



Stakeholders Engagement Policy

بنك دبي التجاري
Commercial Bank of Dubai



Stakeholders Engagement Policy Policy

Approved by the Board of Directors during its meeting held on 7th February 2018

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Preface

Commercial Bank of Dubai PSC (“CBD”) is part of a greater socioeconomic ecosystem and we recognise that we depend on robust relationships with all our stakeholders in order to deliver on our purpose of using our financial expertise to do good for individuals, families, businesses and society.

Best practice requires a company to have a stakeholder engagement policy. Accordingly this Stakeholder Engagement Policy outlines CBD’s approach to engaging with our stakeholders.

Engagement is an integral part of developing an understanding of our stakeholders’ needs, interests and expectations and assists the bank with strategic, sustainable decision-making.

Collaboration and regular interaction with all stakeholder groups is essential to the bank’s long-term resilience and to the effectiveness of our integrated sustainability approach. Stakeholder engagement is undertaken with a far broader aim than merely communicating ‘to’ various stakeholder groups. Rather, CBD considers its various stakeholders as key partners in its endeavours.

Stakeholder Engagement will be free of manipulation, interference, coercion, and intimidation, and conducted on the basis of timely, relevant, understandable and accessible information, in a culturally appropriate format. It involves interactions between identified groups of people and provides stakeholders with an opportunity to raise their concerns and opinions (e.g. by way of meetings, surveys, interviews and/or focus groups), and ensures that this information is taken into consideration when making project decisions.

Our Stakeholders Engagement is informed by a set of principles defining core values underpinning interactions with stakeholders. These principles are the following

- **Commitment** is demonstrated when the need to understand, engage and identify the community is recognised and acted upon early in the process;
- **Integrity** occurs when engagement is conducted in a manner that fosters mutual respect and trust;
- **Respect** is created when the rights, cultural beliefs, values and interests of stakeholders and neighboring communities are recognised;
- **Transparency** is demonstrated when community concerns are responded to in a timely, open and effective manner;
- **Inclusiveness** is achieved when broad participation is encouraged and supported by appropriate participation opportunities; and

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- **Trust** is achieved through open and meaningful dialogue that respects and upholds a community's beliefs, values and opinions.

1. Policy Scope

This stakeholder engagement policy outlines our overarching approach to engagement with our stakeholders, and the coordination of such. This policy has been put in place to ensure that stakeholder engagement is applied consistently across all of CBD.

This policy:

- sets out principles for engagement with our stakeholders;
- forms part of the group's operating philosophy, policies, standards and values;
- applies to all CBD's divisions, departments, branches and business units, regarding all their activities and interactions with stakeholders; and
- supports and should be read in conjunction with other CBD's policies such as the Code of Conduct, the policy on external communication, the CSR policy, et cetera.

2. Policy Purpose

The purpose of the policy is:

- to set out a method of engagement with stakeholders who impact and influence our long-term resilience;
- to guide the building and maintaining of an open relationship between the bank and our stakeholders;
- to develop and promote a good understanding of stakeholders needs, interests, and expectations;
- to offer guidelines on how the bank should be engaging with our stakeholders; and
- to reinforce CBD's commitment to all stakeholders.

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3. Policy Objectives

The objectives of this policy are:

- to strengthen and maintain relationships with our stakeholders
- to identify the opportunities and threats arising from stakeholders' material issues;
- to assist with strategic, sustainable decision-making; and
- to improve effective two-way communication with our stakeholders.

4. Stakeholders Identification

Stakeholders are those individuals, groups of individuals or organisations that impact and/ or could be impacted by our organisation's activities, products or services and associated performance.

At CBD, we identify our stakeholders and monitor our relationships through a multitude of communication channels including regular dialogue. We also include 'silent' stakeholders such as future generations and the environment.

Stakeholders are prioritised according to the level of influence they have on CBD and the level of influence CBD has on them. Our primary key stakeholders are our staff, clients, shareholders, regulators and communities. These along with our secondary stakeholders are discussed in detail in the policy matrix table included at the end of this policy.

5. Stakeholder Engagement Principles

- **Congruence:** One version of the truth. We say what we mean, and mean what we say regardless of the stakeholder or communication channel.
- **Consultative:** We aim to develop relationships where stakeholder views are considered in decision-making and we provide various channels to foster this
- **Collaborative:** We aim to establish deep partnerships with stakeholders (individuals or organisations) with aligned values and work closely with selected partners and interested stakeholders to build a more sustainable business and society.
- **Communicative:** We value open, honest and on-going communication with all stakeholders and are proactively committed to such.

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- **Commitment:** We are committed to working towards creating a prosperous and sustainable future and leveraging effective stakeholder engagement to help with the achievement of this.
- **Responsive:** We strive for continuous improvement and proactively respond to changing business conditions and stakeholder needs, interests and expectations.

6. Methods of Engagement

Our methods of engagement include various channels and means of communication for each specific stakeholder group. These methods are outlined in the stakeholder matrix.

7. Stakeholder Engagement Feedback

Our stakeholder feedback is derived from surveys, client feedback mechanisms such as hotlines, relationship managers, stakeholder seminars, social media, conferences and one-on-one meetings.

8. Accountability and Grievance Procedure

Stakeholder engagement is decentralised at CBD so there is not a single team that manages all relationships and queries or concerns from stakeholders. CBD employees are accountable for managing relationships and meeting expectations of internal and external stakeholders within their areas of responsibility.

Should a stakeholder not be satisfied with the service or assistance that they receive from their CBD point of contact, there are a number of opportunities that allow for anonymity (if desired) as well as independence to ensure a voice for concerned stakeholders. These include our client call centre, which is the first point of call for all clients' requests.

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STAKEHOLDER ENGAGEMENT POLICY MATRIX

Reasons For Engagement	Why Engage with CBD	Frequency of Engagement	Methods of Engagement
Staff: <ul style="list-style-type: none"> To provide staff with strategic direction and keep them informed about group activities. To ensure that we remain an employer of choice that provides a safe, positive and inspiring working environment. To understand and respond to the needs and concerns of our staff members. 	<ul style="list-style-type: none"> To provide us with feedback and input that can help us improve their working environment experience as well as the performance of our business. 	<ul style="list-style-type: none"> Ongoing and daily engagement at all levels. As required by staff. 	<ul style="list-style-type: none"> Regular, direct communication between managers, teams and individuals. There's also a robust combination of face-to-face, written, digital and broadcast communications, culture and engagement surveys, CBD results presentations, leadership seminars and CEO roadshows. We use emails, intranet communications as well as group recognition functions.
Client: <ul style="list-style-type: none"> To understand them, their aspirations, businesses and financial-service needs better. To provide appropriate advice, proactive financial solutions and value-adding 	<ul style="list-style-type: none"> To receive sound financial advice and financial education. To access world-class innovative solutions and services. To obtain access to 	<ul style="list-style-type: none"> Ongoing. Dependent on client needs and identified sales, service or guidance opportunities. 	<ul style="list-style-type: none"> There are interactions through branch outlets, relationship managers, call centres, and complaint lines. Digital channels such as self-service enablement, internet kiosks and video banking. There are client seminars and events and

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<p>services.</p> <ul style="list-style-type: none"> • To ensure that we maintain the high service levels they expect and deserve. • To inform product development and prioritisation. • To develop products that embody client-centered innovation. • To ensure accuracy of client personal and/or business information. • To grow and protect client investments and wealth. 	<p>banking that is simple, convenient and efficient.</p> <ul style="list-style-type: none"> • To protect their assets through secure IT systems and infrastructure. • To get value banking that is competitive and transparent in pricing. 		<p>other surveys as well as marketing and advertising activities.</p>
<p>Shareholders</p> <ul style="list-style-type: none"> • To provide current and future shareholders with relevant and timeous information, • To manage shareholder expectations and reputational risk. • To maintain strong relationships, keep abreast of market developments and inform our shareholder 	<ul style="list-style-type: none"> • To receive relevant timeous information on our prospects and financial and non-financial performance so that they can value and assign appropriate credit ratings. • To understand our financial performance. • To gain insight into our 	<ul style="list-style-type: none"> • On a formal basis, once a year to coincide with the release of yearend results. • On an ad hoc basis and as requested by the financial media, investment analysts, credit-rating agencies and 	<ul style="list-style-type: none"> • Annual and interim results announcements, meetings and roadshows. • Individual meetings with financial media, shareholders and analysts.

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<p>targeting strategy.</p> <ul style="list-style-type: none"> To ensure good governance and deepen the trust placed in us and our brand. To get feedback that informs our strategy, business operations and how we govern. 	<p>strategy and management.</p>	<p>investors during open periods.</p>	
<p>Regulators</p> <ul style="list-style-type: none"> To maintain open, honest and transparent relationships and ensure compliance with all legal and regulatory requirements. To retain our various operating licences and minimise our operational risk. 	<ul style="list-style-type: none"> To ensure regulatory compliance. To promote the soundness and stability of the domestic banking and financial system, thereby contributing to its financial stability. 	<ul style="list-style-type: none"> Daily, weekly, quarterly and as required. 	<ul style="list-style-type: none"> Various industry and regulatory forums, meetings between regulators, and our board and management. This includes one-on-one discussions with various executive officials at prudential meetings as well as onsite meetings.
<p>Communities</p> <ul style="list-style-type: none"> To create partnerships that serve to facilitate our CSR activities. To obtain input from communities regarding key focus areas. To create awareness of our 	<ul style="list-style-type: none"> To get advice and guidance on how to achieve desired outcomes for themselves, their families, their businesses and their 	<p>Ongoing – as partnerships dictate or stakeholder needs require.</p>	<ul style="list-style-type: none"> Various CRS activities and events

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<p>CSR commitment and initiatives.</p>	<p>communities.</p> <ul style="list-style-type: none"> To partner on common social and environmental issues. To collaborate in a way that furthers social, environmental and other common agendas for the greater good. 		
<p>Government</p> <ul style="list-style-type: none"> To build and strengthen relationships with government, both as a partner in the development of the country and as a key client. To provide input into legislative development processes that will affect the economy and our activities and operations. To reaffirm our commitment to the different sectors business development. To participate visibly in, and be a partner to, the 	<ul style="list-style-type: none"> CBD is a key role player in the economic, social and environmental transformation of the country. 	<p>As deemed necessary by either party.</p>	<ul style="list-style-type: none"> Participation on various platforms on local and national governmental levels, Various engagements with different national and local authorities (Immigration, Health, Education, Women, Children and People with Disabilities, Land Departments).

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<p>transformation of the financial sector.</p> <ul style="list-style-type: none"> To partner in increasing economic growth 			
<p>Media</p> <ul style="list-style-type: none"> To leverage the reach and influence of media channels to share our business story with stakeholders. To communicate with relevant stakeholders and the broader public with a view to having a positive influence on behaviour that will lead to desired business results. To protect and manage our reputation. 	<ul style="list-style-type: none"> To educate and inform their audiences on developments in the financial services sector and CBD specifically. To be informed about our contribution to the economy and our products and services. To empower their audiences to make informed financial decisions. 	<ul style="list-style-type: none"> Daily interactions in response to business-related media enquiries. Regular interactions to share information and respond to media requests for commentary about our business. Ad hoc engagements in response to our various business and CSR initiatives. Proactive, scheduled engagements to build vibrant, 	<ul style="list-style-type: none"> CEO meeting the media, Launches of various CBD products and services. Interviews with key business media on relevant reporting dates. Daily telephone and email interaction regarding media enquiries.

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		mutually beneficial media relationships.	
Business Partners and Industry Bodies <ul style="list-style-type: none"> To continue learning through interaction with the industry and cross-sectorial organisations. To use business associations as a forum through which we can promote our viewpoints on key industry issues. 	<ul style="list-style-type: none"> To deliver mutually beneficial learning. To influence and/or promote common agendas. 	<p>As required or dictated by performance contracts and association or partnership membership agreements.</p>	<ul style="list-style-type: none"> Meetings with various industry bodies including the UAE Banking Federation. Interactions with various research institutions,
Suppliers and Contractors <ul style="list-style-type: none"> To obtain products or services required for conducting our business. To maintain an ideal and timeous supply of goods and services for our operations. To encourage responsible practices across our supply chain, local procurement, supplier conduct and 	<ul style="list-style-type: none"> To provide products and services. To negotiate pricing and contracts. To promote new products and service offerings. To respond to tenders. To seek input and guidance on their 	<p>Ongoing, as required.</p>	<ul style="list-style-type: none"> Ongoing interaction with suppliers and contractors for procurement purposes. One-on-one negotiations and meetings. Suppliers' Code of Conduct Changes to trading arrangements in terms of our procurement systems, etc.



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<p>environmental considerations.</p> <ul style="list-style-type: none">• To include critical suppliers in cross-functional teams so as to contribute expertise and advice before specifications are developed for products or services.	<p>sustainability journeys.</p>		
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