



Global Compact  
Network  
Malaysia & Brunei

# Empowering Sustainability Through People:

Maybank's Commitment To Achieving 1 Million  
Sustainability Hours Per Annum And Delivering  
1000 Significant UN-SDG Outcomes

A Case Study of



Knowledge Partner:

**PRME** Principles for Responsible  
Management Education  
CHAPTER ASEAN+

 MONASH  
University

MALAYSIA



## Company At A Glance

- Industry: Banking and Financial Services
- Founded: 1960
- Headquarters: Kuala Lumpur, Malaysia
- Employees: Over 44,000 employees

Malayan Banking Berhad (Maybank), a leading financial services group in Southeast Asia, anchors its mission on Humanising Financial Services, placing the well-being of people, customers, and communities at the heart of its purpose. In response to rising sustainability challenges, the Bank has strengthened its commitment by embedding sustainability into its core strategy through the M25+ plan, which aims to drive meaningful differentiation and advance capabilities for sustainable growth. By mobilising its workforce as catalysts of change and aligning collective action with the UN Sustainable Development Goals (SDGs), Maybank is fostering a culture of purpose-driven performance with measurable regional impact.

**“** At Maybank, Commitment 4 – Engaging Our People in Sustainability is about empowering every employee to be part of the change. By embedding the right mindset, behaviours, and skills, we’re building a culture where sustainability is part of how we work, decide, and lead. Through structured learning, transparent communications, ethical governance, Diversity, Equity, Inclusion and Belonging (DEIB), and employee-led action, we are shaping a future that reflects our values and responsibilities — where every voice matters and every individual can thrive.

Whether it's through certifications, learning platforms, data privacy practices, or stakeholder engagements like townhalls and disclosures — our efforts are guided by global principles, including the United Nations' call to Leave No One Behind and to take urgent climate action.

Together, by living sustainability every day, we can build a more inclusive and sustainable future — for our communities, our planet, and generations to come. **”**



**Puan Mazhatulshima  
Binti Mohd Zahid,**  
Group Chief Human  
Capital Officer,  
Maybank

## The Challenge

### Scaling Sustainability Through Workforce Engagement

Maybank recognises that achieving its ambitious sustainability goals requires a transformation of mindset and culture across its diverse workforce, supported by bold, measurable commitments across all aspects of its operations. Under the M25+ corporate strategy, the Group has made four key sustainability commitments to drive measurable impact by 2025 and beyond:

1. Mobilising RM80 billion in sustainable finance to support a low-carbon, inclusive economy.
2. Improving the lives of two million households across ASEAN through financial inclusion and community development.
3. Achieving carbon neutrality for Scope 1 and 2 emissions by 2030 and net-zero emissions by 2050.
4. Fostering a sustainability-first culture, with bold targets of achieving 1 million employee sustainability hours annually and delivering 1,000 significant UN SDG-related outcomes by 2025.

While sustainability has been championed at the leadership level, Maybank recognises that its success depends on embedding awareness, ownership, and accountability across all employees. In particular, Commitment 4 seeks to drive a deep cultural shift, empowering employees to become active change agents in the Group's sustainability journey.

## The Action

### Activating A Sustainability-Driven Workforce

To engage its large and diverse workforce in delivering meaningful sustainability outcomes, Maybank implemented a structured approach focused on inclusivity, transparency, and continuous learning.

#### 1. Alignment With SDG Ambition Benchmarks

Recognising the importance of measurable outcomes, Maybank aligned its sustainability initiatives with the UN Global Compact's SDG Ambition Benchmarks, which translate the SDGs into actionable business goals. The Bank prioritised three key goals in support of the benchmarks:



**SDG 5 Gender Equality:** Achieve gender balance across all management levels



**SDG 8 Decent Work and Economic Growth:** Ensure 100% of employees earn a living wage



**SDG 13 Climate Action:** Reduce emissions aligned to a 1.5°C science-based pathway

This approach provided a clear framework for reporting in alignment with globally recognised sustainability outcomes.

#### 2. Implementing A Structured Tracking And Reporting System

To operationalise its targets, Maybank developed a structured organisation-wide system to track sustainability activities. This included the development of tracker templates, SDG mapping tools, and qualification guides. Building on this foundation, Maybank launched MaybankCares in 2021 — a centralised digital platform that enables employees to apply for sustainability-related leave and log their sustainability activities.

### 3. Introducing Leave Policies That Empower Action

Maybank introduced two key leave policies to encourage employee participation in sustainability activities:

- **Volunteerism Leave:** Up to three days of paid leave annually for participation in self-initiated or Bank-led initiatives.
- **Sustainability Leave:** Up to one month of paid leave, with the option to extend, for longer-term engagements.

These policies signal a strong institutional commitment to cultivating a sustainability-first culture and enabling impactful involvement in sustainability.

### 4. Cultivating Sustainability Expertise Across The Organisation

Maybank has taken a proactive approach to strengthening employee sustainability literacy and capacity building. In 2024, Maybank launched the Maybank Sustainability Practitioner Certification (MSPC), a four-tiered certification programme developed in collaboration with UN Global Compact Network Malaysia & Brunei (UNGCMYB). With more than 200 participants enrolled in its first year, the programme supports differentiated learning based on knowledge and experience in sustainability, ensuring inclusive and scalable sustainability education across the organisation.



## Enablers For Sustainability Performance And Impact

The success of Commitment 4 was driven by internal enablers that embedded sustainability into core processes and ensured structured implementation at scale.



#### Leadership & Culture

Senior leaders set the tone through visible commitment and policies such as Self-Led Sustainability and Volunteerism Leaves that empowered employees to take ownership of sustainability.



#### Strategy

Commitment 4 is integrated into the Bank's broader M25+ strategy, aligning employee action with enterprise-wide ESG goals.



#### Process

Detailed implementation plans guided by structured templates enabled consistent, scalable execution across the Group.



#### Resources

The initiative was funded through core budgets from Group Sustainability and Group Human Capital, supplemented by cross-functional contributions for learning, engagement, and communications.



#### Governance

A three-tier structure, comprising the Board Sustainability Committee, EXCO Sustainability Committee, and Project Steering Committee, ensured oversight and accountability of all sustainability activities.



#### People

Through self-led initiatives, volunteer opportunities, and certification pathways, employees were trained, empowered, and recognised for their efforts in sustainability.



#### ESG Data

Regular progress reporting helps identify high-impact areas for resource focus, supporting strategy refinement and scaling of successful programmes.



#### Digital Transformation

The launch of a centralised online platform, MaybankCares, to access sustainability resources, track sustainability activities, and apply for sustainability-related leaves, enhanced employee experience and participation in sustainability.

## Partnerships



Collaboration with UNGCMYB and other sustainability experts strengthened the initiative's strategic alignment, validation frameworks, and capacity-building efforts.

## Overcoming Barriers

Embedding sustainability into Maybank's operations came with its challenges. However, by actively evolving its approach, Maybank transformed these challenges into drivers of meaningful engagement.

### 1. Engaging A Diverse Workforce

Engaging a large and diverse workforce with varying levels of familiarity with sustainability concepts and frameworks required more than a one-size-fits-all approach. To overcome this, Maybank rolled out targeted awareness campaigns, structured walkthroughs, and clear guidance, ensuring employees had the clarity and tools needed to participate confidently and meaningfully.



### 2. From Understanding To Action

Maybank addressed the challenge of making sustainability relevant to employees' daily roles, by introducing a practical guidebook to distinguish between routine tasks and meaningful sustainability activities, linking these actions directly to the UN SDGs. In 2024, participation broadened with the addition of a "Personal Lifestyle" category under employee-led hours,

enabling staff to log sustainable behaviours such as mindful commuting, responsible consumption, wellbeing, and sustainability learning.

### 3. Validating Personal Sustainability Efforts

Recognising that many employee-led sustainability actions occurred outside of work, Maybank developed validation guidelines for self-initiated activities. These included clearer categorisations and documentation requirements, ensuring consistency and transparency in how impact was recorded and recognised.

## Impacts & Results

### 1. Sustainability Participation at Scale

Since the launch of Commitment 4 in 2021, Maybank employees have contributed over 1.5 million sustainability hours annually, surpassing the 1 million-hour target and delivering measurable SDG-aligned outcomes based on the SDG Ambition Benchmarks.

According to the 2023 Employee Engagement Survey:

- **91% of employees feel informed about the Group's sustainability strategy**
- **90% of employees believe they have opportunities to contribute meaningfully**

These responses reflect a deeply embedded culture of shared purpose and responsibility across the organisation.



## 2. Gender Equality and Inclusive Leadership



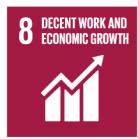
Maybank has fostered a gender-inclusive workplace aligned with SDG 5, with women now comprising:



**56%** of the total workforce  **49%** of management positions

**42%** of the Board of Directors

## 3. Equitable Pay and Employee Well-being



Maybank is committed to ensuring that all employees earn a living wage aligned with SDG 8 and is progressively working towards this goal.

Additional support includes:



to strengthen employee resilience and long-term well-being.

## 4. Climate Action and Emissions Reduction



As part of its commitment to carbon neutrality by 2030 and Net Zero by 2050 in line with SDG 13, Maybank has achieved:

- **53% reduction in Scopes 1 and 2 emissions, from 151,091 tCO<sub>2</sub>e (2019 baseline) to 62,761 tCO<sub>2</sub>e in 2023**

## Key Lessons Learned

### 1. Empowering Employees is Essential for Scalable Impact

Meaningful sustainability outcomes are only possible when employees feel inspired and enabled to take action. Providing clear frameworks, paid leave policies, and recognition empowered staff to integrate sustainability into their daily roles.

### 2. Strategic Partnerships Strengthen Alignment and Credibility

Strategic collaboration with UNGCMYB strengthened alignment with global benchmarks and best practices. These partnerships enhanced credibility, guided programme refinement, and enabled more meaningful contributions toward the SDGs.

### 3. Leveraging Data and Technology

Leveraging data and technology is essential for driving measurable sustainability progress, enhancing the ability to inform decisions and continuously improve the effectiveness of sustainability initiatives.

### 4. Sustainability is a Journey, Not a Destination

Sustainability requires ongoing commitment and evolution. Maybank's journey highlights the importance of continuous improvement and innovation to maintain momentum and maturity in ESG leadership over the long term.

## Maybank has been a participant of the UN Global Compact since 2022.

UN Global Compact Network Malaysia & Brunei (UNGCMYB) played a critical role in Maybank's initiative by providing strategic guidance and capacity building to ensure alignment with global sustainability benchmarks and impactful SDG outcomes.



**Dato' Sri Khairussaleh Ramli,**  
President and Group Chief Executive  
Officer, Maybank

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As a leading financial institution in ASEAN, Maybank is deeply committed to strengthening its sustainability commitments to ensure a viable future for all. While we continue to see uncertainties at a global scale, we continue to strive forward by providing relevant solutions to support our customers' financial needs, uplifting communities in all our operating markets and nurturing a workforce that is future-ready, in efforts to serve all our stakeholders. Guided by our purpose of "We are a values-driven platform powered by a bionic workforce that Humanise Financial Services", which is our north star in everything we do, Maybank is here to lead, empower and create pathways towards a more resilient and equitable ASEAN.

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## THE TEN PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT



### HUMAN RIGHTS

- 1 Businesses should support and respect the protection of internationally proclaimed human rights; and
- 2 make sure that they are not complicit in human rights abuses.



### LABOUR

- 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- 4 the elimination of all forms of forced and compulsory labour;
- 5 the effective abolition of child labour; and
- 6 the elimination of discrimination in respect of employment and occupation.



### ENVIRONMENT

- 7 Businesses should support a precautionary approach to environmental challenges;
- 8 undertake initiatives to promote greater environmental responsibility; and
- 9 encourage the development and diffusion of environmentally friendly technologies.



### ANTI-CORRUPTION

- 10 Businesses should work against corruption in all its forms, including extortion and bribery.

The Ten Principles of the United Nations Global Compact are derived from: the Universal Declaration of Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption.

## ABOUT UN GLOBAL COMPACT NETWORK MALAYSIA & BRUNEI

United Nations Global Compact (UNGC) is a strategic policy initiative for businesses that are committed to take actions to advance broader societal goals. UN Global Compact Network Malaysia & Brunei (UNGCMYB), the official country network of UNGC, is the leading advocate for business sustainability action in Malaysia and Brunei. We empower both corporates and SMEs through value-creating initiatives across learning, connections, and enablers to Forward Faster a collective sustainable future. We support Malaysian and Bruneian companies in aligning with the Ten Principles and contributing meaningfully to the Sustainable Development Goals (SDGs), while providing access to partnerships, tools and knowledge sharing to advance responsible business practices.

Talk to us about joining us or visit our website at [www.ungcmyb.org](http://www.ungcmyb.org)



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