, Risk Management Division, and BIU. This structure ensures effective oversight, decision-making, and implementation of risk management strategies.
- **Risk Appetite:** The Board of Directors establishes the bank's risk appetite, defining the acceptable level of risk in relation to potential returns. This framework guides decision-making across the organization.
- **Risk Management Tools:** UCB utilizes a range of risk management tools, including stress testing, scenario analysis, and key performance indicators (KPIs), to assess and monitor risk exposures.
- **Robust MIS:** A robust management information system (MIS) provides timely and accurate data to support informed decision-making and risk monitoring.

Risk Culture

UCB fosters a strong risk culture that permeates all levels of the organization. We promote a culture of accountability, transparency, and continuous learning. Our training programs, communication channels, and reward structures reinforce the importance of effective risk management.

Risk Identification and Assessment

We employ a comprehensive approach to risk identification and assessment, considering both internal and external factors that could impact our operations. This includes market risk, credit risk, liquidity risk, operational risk, and reputational risk.

Risk Mitigation and Control

UCB implements robust risk mitigation strategies and controls to manage identified risks effectively. These measures include policies, procedures, limits, and monitoring mechanisms to minimize potential adverse impacts.

Risk Reporting and Monitoring

We have established a robust risk reporting framework to provide timely and accurate information to the Board of Directors and senior management. Regular monitoring and reporting of key risk indicators enable proactive risk management.

Continuous Improvement

UCB is committed to continuous improvement in its risk management practices. We regularly review and update our risk management framework to adapt to changing market conditions, regulatory requirements, and emerging risks. By prioritizing risk management and maintaining a strong risk culture, UCB is well-positioned to navigate challenges and achieve sustainable growth.

SWOT Analysis for United Commercial Bank PLC

Strengths

- **Experienced Leadership:** UCB boasts a highly qualified and efficient board of directors and management team, providing strong strategic guidance and oversight.
- **Established Brand:** The bank has a strong market presence and brand value, recognized for its reliability and trustworthiness.
- **Comprehensive Product Offerings:** UCB offers a diverse range of financial products and services, catering to the needs of individual and corporate customers.
- **Technological Innovation:** The bank has embraced technology to enhance its operations and customer experience, staying ahead of industry trends.
- **Robust Financial Performance:** UCB has consistently demonstrated sound financial performance, reflecting its prudent risk management and efficient operations.
- **Talented Workforce:** The bank is staffed with a skilled and dedicated workforce, contributing to its overall success.
- **Extensive Network:** UCB has a strong branch network, ensuring widespread accessibility and convenience for customers.

Weaknesses

- **Corporate Sector Focus:** While the bank has a strong presence in the corporate sector, expanding its reach to other customer segments could diversify its revenue streams.
- **Limited Global Footprint:** UCB's operations are primarily domestic, limiting its potential for international growth and diversification.
- **Interest Rate Sensitivity:** Dependence on interest income can make the bank vulnerable to fluctuations in interest rates.
- **Legacy Systems:** Updating legacy systems and implementing modern technology can improve efficiency and reduce operational risks.



Opportunities

- **Market Expansion:**
UCB can explore opportunities to expand its operations into new markets, both domestically and internationally.
- **Digital Transformation:**
Further leveraging technology can enhance customer experience, improve operational efficiency, and develop innovative financial products.
- **Strategic Partnerships:**
Collaborating with other financial institutions or fintech companies can create synergies and expand product offerings.
- **Growing Middle Class:**
The increasing size of Bangladesh's middle class presents significant opportunities for growth in retail banking and consumer finance.
- **Demographic Dividend:**
The country's young and growing population offers a favorable demographic dividend for the banking sector.

Threats

- **Intense Competition:** UCB operates in a highly competitive market, with numerous domestic and international players vying for market share.
- **Regulatory Changes:** Changes in banking regulations can impact the bank's operations and profitability.
- **Economic Volatility:** Economic downturns or uncertainties can affect customer demand and loan repayment rates.
- **Cybersecurity Risks:** The increasing threat of cyberattacks poses a risk to the bank's security and reputation.

By carefully analyzing these SWOT factors, UCB will capitalize on its strengths, address its weaknesses, seize emerging opportunities, and mitigate potential threats to maintain its position as a leading financial institution in Bangladesh.





PESTEL Analysis for UCB



Political Factors

1. Regulatory Environment

Banking regulations and compliance requirements significantly impact UCB's operations. Changes in financial regulations, such as capital adequacy norms and lending restrictions, can affect the bank's strategies and profitability.

2. Political Stability

Political stability in the regions where UCB operates influences business confidence and economic growth, affecting the bank's operational stability and market conditions.

3. Government Policies

Policies related to taxation, interest rates, and foreign investment can impact UCB's business environment.

Favorable policies can support growth, while restrictive policies may pose challenges.



Economic Factors

1. Economic Growth

The overall economic health of UCB's operating regions influences loan demand, deposit growth, and investment opportunities. Economic downturns can lead to higher default rates and lower profitability.

2. Interest Rates

Fluctuations in interest rates affect UCB's net interest margin and overall profitability. Central bank policies on interest rates play a critical role in the bank's financial performance.

3. Inflation Rates

Inflation impacts the purchasing power of consumers and businesses, influencing borrowing and saving behaviors. High inflation can erode asset values and increase operational costs.



Social Factors

1. Demographic Trends

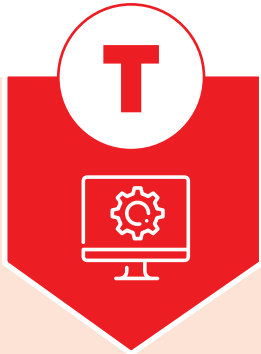
Changes in population demographics, such as aging populations or growing middle class, affect demand for different banking products and services.

2. Consumer Behavior

Shifts in consumer preferences towards digital banking and personalized financial services drive UCB to innovate and adapt its offerings to meet customer expectations.

3. Financial Literacy

Levels of financial literacy in the market influence how consumers engage with banking products. Higher financial literacy can lead to increased demand for sophisticated financial services.



Technological Factors

1. Digital Transformation

Advances in technology present opportunities for UCB to enhance its digital banking platforms, improve customer experience, and streamline operations through automation and data analytics.

2. Fintech Innovations

The rise of fintech companies introduces new competitive dynamics. UCB can leverage partnerships with fintech firms to offer innovative products and stay competitive.

3. Cybersecurity

As digital banking services expand, ensuring robust cybersecurity measures is crucial to protect customer data and maintain trust. Cyber threats pose significant risks to UCB's operations.



Environmental Factors

1. Sustainability Initiatives

Increasing focus on sustainability and environmental responsibility affects how UCB conducts its operations and makes investment decisions. Adopting green banking practices can enhance the bank's reputation and meet regulatory requirements.

2. Climate Change Impact

Climate change poses risks to the financial sector, including UCB, through physical risks (e.g., natural disasters) and transition risks (e.g., shifts towards a low-carbon economy).

3. Regulatory Pressure on Environmental Issues

Governments and regulatory bodies are increasingly imposing regulations related to environmental impact and sustainability, which UCB must comply with.



Legal Factors

1. Compliance Requirements

UCB must adhere to a complex web of banking regulations and compliance standards, including anti-money laundering (AML) and know-your-customer (KYC) norms, which require significant resources.

2. Litigation Risks

The bank faces potential legal risks from lawsuits related to customer disputes, regulatory breaches, or employment issues, which can impact its financial standing and reputation.

3. Intellectual Property

Protecting proprietary technologies and maintaining intellectual property rights are essential for UCB to safeguard its innovations and competitive advantage.



Transparency: A Cornerstone of UCB's Sustainability Strategy

Transparency is a fundamental principle at UCB. We believe that open and honest communication with our stakeholders is essential for building trust, fostering long-term relationships, and contributing to a sustainable future. This report outlines our commitment to transparency and the initiatives we have undertaken to ensure transparency in our operations.

Key Areas of Focus:

- **Financial Reporting:** UCB adheres to the highest standards of financial reporting, providing accurate, reliable, and timely information to our stakeholders. Our financial statements are prepared in accordance with International Financial Reporting Standards (IFRS) and are subject to independent audits.
- **Governance and Corporate Social Responsibility:** We have a robust corporate governance framework in place, ensuring transparency and accountability in our decision-making processes. Our sustainability reports disclose our environmental, social, and governance (ESG) performance, demonstrating our commitment to responsible business practices.
- **Risk Management:** We maintain a transparent approach to risk management, disclosing our risk exposures, mitigation strategies, and the effectiveness of our risk management framework.
- **Customer Communication:** We prioritize open and transparent communication with our customers. Our customer service channels are accessible, and we provide clear and timely information regarding our products, services, and policies.
- **Stakeholder Engagement:** We actively engage with our stakeholders, including shareholders, employees, customers, suppliers, and the community, to foster open dialogue and transparency. We seek feedback and address their concerns in a timely and transparent manner.

Transparency Initiatives:

- **Sustainability Reporting:** We publish annual sustainability reports that provide detailed information on our ESG performance, including our environmental impact, social initiatives, and governance practices.
- **Website and Online Platforms:** Our website and online platforms provide easy access to information about our company, products, services, and sustainability initiatives.
- **Disclosure Policies:** We have clear disclosure policies in place to ensure that material information is disclosed to our stakeholders in a timely and accurate manner.
- **Whistleblower Program:** We have an anonymous whistleblower program in place to encourage employees to report any unethical or illegal activities.

Transparency is a core value at UCB. By being open and honest with our stakeholders, we build trust, enhance our reputation, and contribute to a more sustainable future. We will continue to prioritize transparency in all aspects of our operations and strive to maintain the highest standards of disclosure and accountability.

Culture: A Catalyst for Sustainability at UCB

At UCB, our culture plays a vital role in driving our sustainability strategy. A strong and positive culture fosters a shared commitment to environmental responsibility, social impact, and ethical governance. Our culture encourages innovation, collaboration, and a sense of ownership among our employees, enabling us to achieve our sustainability goals.

Key Cultural Values:

- **Integrity and Ethics:** We uphold the highest ethical standards in all our business dealings. Integrity guides our decision-making and interactions with stakeholders.
- **Customer Focus:** We prioritize customer satisfaction and strive to exceed their expectations. A customer-centric culture drives our sustainability efforts.
- **Innovation and Agility:** We embrace innovation and are adaptable to change. This allows us to develop new products and services that address emerging sustainability challenges.
- **Teamwork and Collaboration:** We foster a collaborative work environment where employees work together towards common goals. Teamwork is essential for achieving our sustainability objectives.
- **Social Responsibility:** We are committed to giving back to the communities we serve. Our culture encourages social responsibility and community engagement.

Culture-Driven Initiatives



Employee Engagement

We invest in employee engagement programs to foster a sense of belonging, motivation, and commitment to our sustainability goals.



Diversity and Inclusion

We promote diversity and inclusion within our workforce, recognizing the value of diverse perspectives and experiences.



Ethical Training

We provide regular training on ethics, compliance, and sustainability to reinforce our values and ensure adherence to best practices.



Community Engagement

We actively participate in community initiatives and support local causes that align with our sustainability goals.

Our culture is a powerful driver of sustainability at UCB. By fostering a culture of integrity, customer focus, innovation, teamwork, and social responsibility, we create a positive and enabling environment for achieving our sustainability objectives. Our culture empowers our employees to contribute to a more sustainable future and strengthens our relationships with stakeholders.



Grievance Redressal Mechanism for UCB

Consistent and clear communication relating to financial and strategic information enhances customers' expectations and goes a long way in establishing and maintaining trust. By understanding and aligning with customers' expectations and positioning our value proposition accordingly, we remain best placed to manage their expectations. Complaints received throughout the year are resolved lawfully in time.

UCB is committed to maintaining transparency and accountability in its interactions with customers. We have established a robust Grievance Redressal Mechanism to ensure timely and effective resolution of any complaints or concerns customers may have regarding service quality.

Channels for Lodging Complaints:

- **In Writing:** Customers can submit complaints in writing, addressed to the "Head, Investor Relations" department at UCB's head office. Include details such as his/her name, contact information, BO account number (if applicable), and a clear description of the grievance. Address for Lodgment of Complain: Service Quality Department, Level-07, Plot # CWS (A)-1, Road # 34, Gulshan Avenue, Dhaka-1212, Bangladesh
- **Email:** Customers can email their complaint to a dedicated customer relations email address "sq@ucb.com.bd and complaint@ucb.com.bd" provided on UCB's website.
- **24/7 Hot Line:** Customers can make a phone call to our 24/7 Hot Line "16419 (Local), +88 096 100 16419 and +88 096 123 16419 (Overseas)" and lodge their complain.

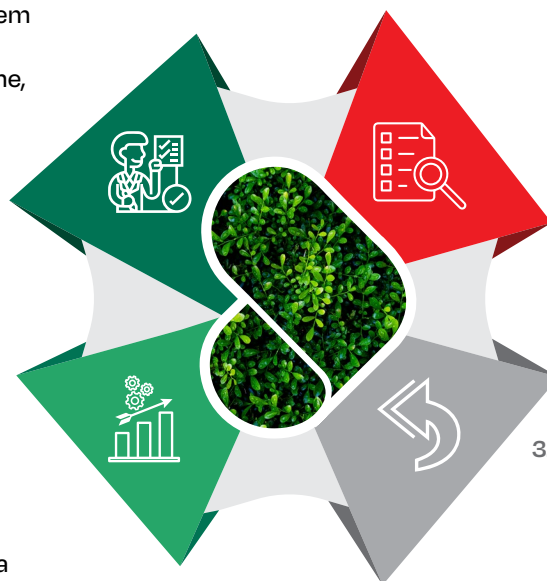
Complaint Resolution Process:

1. **Acknowledgement:** Upon receiving customers' complaint, UCB will send them a written acknowledgment within a stipulated timeframe, within 1 working day (through SMS and Email acknowledgment).

2. **Investigation:** The complaint will be investigated by a designated team within the Service Quality Department. They will gather the necessary information and analyze the situation.

4. **Escalation:** If customers are not satisfied with the initial resolution, they can escalate their complaint to a higher authority within UCB, following the details provided in the initial response.

3. **Response:** Customer will receive a written response from UCB outlining the investigation findings and the proposed resolution within a reasonable timeframe. The aim is to resolve complaints within 5-7 working days from the date of acknowledgment.



UCB's Commitment:

- **Fairness and Transparency:** We strive to resolve all complaints fairly and transparently, following established guidelines and procedures.
- **Timely Response:** We are committed to responding to customers' complaints promptly and keeping you informed throughout the resolution process.
- **Confidentiality:** We maintain the confidentiality of all customers' information and complaints received.

Additional Resources:

UCB's website provides a wealth of information, including:



Annual Reports



Quarterly Financial Statements



Shareholder Meeting Notices and Minutes



Contact Information

Communication to Shareholders

Throughout the year we communicate with Shareholders in the following ways:

- By Publishing Price Sensitive Information (PSI) in National dailies and in Online News Portal;
- By releasing PSI via websites of DSE, CSE, and in Bank website: www.ucb.com.bd;
- By publishing Press Release about the Bank's important events in the newspapers;
- By issuing notices to the Shareholders to hold an Annual General Meeting every year and an Extra-Ordinary General Meeting (as and when necessary);
- By sending the Annual Reports of the Bank every year;

- By sending the Right Offer Document (ROD) as and when required;
- By publishing Financial Statements in the newspapers;
- By holding General Meetings of Shareholders;
- Electronic and other means of communication with Shareholders.

Our Goal:

UCB's Grievance Redressal Mechanism is designed to provide customers with a clear and accessible platform to voice their concerns and ensure their grievances are addressed effectively. We value their feedback and continuously strive to improve our communication and customer relations practices.



Measuring GHG Emissions at UCB

UCB is committed to understanding and reducing its greenhouse gas (GHG) emissions. We have implemented estimated measurement and reporting processes to track our emissions across different scopes:



Scope 1:

Direct emissions from owned or controlled sources, such as on-site operations and company-owned vehicles.



Scope 2:

Indirect emissions from the generation of purchased electricity, heat, or steam.



Scope 3:

Indirect emissions from upstream and downstream activities, such as the supply chain and customer use of products.

Estimated data is used for attribution and emission factors because specific Bangladesh data are unavailable.

Data Quality Score of Scope 1 & 2 emissions:

Referring to the (Partnership for Carbon Accounting Financials) PCAF classification methodology, we consider the data quality to be Score 5 because specific Bangladesh data are unavailable. Estimated data is used for attribution and emission factors.

GHG Emission

Sl. No.	Particulars	Unit	Total Consumption	GHG emission (Metric Tonnes CO2 e)
1	Electricity	kwh	14,114,467	9486.62
2	Diesel	liter	300,545	755.21
3	Octan	liter	1,858,289	3873.41

Addressing High-Emission Sectors and Transition Planning

UCB is committed to monitoring and addressing high-emission sectors within our portfolio. By identifying opportunities for reduction, we aim to support our clients in transitioning to low-carbon technologies. To enhance our carbon accounting accuracy, we are continuously working to improve our data acquisition processes.

A series of horizontal dotted lines for writing.

United Commercial Bank PLC.

Plot - CWS- (A)-1, Road No - 34, Gulshan avenue, Dhaka-1212.

Telephone: 88-02-55668070, +88-09610999999

ucb.com.bd | info@ucb.com.bd