

WORKSHOP ON E.S.G. PRACTICES

(Environmental, Social, and Governance)

 08 MAY 2023
09:00 AM - 04:00 PM

 THE WESTIN DHAKA, BANGLADESH



Session	Time	Activity / Topic	Speaker	Duration
	10:00-10:30	Registration and Welcome Coffee		
1	10:30-10:45	Introductory and Welcome Remarks	Speaker: ADB	15 mins
2	10:45-12:30	Session 1: ESG trends & Risk management in the Financial and Banking Sector <ul style="list-style-type: none"> Environmental, Social and Governance (ESG) trends and initiatives in the banking sector Why ESG risk management is important for financial institutions and their corporate clients, including small and medium-sized enterprises (SMEs)? 	Speaker: ERM	45 mins
3	12:30-1:15	Session 2: Material ESG issues in Trade Finance & ADB E&S Safeguards in the TSCFP <ul style="list-style-type: none"> Material ESG topics for trade finance (e.g., overview of broad topics, but focus on importance of climate change and human rights). ADB E&S Safeguards to manage risks (overview of ADB safeguards, ADB Prohibited Investment Activities List (PIAL) and ADB Exclusion List Updates). ADB supports to partner banks. 	Speakers: ADB	45 mins
	1:15 - 2:15	Lunch Break		
4	2:15 - 3:15	Session 3: Bangladesh Context: ESG issues, Labour Risks & Management Strategies <ul style="list-style-type: none"> ILO Core Labour Standards Examples of bank involvement in child labour/ forced labour. ADB’s Commitment to CLS/ TSCFP Approach to Managing Labour Risk. Snapshot of country specific ESG issues – working conditions, terms of employment, OHS, grievance redressal, child/forced labour. Best practice approaches/strategies for managing ESG issues - applicable labour regulations etc. 	Speakers : ADB & ERM	60 mins
5	3:15 - 4:15	Session 4: Climate Risk Management in the Banking Industry <ul style="list-style-type: none"> Assessing climate portfolio risk, net zero targets and decarbonization plans. ADB’s Energy Transition Strategy & Multilateral Development Banks’ (MDBs) Alignment with the Paris Agreement. ADB’s longer tenor facilities for renewable energy (more details to be shared). 	Speakers : ERM and ADB	60 mins
	4:15 - 4:45	Coffee Break		



15 MINUTES

Introductory & Welcome Remarks

Neha Noronha

Relationship Manager
ADB TSCFP

Steven Beck

Head
ADB TSCFP

WORKSHOP ON ESG PRACTICES

08 MAY 2023 **DHAKA, BANGLADESH**



45 MINUTES

ESG trends & Risk Management in the Financial and Banking Sector

Subhradeb Pramanik Devanshu Bajpai

ERM

ERM

WORKSHOP ON ESG PRACTICES

📅 08 MAY 2023 📍 DHAKA, BANGLADESH

About ERM: Sustainability is our business

We are the world's largest pure play sustainability consultancy

Founded in 1971, we are the largest advisory firm in the world focusing solely on sustainability, offering unparalleled depth and breadth of expertise.

We shape a sustainable future with the world's leading organizations

Our purpose guides everything we do. We create a better future by helping the world's biggest brands address today's sustainability imperatives.

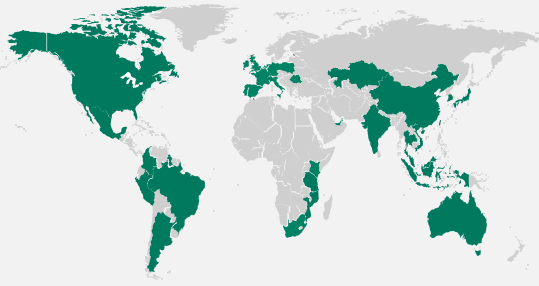
We are the recognised market leader in sustainability services

Numerous industry benchmarks attest to our market leadership and the majority of our work is sole-sourced, reflecting trusted partnerships we build with our clients.

7,000+
professionals

170
Offices

39
Countries &
territories



20,000+



Projects
every year

50+

Years of
experience

We partner with...



#1 Sustainability
service provider
– HFS 2022

“The end-to-end provider
of ESG and sustainability
consulting services”
– Verdantix Green Quadrant 2022

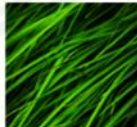








ERM in Asia Pacific

An unrivalled regional footprint



Service Lines and Subject Matter Expertise at Glance

We co-develop meaningful, actionable net zero goals and strategy, empower M&A, ESG and capital projects with due diligence, provide the know-how for TCFD disclosures, enhance safety and operational performance, retire and decommission assets seamlessly

 Corporate Sustainability and Climate Change	 Capital Project Delivery	 Operational Performance
 Merger and Acquisitions	 Product Stewardship	 Liability Portfolio Management & Remediation
 EHS Management and Compliance	 Safety Services	 Digital Services

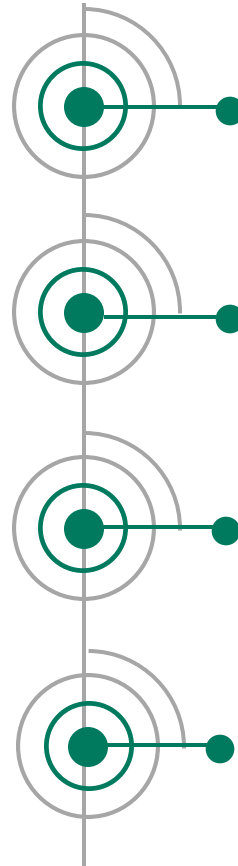
Session Speakers and Agenda



Subhradeb Pramanik
Associate Partner
ERM India



Devanshu Bajpai
Principal Consultant
ERM India



Environmental, Social and Governance (ESG) trends and initiatives in the banking sector

Why ESG risk management is important for financial institutions and their clients

Bangladesh Context: ESG issues, Labour Risks & Management Strategies Management: The Brass Tacks

Climate Risk Management in the Banking Industry: Interactive Session

ESG and Sustainability: The New Normal

Implications for Banks and
Financial Institutions

SUSTAINABILITY OVER THE YEARS



Key Recent Events that Have Influenced ESG and Sustainability

COVID -19



Cop27 agrees historic 'loss and damage' fund for climate impact in developing countries



Labour rights and the Qatar World Cup 2022

In December 2010, Qatar won its bid to host the 2022 World Cup. In preparation, Qatar is spending an estimated US\$100 billion on infrastructure, including a new airport, roads, hotels and stadiums.

The international media, unions and human rights organizations have shone a spotlight on abuses of migrant workers' rights in Qatar. Major concerns include the exploitative "kafala" sponsorship system; lack of freedom of association / right to form unions; confiscation of passports; and harmful working and housing conditions. The World Cup provides an opportunity to push for change.



Explainer: What's driving 'the Great Resignation'?

SIXTH ASSESSMENT REPORT



EXTREME WEATHER AROUND THE WORLD



RUSSIA'S INVASION OF UKRAINE



Top 10 Global Risks

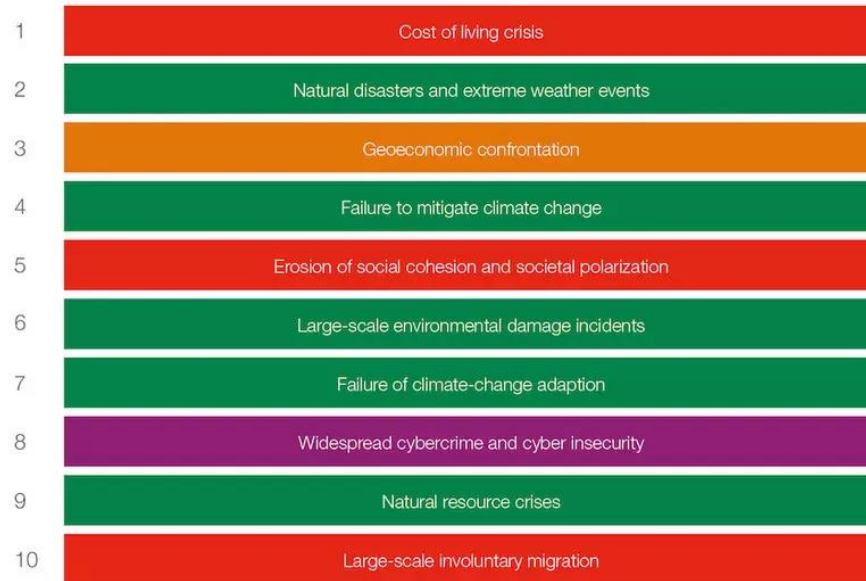
Global Risks Report 2023

Top 10 Risks

“Please estimate the likely impact (severity) of the following risks over a 2-year period”



2 years



Risk categories

■ Economic
 ■ Environmental
 ■ Geopolitical
 ■ Societal
 ■ Technological

Source: World Economic Forum, Global Risks Perception Survey 2022-2023

Global Risks Report 2023

Top 10 Risks

“Please estimate the likely impact (severity) of the following risks over a 10-year period”



10 years



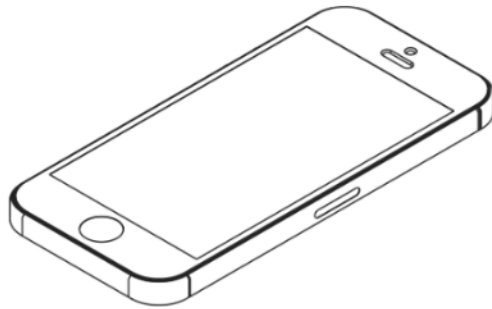
Risk categories

■ Economic
 ■ Environmental
 ■ Geopolitical
 ■ Societal
 ■ Technological

Source: World Economic Forum, Global Risks Perception Survey 2022-2023

How do global risks affect the finance sector?

menti.com



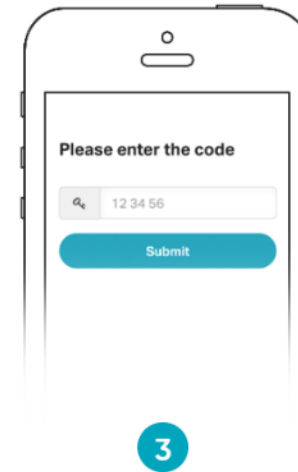
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Type the **Code: 33601233**
and answer the questions

From Global Risks to their Manifestation in the Bank's Portfolio

To Finance or Not to Finance

HSBC, under pressure on climate policies, to stop funding new oil and gas projects

- The bank says it will still provide financing and advisory services to energy sector clients at the corporate level
- HSBC has faced pressure from activists and shareholders to do more to address climate change

Reuters

Deutsche Bank tightens finance policy on coal, but not on oil

...

Financial firms are under pressure from policymakers and investors ... thermal coal and that its exposure to the sector at the end of 2022...

1 week ago



NPR

Why some Indonesians worry about a \$20 billion climate deal

...

Right now Indonesia gets about 60% of its electricity from coal. ... of coal would be for international banks to stop funding any new coal.

1 day ago



The law catches up

Banks face legal risks if they don't stick to climate goals, ECB says

Reuters



Return or Risk?

Fortune

[ESG markets shudder as Adani Group credit arrangements suggest inadvertent financing of heavy polluters](#)

Financing arrangements across the Adani Group conglomerate have sent a fresh chill through ESG markets as investors wake up to a new risk.

3 weeks ago



Reputation... reputation... reputation

ING, Rabobank accused of funding granite companies that use child labor

ING and Rabobank provided loans to three Dutch importers who purchase granite from quarries that use child labor, according to research from banking watchdog the Eerlijke Bankwijzer, RTL Nieuws reports.

For the Financial Sector: “Embedding ESG future proofs portfolios”

THE DECADE OF ACTION REPRESENTS OPPORTUNITIES



SDGs present a \$12 trillion and 380 million jobs opportunity – ESG at the heart of the investment thesis!

INCREASING REGULATION AND OVERSIGHT

CONSULTATION PAPER
PROPOSED GUIDELINES ON ENVIRONMENTAL RISK MANAGEMENT (ASSET MANAGERS)
June 2022

BANK OF THAILAND

SEC

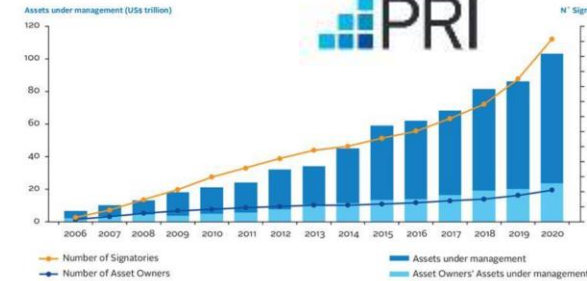
HONG KONG MONETARY AUTHORITY
香港金融管理局

SGX

Sustainable Banking Guidelines Responsible Lending by The Thai Bankers' Association

ESG Declaration

THERE IS HERD IMMUNITY AMONG ESG INVESTORS



Growth of ESG assets controlled by nearly 500 institutional investors surveyed, in trillions.



ESG-FOCUSED STOCKS & BONDS CONTINUE TO OUTPERFORM PEERS IN 2020**



Navigating ESG and Sustainability

Trends in Risk and Opportunity Management for the Financial Sector



Sustainable Finance: What, Why and How?

What:

- Sustainable Finance is the process of taking due account of environmental, social and governance considerations when making investment decisions in the financial sector, leading to increased longer-term investments into sustainable economic activities and projects (European Commission)

Why:

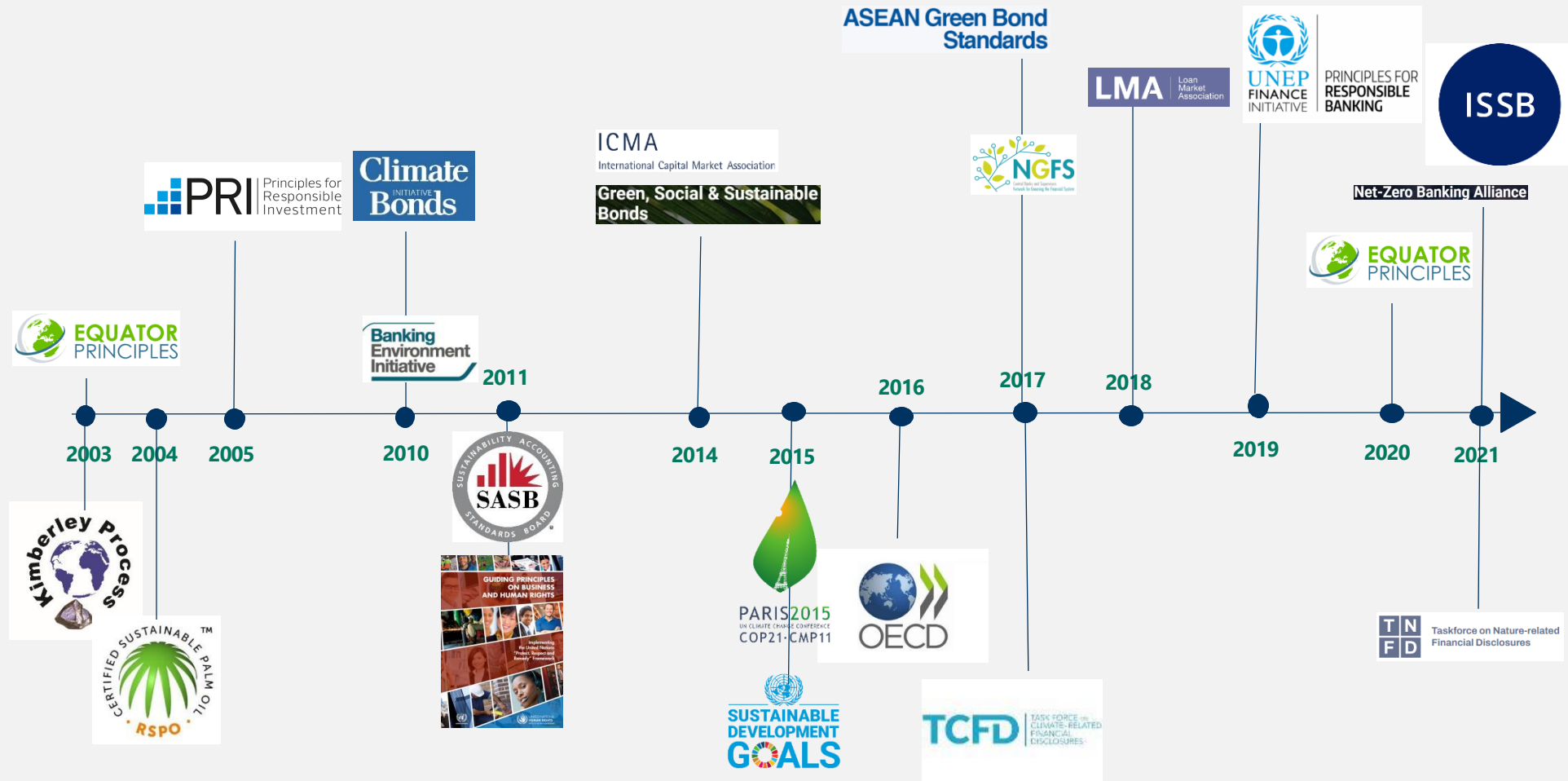
- Beyond compliance towards a forward-looking approach
- Maintain position in markets with more stringent requirements
- Longer-term performance-oriented
- Multi-disciplinary risk and reputation management
- New business opportunities and retaining/ expanding client base

How:

- Mainstreaming conformance to the intent, objectives and principles of international standards by developing ESG framework to avoid green/social washing and offering suitable products



March of ESG and Sustainability Initiatives



Key Trends in E&S Risk Management

- Broadening coverage of different product types and advisory services
- Expanding definitions of:
 - ✓ Prohibited activities
 - ✓ 'Sensitive' sectors, activities, regions
- Balancing of environmental to social issues
- Building out E&S risk management
- Shifting from transactional to relationship
- Building on risk management to develop sustainable finance products and portfolios
- Enhancing integration, governance and involving different 1st and 2nd line desks

Example prohibited activities

- ✗ Modern slavery and child labour
- ✗ World heritage sites
- ✗ Coal
- ✗ Arctic
- ✗ Illegal logging
- ✗ Uncontrolled fire
- ✗ Illegal wildlife trafficking, animal welfare and fur
- ✗ Defence / controversial weapons
- ✗ Ship recycling
- ✗ Tobacco

Example sensitive sectors, activities, regions

- ? O&G – unconventional, upstream
- ? Power - large hydro, nuclear,
- ? Soft commodities - palm oil, soy, timber
- ? Internationally recognised / protected areas / critical habitats
- ? Indigenous peoples

Risk Management Strategies

Risk Adjusted Return
Investment and lending should consider E&S in the reasonable adjustment of risk when assessing returns



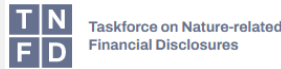
Investing and Lending Decision
Enhanced investments and lending decision-making

Environment

- Transition risk and opportunity
- Physical risk
- Net zero science-based targets
- Protecting natural areas / biodiversity
- Deforestation
- Biodiversity impacts & dependencies
- Air / water / ground pollution

Social

- Modern slavery / child labour
- Labour and working conditions
- Worker / community health & safety
- Minority / vulnerable groups
- Indigenous peoples
- Resettlement and livelihood restoration



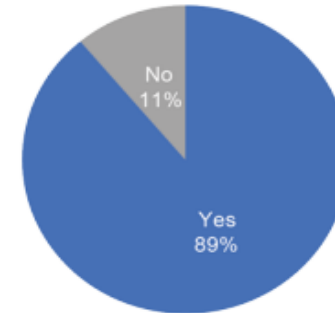
Net-Zero Banking Alliance



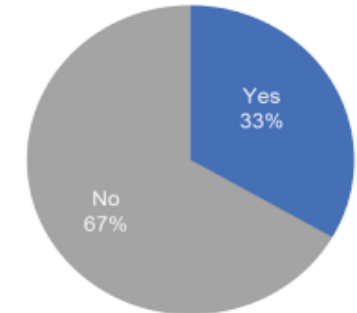
Insights from regulators in Asia

- A clear majority of central banks (**16 out of 18, or 89%**) agree that low-carbon finance has become an important area of focus, particularly since the ratification of the Paris Agreement
- **One-third** of the responding institutions have already issued policy statements on climate change and green finance
- Almost all central banks (**94%**) believe that they should play a role in helping to encourage low-carbon financing initiatives and green finance, such as green bonds

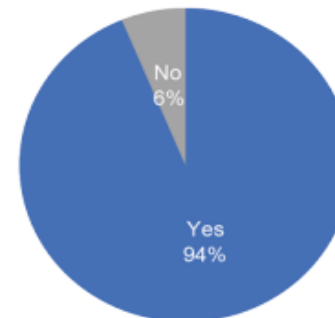
Q.1 Low-carbon finance has become an important area of focus, particularly after the ratification of the Paris Agreement.



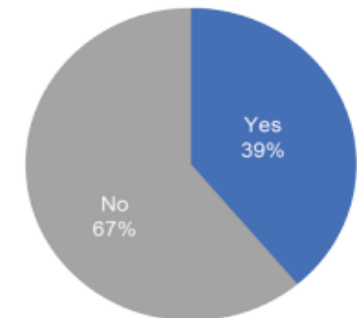
Q.2 Has your institution issued any policy statements on climate change and green finance?



Q.3 In your opinion, should your institution be involved in playing a role to help encourage low-carbon financing initiatives/green finance (e.g., green bonds)?



Q.4 Does your institution have a special task force/division/group that focuses on climate actions and mainstreaming green finance, etc.?



Source: ADB Institute - The Role of Central Banks in Scaling up Sustainable Finance: What do Monetary Authorities in Asia and the Pacific think?

Bangladesh ESG Landscape

Bangladesh Delta Plan 2100, a comprehensive 100-year strategic plan aimed at gradual, sustainable development through an adaptive delta management process.

Bangladesh is highly exposed to climate change and ratified the Paris Agreement on Climate Change in September 2016.

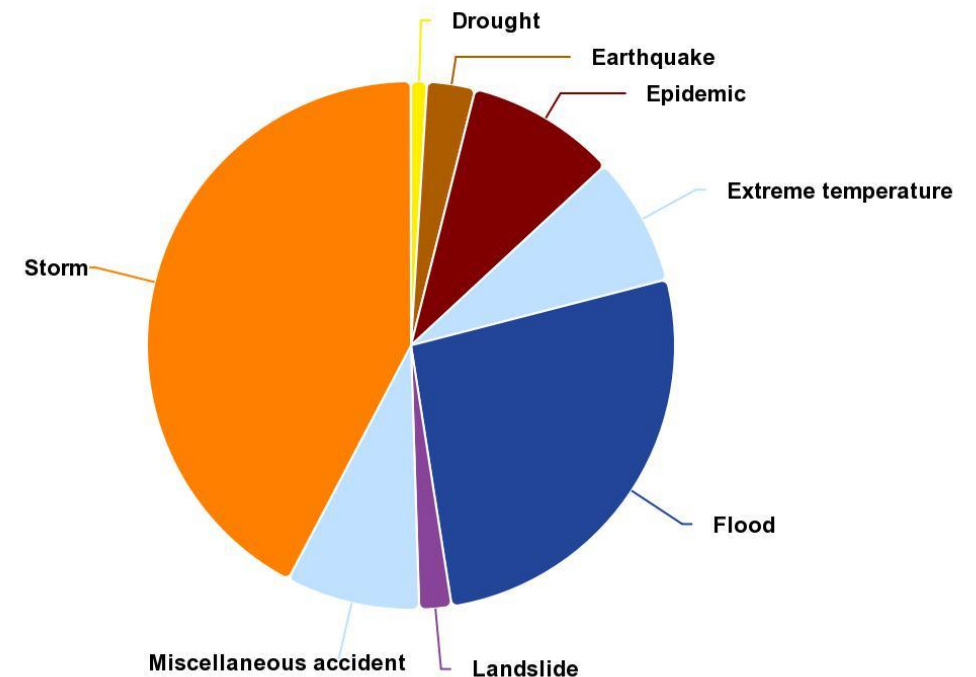
The country has committed in its Intended Nationally Determined Contributions (INDC) to achieving an unconditional five percent reduction in greenhouse gas emissions by 2030, compared to business-as-usual levels, in the power, transport and industry sectors, which are set to account for 69 percent of total emissions by 2030.



Bangladesh – Key Climate Related Vulnerabilities

- **Earthquakes:** Bangladesh is located in a seismically active and high-risk region
- **Droughts:** Seasonal droughts in Bangladesh most commonly affect the north-western region, as it receives lower rainfall than the rest of the country.
- **Floods:** Floods and riverbank erosions affect some one million people annually in Bangladesh.
- **Cyclones:** Sixty percent of the worldwide deaths caused by cyclones in the last 20 years occurred in Bangladesh.

Average Annual Natural Hazard Occurrence for 1980-2020



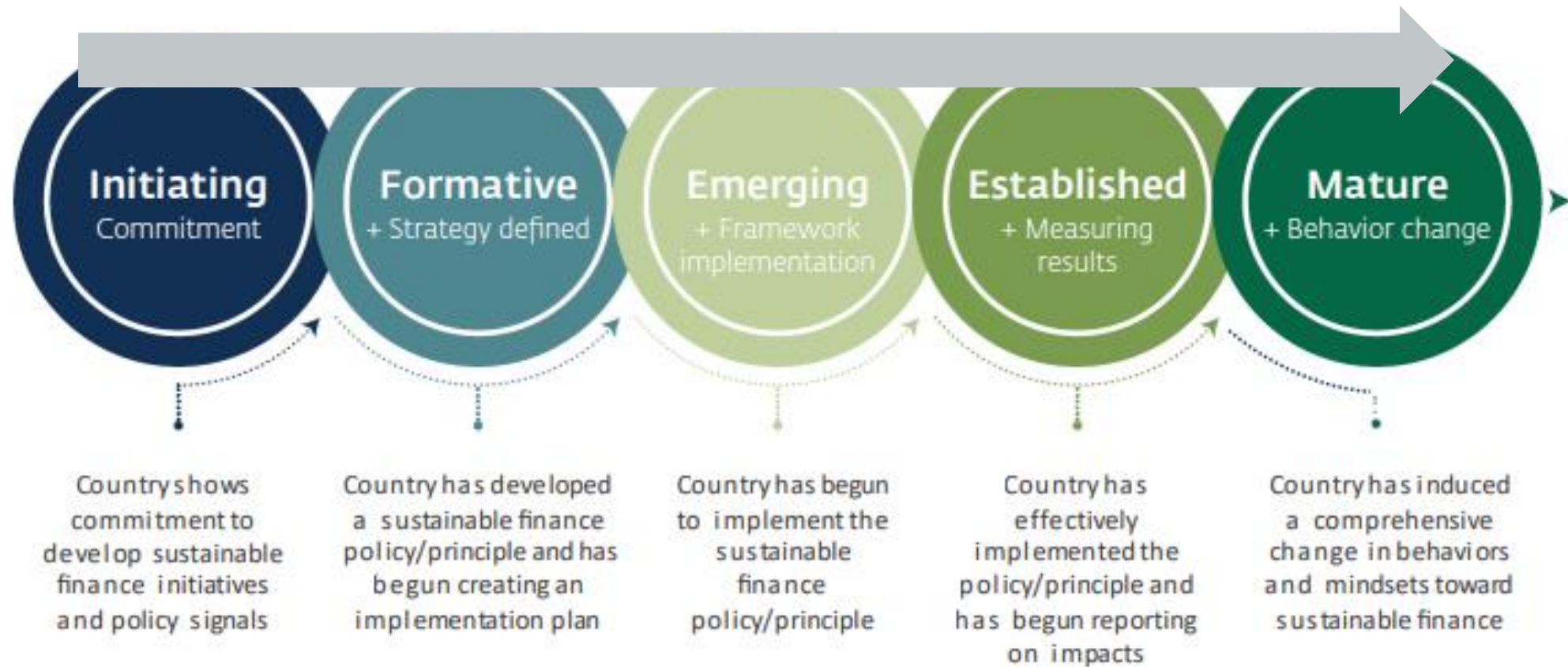
<https://climateknowledgeportal.worldbank.org/country/bangladesh/vulnerability>

Sustainable Finance in Bangladesh

- Environmental and Social Risk Management (ESRM) Guidelines published in 2017 provide a very comprehensive framework regarding the management of E&S risks.
- Availability of a Sustainable Finance Unit in each Bank which coordinates with Bangladesh Bank (BB).
- Provision of many implementation tools for financial institutions, including a quantitative E&S risk assessment tool that includes climate risk.
- Sustainability data reporting to BB on a quarterly basis

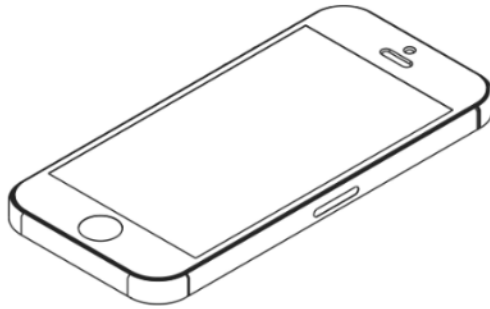


Sustainable Banking Journey



Where, do you think, are commercial banks in Bangladesh in sustainable banking journey?

menti.com



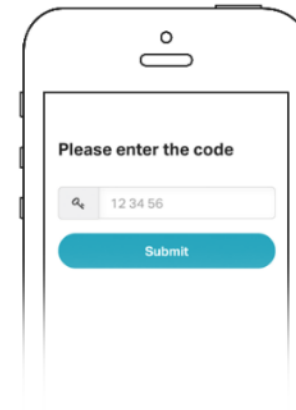
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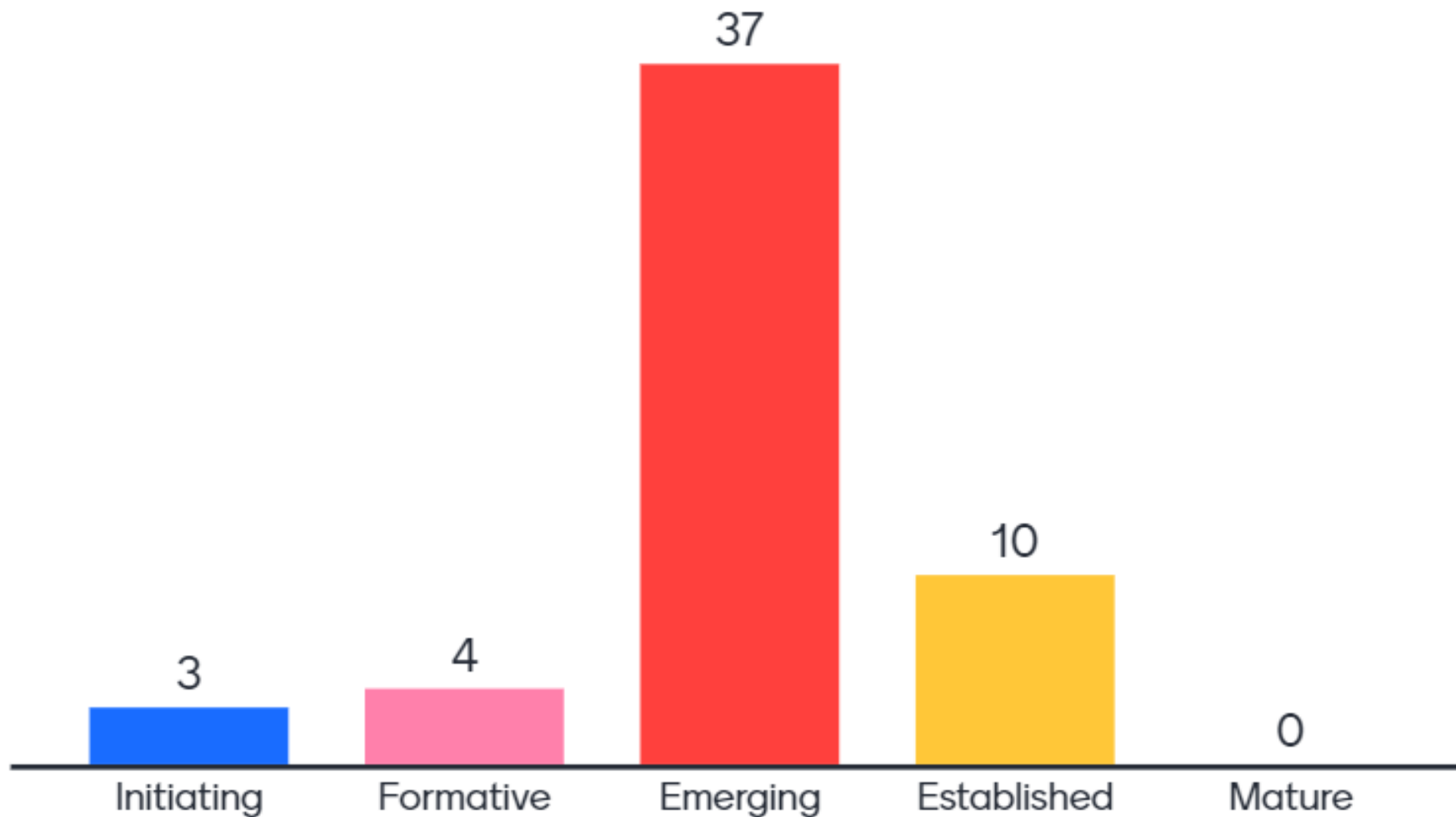
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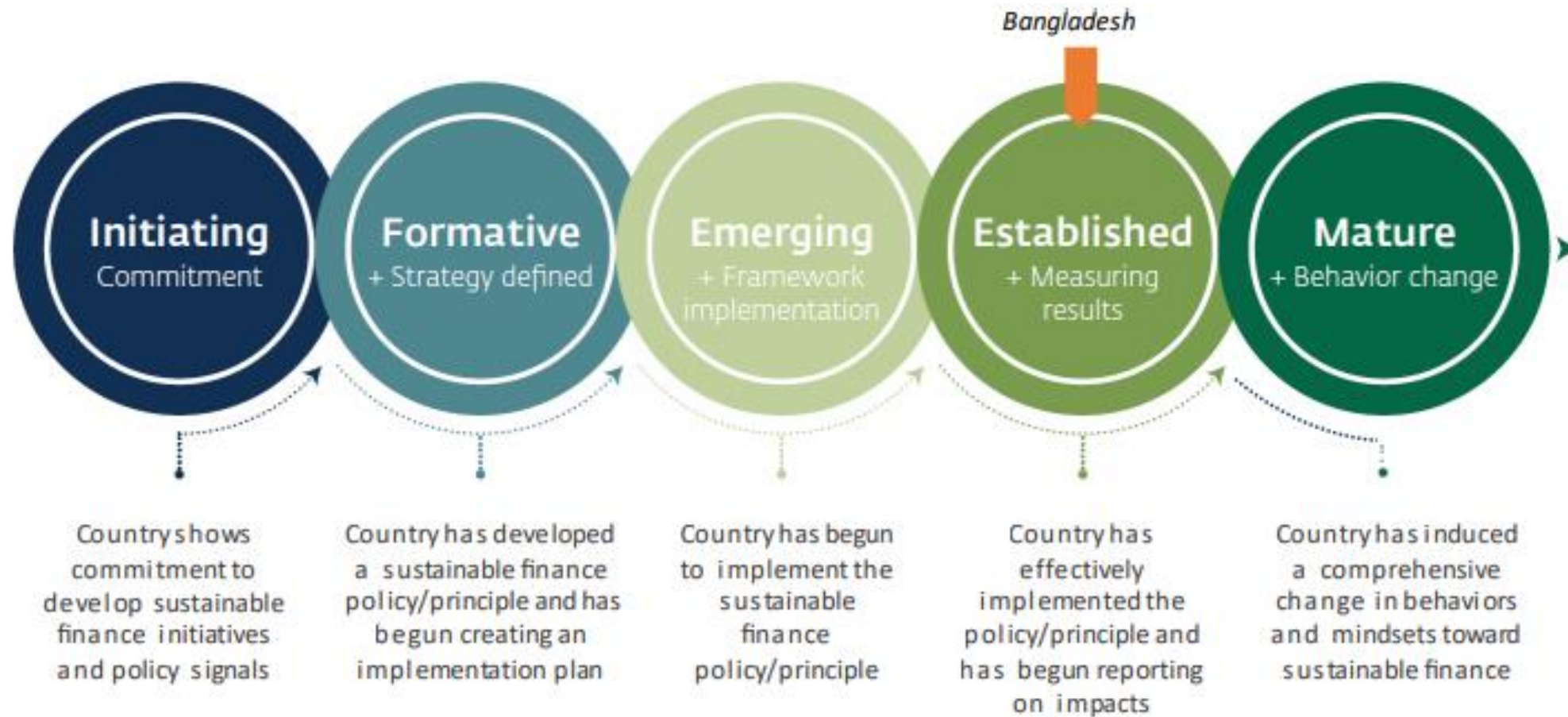
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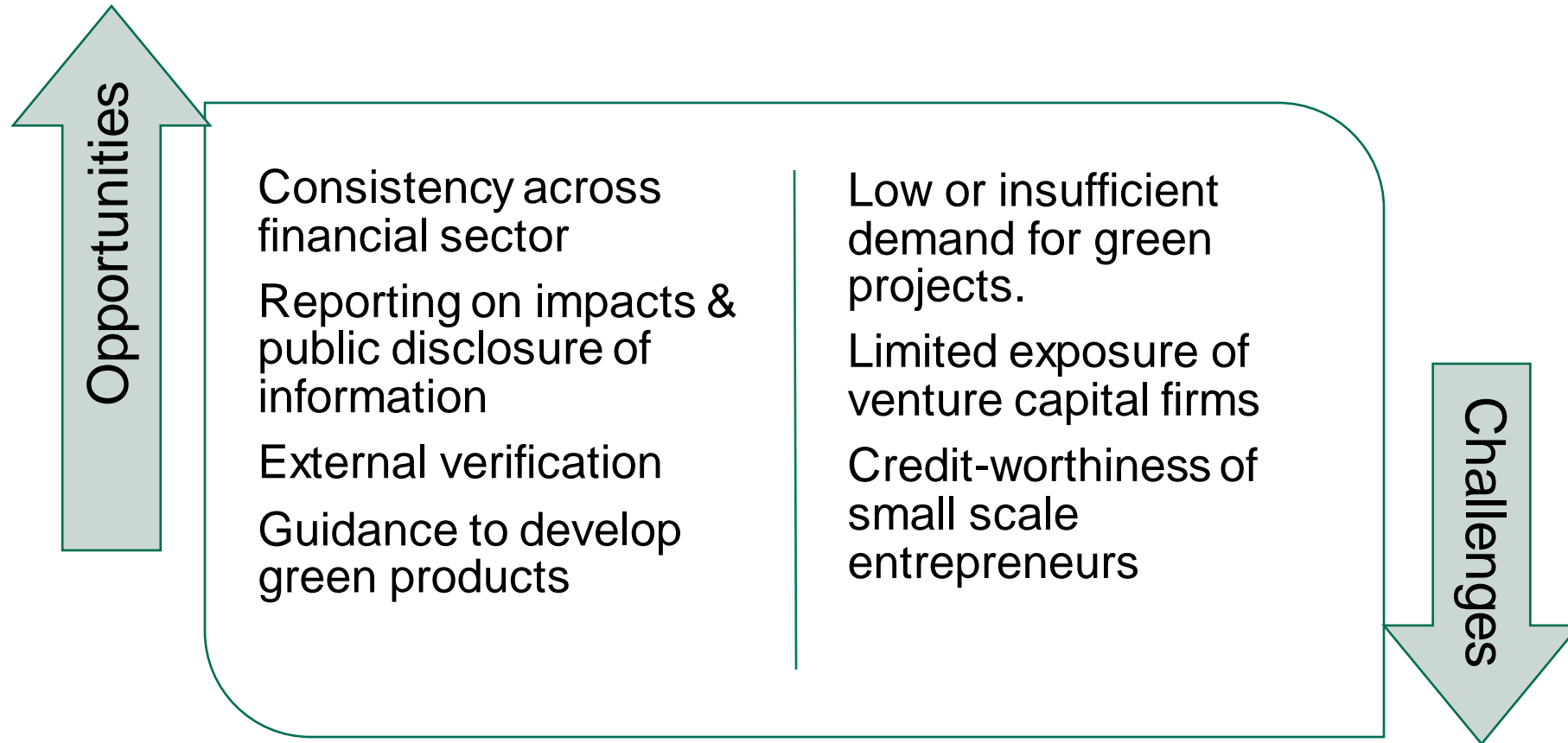
Total responses- 54



Sustainable Banking in Bangladesh - Maturity



Sustainable Finance in Bangladesh - Challenges & Opportunities



From Strategy to Action

Recommendations for BFIs

In implementing ESG and climate strategies, we commonly encounter three situations.

Do any of these resonate with you?

We need to improve our vision & delivery plan

... we have yet to fully evaluate ESG risk and opportunity and don't yet have a complete handle on how ESG will impact our business.



We have a vision, but no detailed plan

... and regulators and investors are asking tough questions. We need to make progress, develop a credible plan and start delivering.



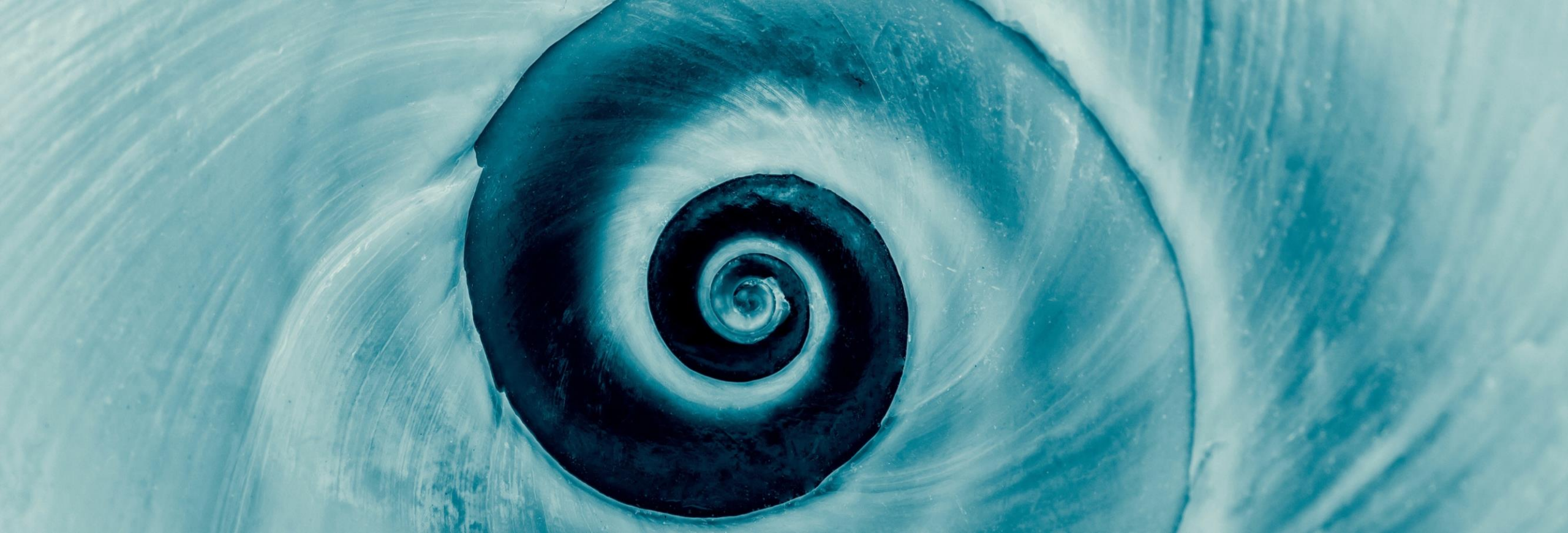
We have a detailed plan

... and now we are implementing with some successes. In some areas we are challenged by how to operationalise the actions we want to take.



Q&A





Thank you!

Devanshu Bajpai

Principal Consultant
ERM India

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Subhradeb Pramanik

Associate Partner
ERM India

Subhradeb.Pramanik@erm.com



45 MINUTES

Material ESG issues in Trade Finance & ADB E&S Safeguards in the TSCFP

Laurence Vannut Genee
Principal Safeguards Specialist
ADB

WORKSHOP ON ESG PRACTICES

08 MAY 2023 **DHAKA, BANGLADESH**

Session Speakers and Agenda



Laurence Genee
Principal Safeguards
Specialist, ADB

Introduction to E&S Risks in Trade Finance

E&S Risks in Supply Chain

ADB TSCFP Safeguards

ADB Initiatives and Programs

Q&A

Introduction to E&S risks in Trade Finance

Five broad components of the value chain where E&S risks can arise & accumulate during trade finance:

- raw material generation
- processing/manufacturing
- transportation
- end use/user of the good
- disposal (end-of-life)

Key industry drivers of E&S Risk Management in Trade Finance

International Chamber of Commerce (ICC)

- ICC's Sustainable Trade Finance Customer Due Diligence Guidelines (Questionnaire) – 2019
- ICC's Standards for Sustainable Trade & Sustainable Trade Finance 2021

SWIFT and ICC Collaboration

- SWIFT's KYC Registry incorporates the ICC's Sustainable Trade Finance Customer Due Diligence Questionnaire – 2022

EBRD's Trade Finance Environmental and Social Procedures

- European Bank of Reconstruction and Development's Environmental and Social requirements for its Trade Finance Program – 2015

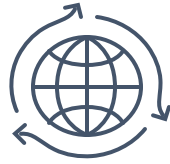
ADB's TSCFP E&S Guides and ESMS

- Safeguards Guides and ESMS Pilot since 2019

International Trade & UN Sustainable Development Goals



Context of E&S Risks in International Trade



Complexity of Global Supply Chains

Increased complexity adds to the sustainability risk of the product



Global Communications

Advances in IT enables stakeholder scrutiny throughout the supply chain

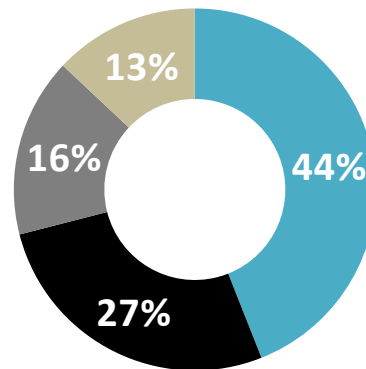


Corporate Reputation

Battered reputation has a detrimental effect in stock and enterprise value

World Export of Agricultural Products*, 2016

Percentage Share

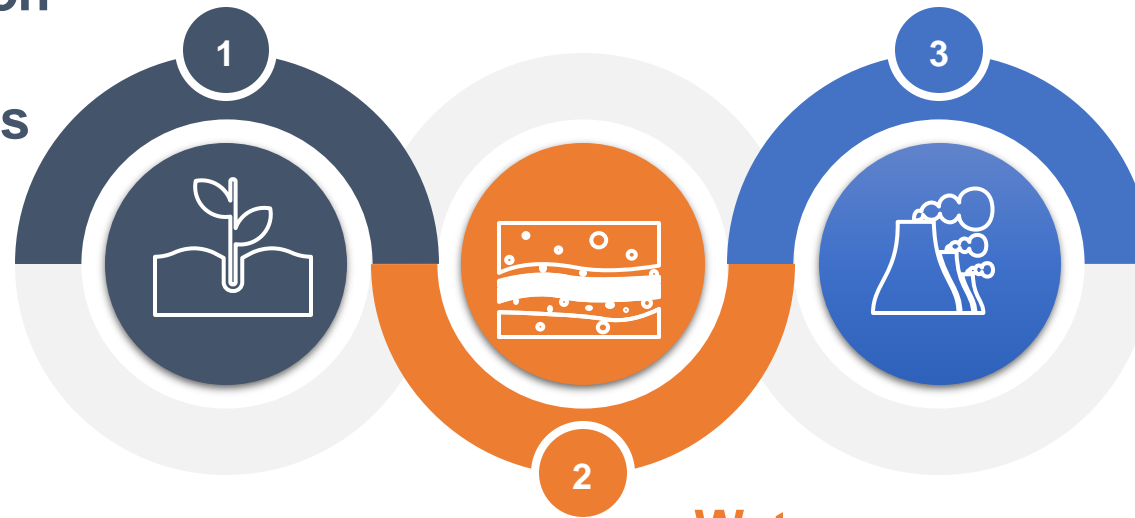


- Processed agricultural products
- Semi-processed agricultural products
- Primary bulk products
- Horticulture

*excluding fishery
Source WTO estimates based on UN Comtrade

Environmental Risks at Production Stage

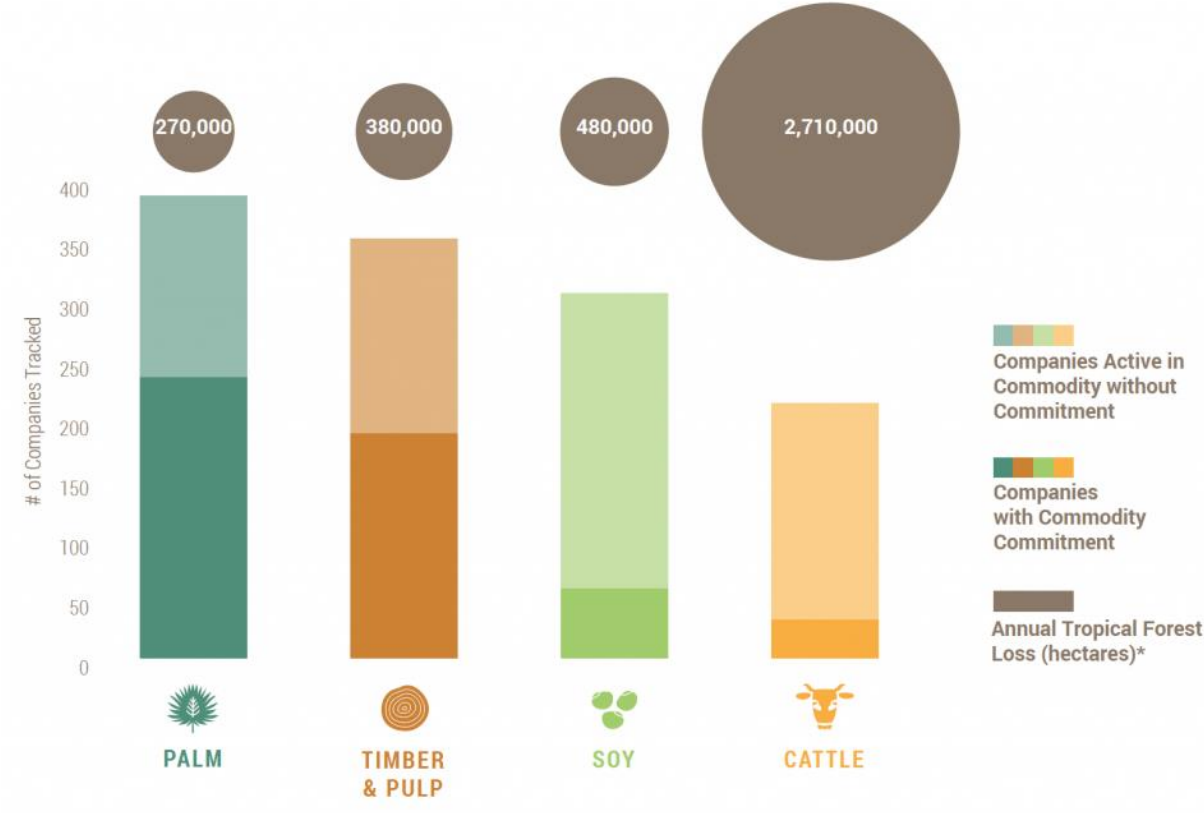
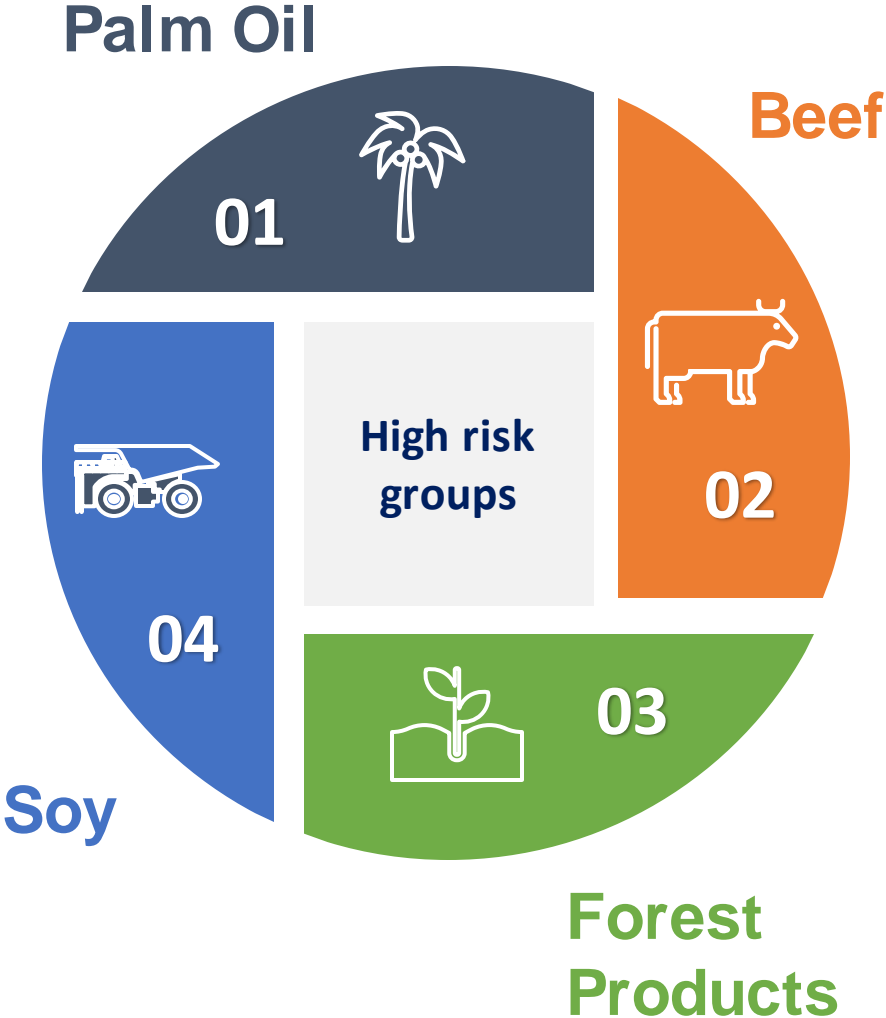
deforestation
&
habitat loss



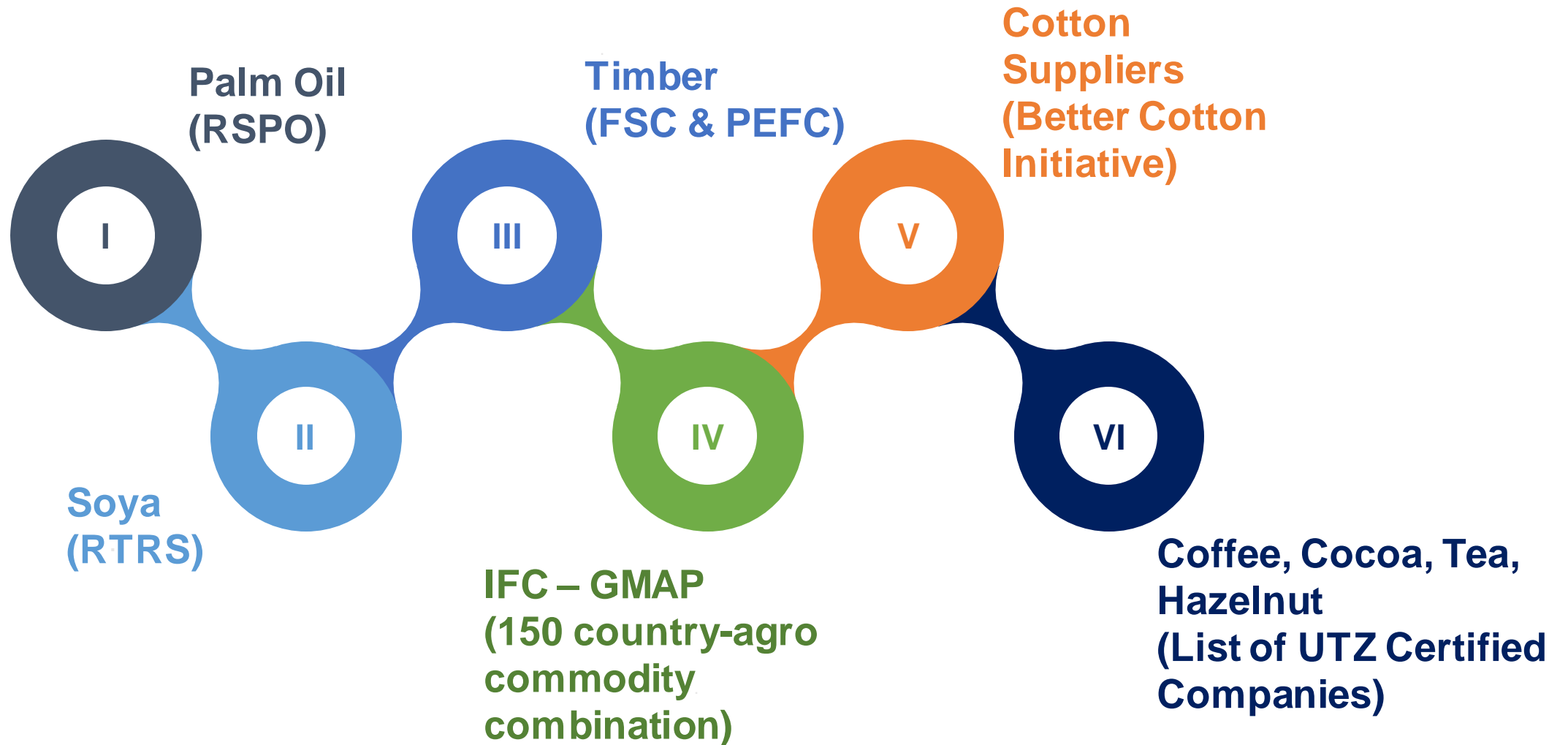
pollution

Water
pollution or depletion

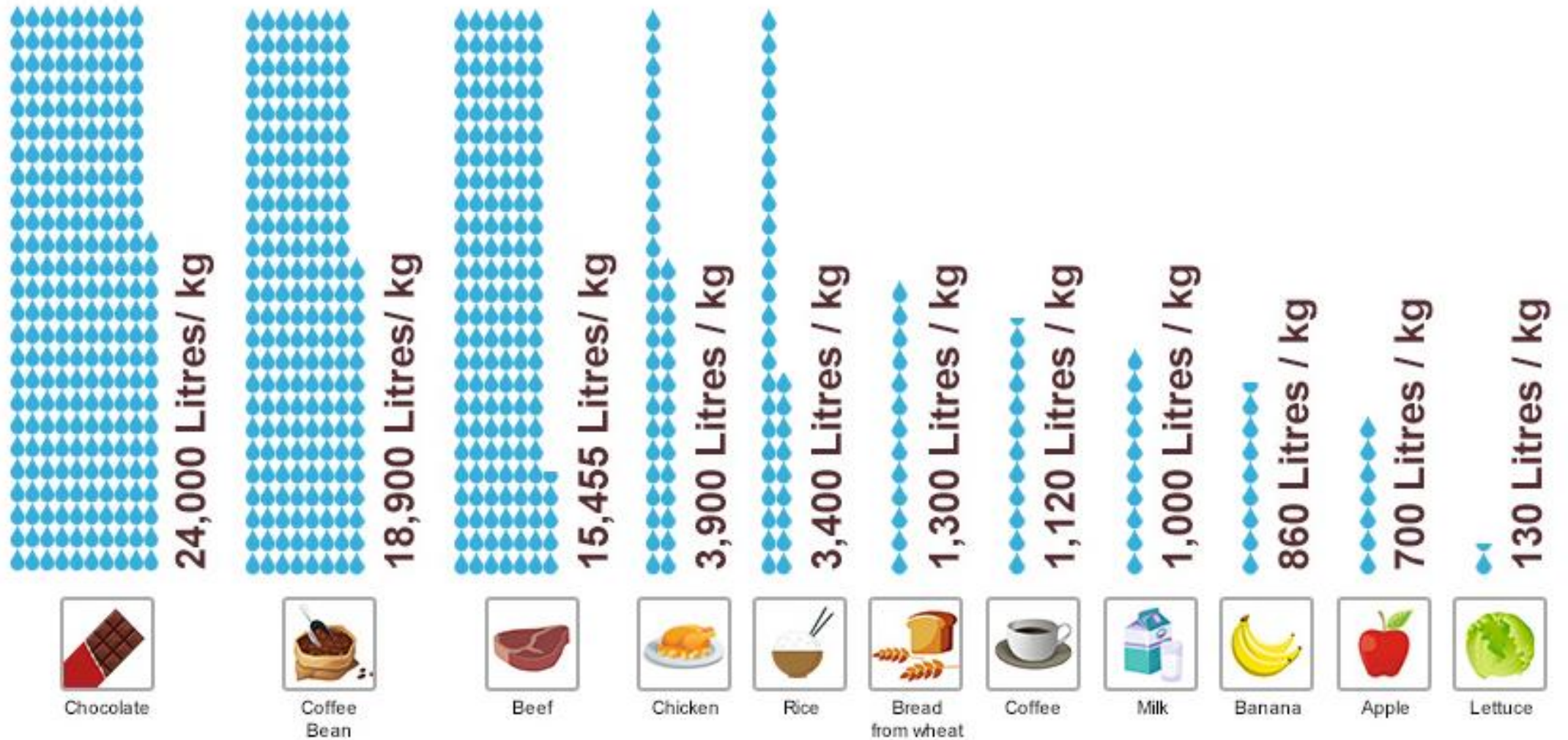
Deforestation and Soft Commodities



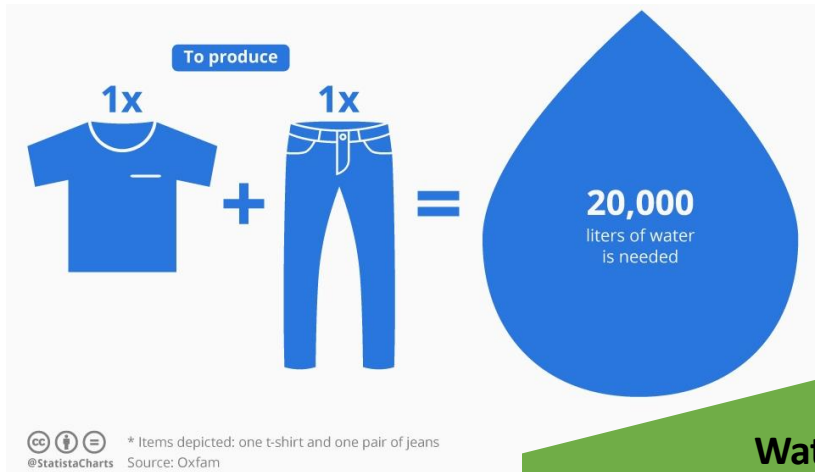
Sustainability Certifications of Soft Commodities



How much water is used in producing your daily food?



Water Consumption in Fashion Industry



Water Consumption

To produce one cotton t-shirt takes 2,700 litres of water = three years' worth of drinking water



Fertilisers

In cotton production the use of fertilisers can cause eutrophication (enrichment of water with nitrogen) which impacts drinking water.

Water Depletion

Cotton production require intensive irrigation –that may deplete freshwater resources and create conflict among users.

Example Water Pollution



- Lead from mine tailing contaminated local river water and sediment
- More than 400 villagers use the water
- Lead poisoning in local villagers in particular children
- Costly and long law suites
- Clean up since 2006
- Compensation costs
- Enormous reputation damage to company

Social Risks at the Production Stage



Goods with Child and Forced Labor Risks

Goods with the Most Child Labor Listings by Number of Countries



Goods with the Most Forced Labor Listings by Number of Countries



Example Displacement of Local Community

- Palm oil plantations in indigenous peoples land
- Communities displaced from their dwellings and sources of food
- Unfair compensation to indigenous land owners
- Reputation damage to company

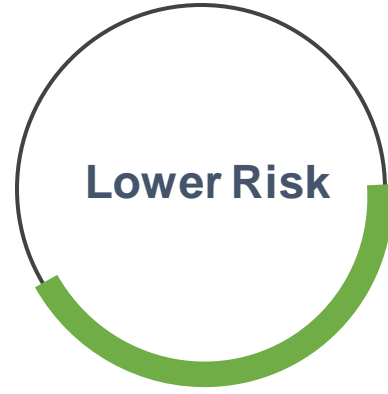


Examples of Health and Safety Issues



Why E&S Management?

- E&S Management during trade finance is imperative
- Firms that can demonstrate **sound E&S risk management:**



ADB TFP Safeguards

ADB TSCFP Exclusion List

ADB TSCFP follows the ADB Prohibited Investment Activities List, Appendix 5 of ADB's [Safeguard Policy Statement](#) with a few additional items. The following do not qualify for TSCFP financing:

- Forced labor/ child labor
- Any products/ activities deemed illegal under host country laws or international conventions
- Trade in weapons and munitions
- Alcoholic beverages*
- Tobacco¹
- Gambling¹
- Radioactive materials²
- Unbonded asbestos fibers³
- Commercial logging in primary tropical moist forests/ old-growth forests
- Marine and coastal fishing practices which are harmful to vulnerable and protected species
- coal mining⁴, processing, storage, and transportation;
- coal-fired power and heat generation;
- coal to chemicals processes;
- extraction of peat;
- peat-fired power and heat generation;
- upstream oil exploration, drilling or extraction activities;
- natural gas exploration or drilling activities⁵;
- gold mining and ore processing activities;
- ship breaking activities.

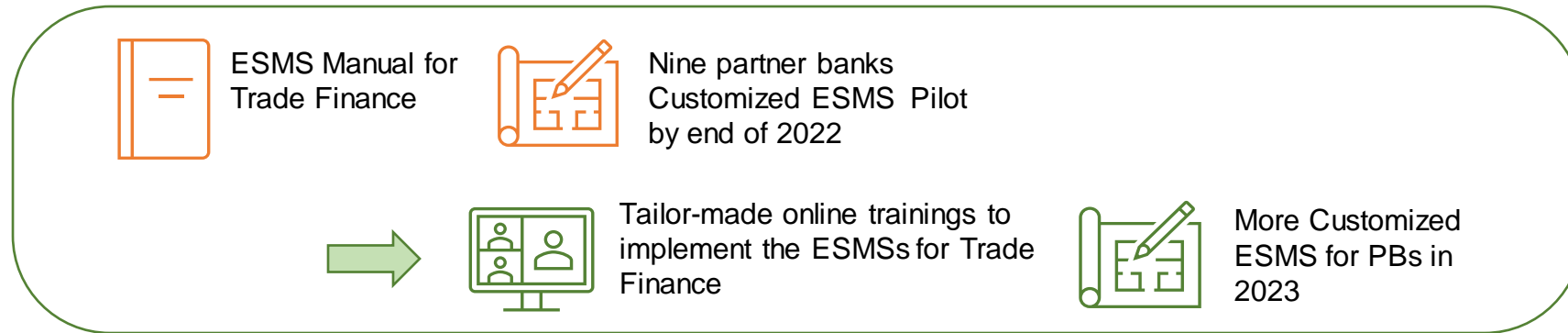
ADB TSCFP Specification

ADB implements specific checks and require evidence of good management on high-risk items:

- Ammoniacal nitrogen / ammonium nitrate
- Cashews (Madagascar)
- Diamonds
- Livestock (Australia)
- Livestock (EU)
- Palm oil derivatives
- Timber and wood products (Including paper and pulp)
- Tin, Tungsten, Tantalum and Gold
- Oil and oil-related products
- Urea

ADB TSCFP Supports for Partner Banks

- ESMS Development



ADB TSCFP ESG Guidance Notes

2022

- Palm Oil
- Energy Transition Safeguards
- Category B Guidance

2023

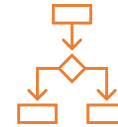
- Forest products
- Cotton



Energy Transition
Safeguard
Guidance Note



Palm Oil
Safeguard
Guidance Note



Category B
Safeguard
Guidance Note



Forest Products
Safeguard
Guidance Note



Cotton
Safeguard
Guidance Note

ADB TSCFP Knowledge Products

- GMAP enhancement and training
- Online training on sustainable trade finance
- ESG webinars and seminars



Podcast with
ICC



Webinar on
ESMS value



Webinar and
guidance
document on
purpose and value
of ESRM for
partner banks'
clients (SMEs)



Webinar and
guidance
document on
Sustainable
Goods



GMAP enhancement &
Webinar on GMAP



ESG training
Istanbul, Hanoi
and more



Online ESMS and Labor
DD Webinars and
Guidance Notes



Environmental and Social Governance Issues Workshop

08 May 2023 | Dhaka, Bangladesh

SCAN THE QR CODES:



EVENT PAGE

- Agenda
- Speakers' Profile
- Presentation (after the event)



EVALUATION FORM

Only those who accomplish this form will receive a DIGITAL CERTIFICATE OF PARTICIPATION.



60 MINUTES

Bangladesh Context: Labor Risk Management Strategies

Devanshu Bajpai
ERM

Maria Isabel Artajo
ADB

WORKSHOP ON ESG PRACTICES

📅 08 MAY 2023 📍 DHAKA, BANGLADESH

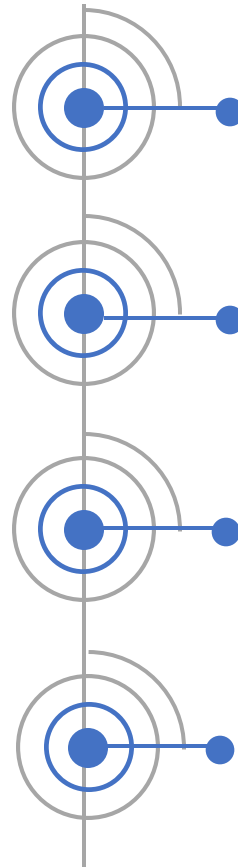
Session Speakers and Agenda



Maria Isabel Artajo
Associate Social Development Officer (Safeguards)
Asian Development Bank



Devanshu Bajpai
Principal Consultant
ERM India



ILO Core Labour Standards

ADB's commitment to CLS & TSCFP
approach to managing labour risks

Country-specific labour issues and
strategies for managing labour risks

Case Study and Q&A

Labour risks in supply chains, if left unmanaged, can lead to adverse consequences for financial institutions.

Key facts & figures

- **49.6 million people** were estimated to be in conditions of **modern slavery** in 2021, of which **27.6 million** were in **forced labour**.¹
- Of the 27.6 million people in forced labour, **17.3 million** are exploited in the **private sector**.¹
- **15.1 million** in forced labour are in **Asia and the Pacific** region.¹
- Globally, **160 million children** are engaged in **child labour**; **79 million** of them are performing **hazardous work**.

Risks for Financial Institutions³

CLIENT/ CLIENT'S SUPPLY CHAIN

Unmanaged labour risks in operations



- Disruption of operations
- Fines and penalties
- Market devaluation due to liabilities



FINANCIAL INSTITUTIONS

Direct Risks

- Liability for damage caused by client
- Regulatory risk

Indirect Risks

- Reduced repayment capacity
- Negative publicity



Consequences

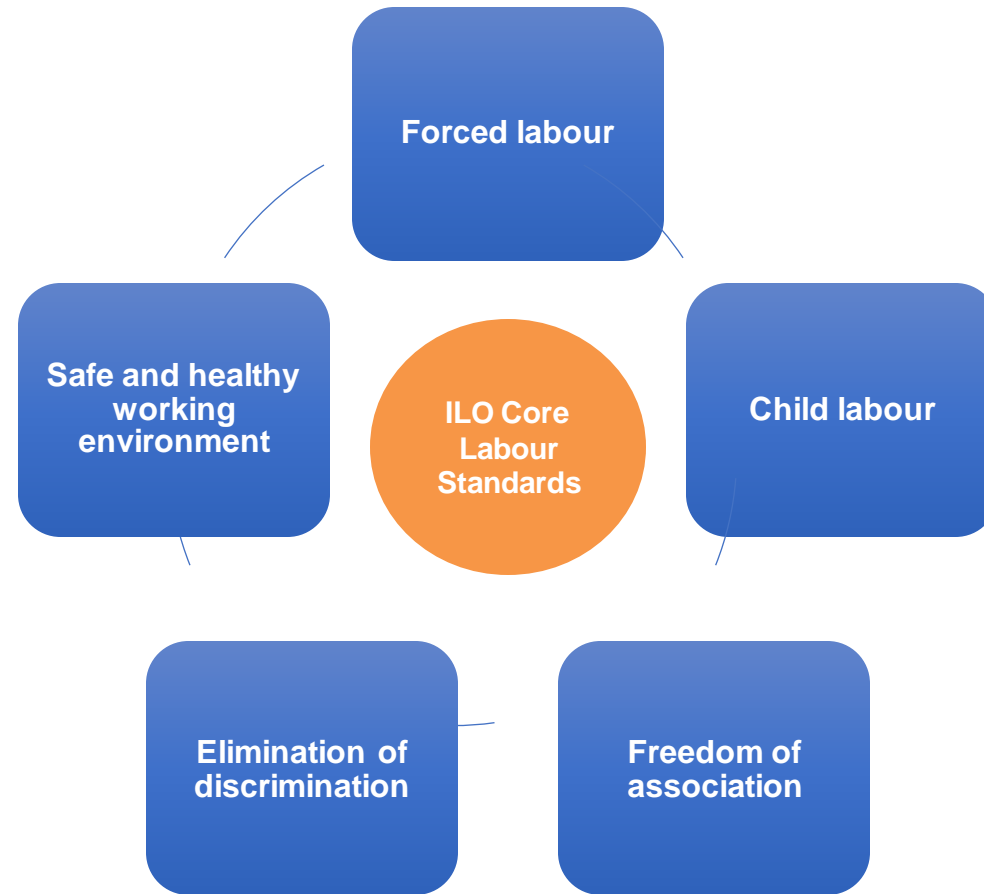
- Loss of assets
- Reduced profits
- Reputational damage

¹International Labour Organization (ILO). 2021 *Global Estimates of Modern Slavery: Forced Labor and Forced Marriage*

²ILO. *Child Labor: Global estimates 2020, trends and the road forward*.

³IFC (n.d) *Managing Environmental and Social Risks for Financial Institutions*; Themis International Services Ltd., Tribe Foundation, and Independent Anti-Slavery Commissioner. 2021. *Preventing Modern Slavery and Human Trafficking: An Agenda for Action Across the Financial Services Sector*.

Core Labour Standards: internationally recognized basic rights and principles at work



ADB has a **Prohibited Investment Activity List (PIAL)** and as part of its **Social Protection Strategy**, adopts the Core Labour Standards in design and formation of its investment projects.

ILO Definition of Forced Labour and Child Labour

Forced labour: “All work or service which is exacted from any person under the menace of any penalty and for which the person has not offered himself or herself voluntarily”.

Work or service refers to all types of work occurring in any activity, industry or sector including in the informal economy

Menace of penalty refers to a wide range of penalties used to compel a person to work

Involuntariness refers to a person being unable to exercise his/her right to free and informed consent

[What is forced labour, modern slavery and human trafficking \(ilo.org\)](https://www.ilo.org)

Child labour: “Work that deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development”.

ILO sets the **basic minimum working age at 15***.

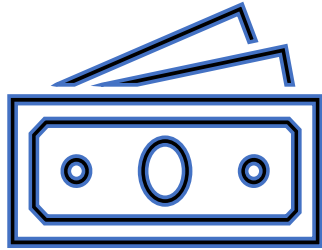
Work that is **mentally, physically, socially or morally** damaging

Work that interferes with their **ability to attend school**

[International Programme on the Elimination of Child Labour \(IPEC\) \(IPEC\)](https://www.ilo.org)

*For light work it's 13, while for hazardous work it's 18.

Examples of business involvement in forced labour



A construction company hires a recruitment agency which **traps workers into debt bondage** by charging them recruitment fees.



A company deliberately and systematically **withholds a worker's wages** to compel him/her to remain and deny him/her to change employer.



A manufacturing company **imposes excessive overtime** (i.e. beyond legislation limits) to meet production targets and **threatens workers with dismissal** if they don't oblige.

Examples of business involvement in child labour



A factory employs workers who are 16 years of age. The work involves **exposure to chemicals and other harmful substances**.

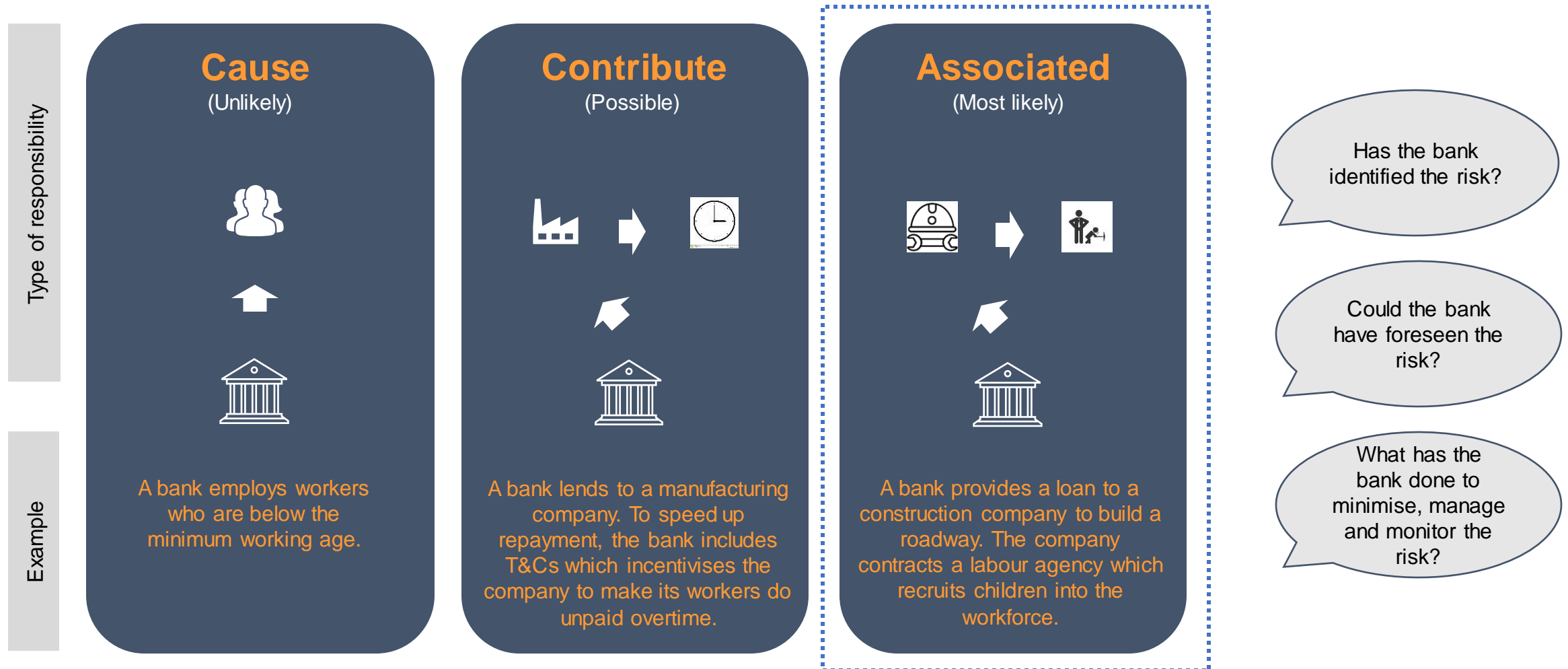


An agriculture company hires workers who **take their children out of school** to assist their parents on plantations during high season.

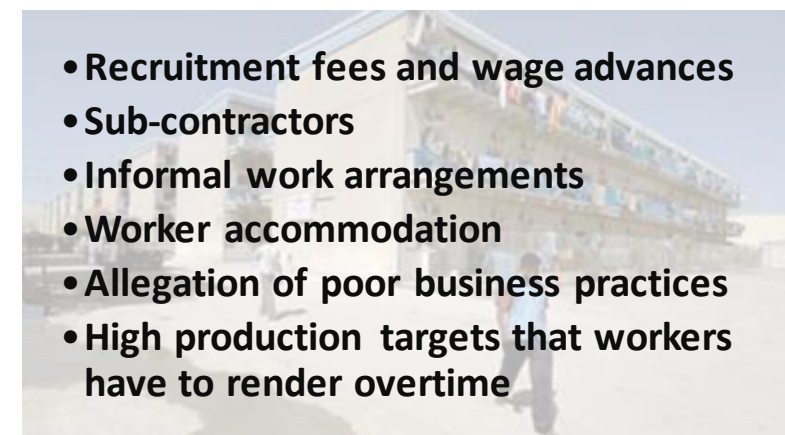
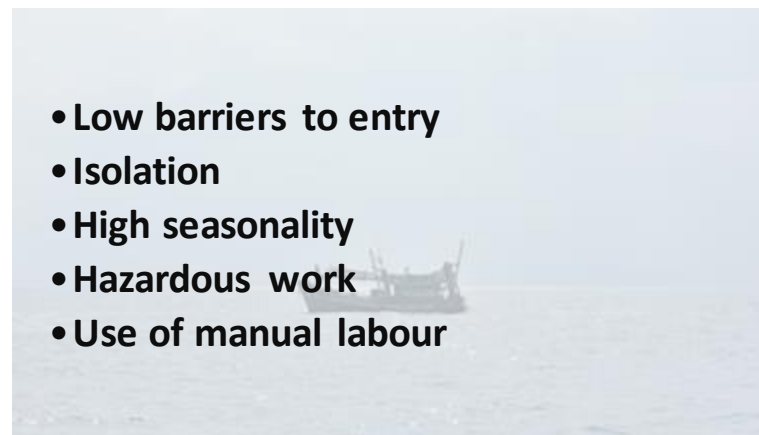
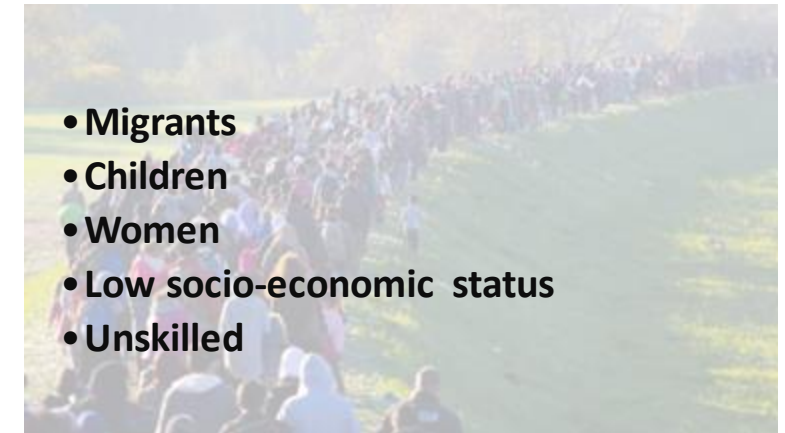


An apparel company sourcing from a garments manufacturer employing **children under 14 years of age**.

Banks may be exposed to labour risks through their business operations or their client portfolios

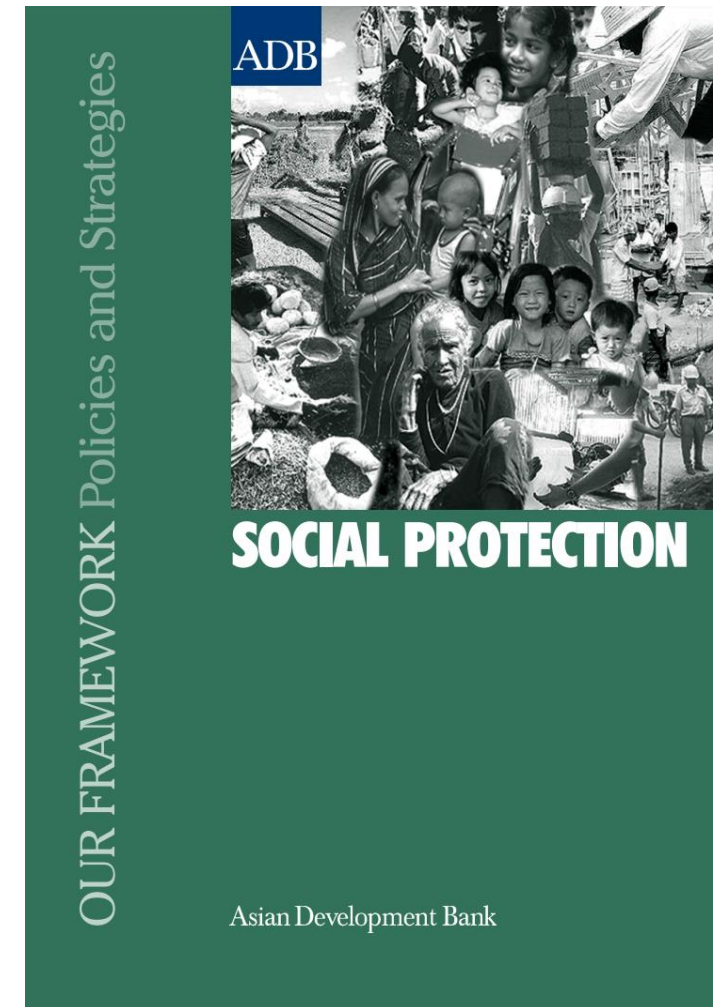


To manage risk exposure, Partner Banks should assess the contextual factors relating to their clients/supply chain in which labour risks are highest.



ADB's Commitment to Core Labour Standards

- Safeguard Policy Statement (2009)
- Social Protection Strategy (2001)
- ADB and CLS in practice:
 - Environmental and Social documents of the borrowers
 - ESMS of the borrowers
 - Loan Covenant/Agreements



ADB TSCFP approach to managing labour risks

TSCFP will NOT finance transactions:

Excluded goods

that include goods that are on ADB's prohibited investment activities list

Sanctions

where counterparties are subject to international sanctions

Legislation

that do not comply with applicable national laws and regulations

TSCFP Safeguards

that do not align with additional safeguards established by TSCFP

Best Practices: Child and Forced Labour Risk Management

6. Communication on due diligence/risk management activities and progress and any remediation action taken.

5. Establish a bank-level grievance mechanism and/or encourage clients to establish project-level grievance mechanisms.

4. Track the implementation and effectiveness of the adopted measures on a continuous basis.

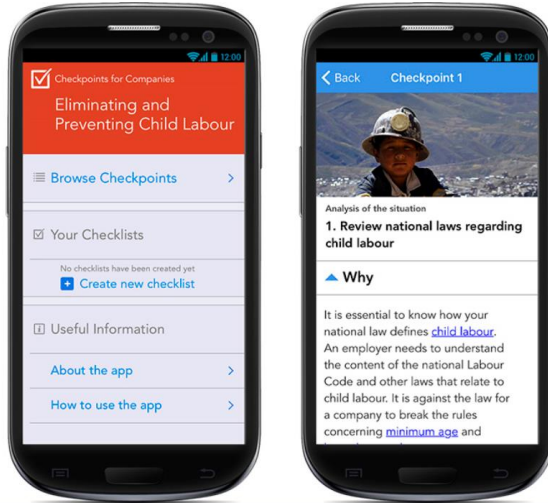


1. Develop a formal policy which demonstrates the bank's commitment to upholding core labour standards.

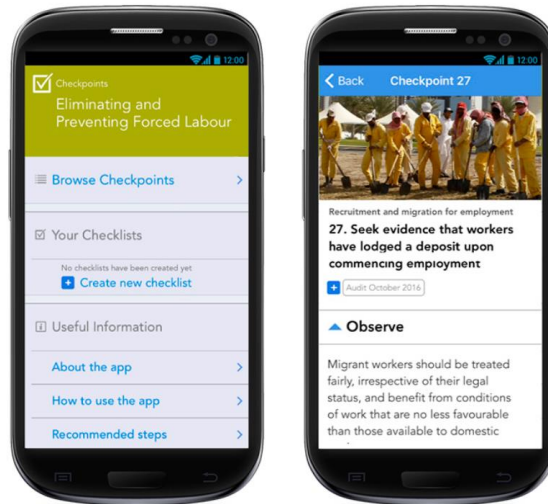
2. Assess labour risks by identifying, screening and analysing child and forced labour risks in the bank's own operations and client portfolio.

3. Cease, prevent and mitigate child and forced labour risks in the bank's own operations and client portfolio, adopt risk mitigation measures.

Some useful tools



[Eliminating and Preventing Child Labour: Checkpoints app](#)



[Eliminating and Preventing Forced Labour: Checkpoints app](#)



The **Global Map of Environmental & Social Risk in Agro-commodity Production (GMAP)** enables users to conduct rapid environmental and social due diligence associated with trade and short-term finance, and to make responsible and strategic sourcing, financing, and risk management decisions.

Use the tool to access detailed risk analysis reports and explore risk management guidance.

Register for a free account to get access to GMAP, including detailed risk analyses, risk management guidance, and more!

FREE JOIN US ↓



<https://gmaptool.org/>

Snapshot of country specific labour issues

ADB Workshop on ESG Issues

Dhaka, 08 May 2023

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The business of sustainability



In your experience, what are the main labour issues in Bangladesh



Terms and conditions of employment: working hours and overtime, wage



Promotion of fair treatment and non-discrimination



Workers' organisations and freedom of association



Child labour and Forced labour



Occupational safety and health (OSH)



Workplace grievance mechanisms



Workers engaged by third parties



Terms of Employment- Working Hours and Overtime

- **Excessive working hours** in several sectors, including agriculture fisheries and manufacturing
- Govt. exempting the garment sector from several labour law provisions governing working hours and overtime.
- In practice, workers **frequently do not receive any notice** about having to work overtime and workers may be required to do night shifts.
- Payment of overtime is **seldom at double the wage rate**. The labor law does not specify a penalty for forced overtime or failing to pay overtime wages



Terms of Employment- Wages

- Bangladesh **does not have a single official minimum wage**; minimum wages are set on a sectoral basis.
- According to the [ILO Global Wage Report \(2020\)](#), Bangladesh stands very low in the South Asia and Asia-Pacific region with regard to minimum wages.
- The minimum wage fell **below the internationally recognized poverty line in 2019** as it amounted to only 48 US dollar per month in terms of purchasing power parity (PPP).
- In the course of the Covid-19 pandemic, factory owners and the Bangladeshi government **jointly cut the payment of some workers by 35%** and workers faced wholesale retrenchment in violation of existing labour laws.



Promotion of fair treatment and non-discrimination

- The draft Anti-Discrimination Bill (2022) is under consideration by parliament. In its current form, **owners or senior officials of a company will be liable for acts of discrimination.**
- Risk of employment discrimination on the basis of social origin, gender, disability, and ethnicity have been identified.
- Women are more likely to be engaged informally / self-employed in certain sectors, such as in agriculture, contributing to gender wage gaps and lack of equal opportunity in accessing social protection.
- The gender pay gap in Bangladesh has narrowed significantly between 2003 and 2016. By 2016, **women's wages were about 76% of that of men.** Yet, a gender differential remains.
- Gender-based violence and harassment is common in both the formal and informal sector. **Sexual harassment** of female workers aged 18-24 is reportedly a **frequent occurrence** in factories. Sexual Harassment Committee is now mandated by law.



Workers' Organisation and Freedom of Association

- There are significant limitations on freedom of association in practice and a general risk of **anti-union discrimination**. Labour organisations allege that **authorities sometimes refuse to register trade unions on spurious grounds**.
- Trade union organisers reportedly face dismissal and physical intimidation for their activities.
- Workers have allegedly been arrested and subjected to criminal charges, or even subject to use of force (), with many unable to find other jobs due to systematic blacklisting.
-
- In the context of the Covid-19 pandemic, activities undertaken by trade unions have allegedly been suppressed by the government.



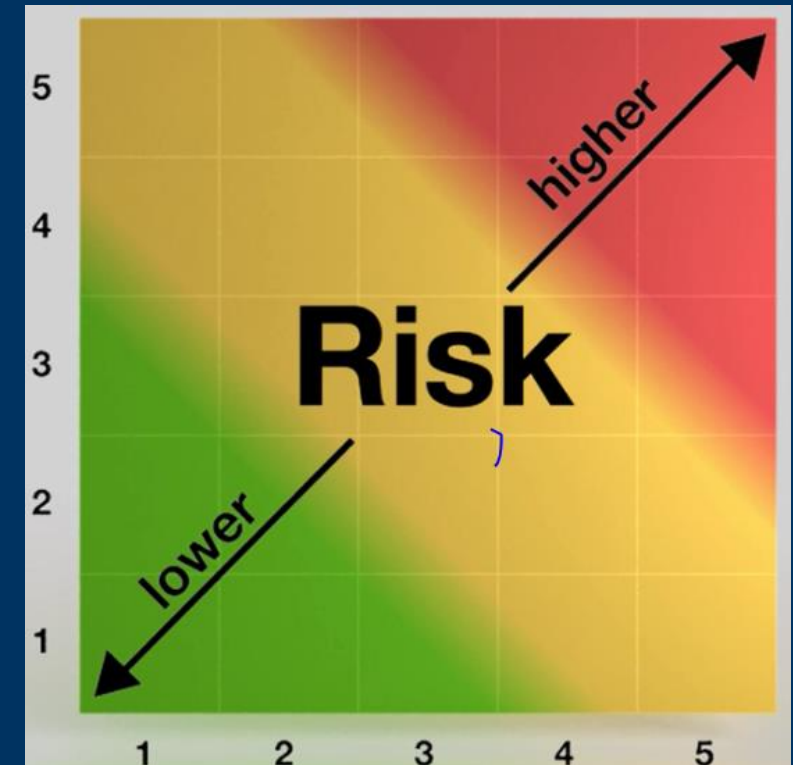
Occupational Health and Safety

Poor OHS practices and building safety are a key risk- poor building maintenance and non-compliance with relevant laws and lack of OHS management systems and practices.

- Fatalities in workplace accidents increased 33 per cent in 2021.
- At least 1,053 workers — 1,003 males and 50 female fatalities in 2021.
 - At least 513 of the victims were transport workers and 154 construction workers.
 - Workplace accidents also cause fatalities in other industries, including: 87 farmers, 55 workers of food-producing factories, 49 day labourers, 27 fishing workers, 24 water transport workers, 18 migrant workers, 12 ship breaking yard workers, 11 electricians, 4 apparel workers and some 102 workers of other sectors such as brick kilns, rice mills and ship breaking.

Source: (*New Age, 2022v*)- Bangladesh Institute of Labour Studies Study.

Enforcement is reportedly generally weak, and rate of factory inspections are particularly low in certain sectors. including the leather production and



Workplace Grievance Redressal

- The absence of formal and credible means for resolving individual grievances in the workplace is a key risk.
- Workers are generally able to submit complaints to the Department of Inspection of Factories and Establishments (DIFE), however, the process is **not anonymous**, and workers are reportedly reluctant to submit complaints. The DIFE does not have a specific mechanism to redress **gender-based violence or harassment** (DIFE, [2020](#)), meaning particular attention should be paid to gender-sensitive grievance mechanisms.
- More broadly, high rates of informality may mean workers face practical **challenges in formally raising and resolving difficulties**.
- Standards and certification schemes typically require companies to develop and implement grievance mechanisms.



Workers engaged by Third Parties

- Non-standard forms of employment, including outsourcing, are present within agricultural value chains (World Bank, [2020](#)).
- The presence of multiple tiers of informal subcontractors has been identified as a risk in certain industries, including agribusiness and manufacturing.
- There are reports of outsourced recruitment via third-party recruitment agencies in the ‘gig’ or ‘platform’ economy which can serve to disguise the relationship between workers and platforms. Platforms retain significant control over the labour process through their automated systems of work allocation, surveillance, and discipline which indicates that workers are not independent contractors but are in fact workers for the platforms

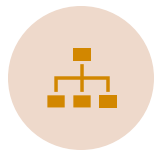


What good looks like

Best practice approaches/strategies for managing ESG issues



What good looks like- Banks



Defined Policy,
Systems and Org
Structure



Integration of ESG
in credit risk
process



Labour risk as part
of Due Diligence
process



Action Plan and
Covenants/
Conditions



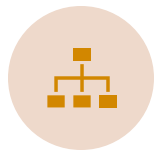
Post Investment
Monitoring



Going beyond
compliance- best
practices



What good looks like- Clients



Defined Policy,
Systems and Org
Structure



KPIs and Metrics
are developed



Company collects
and verifies Data



Strategy to
improve metrics



Disclose/ Report



Going beyond
compliance



Case Study

Brick by Brick



Brick by Brick

XYZ Real Estate is developing a housing complex in a township. The project is a housing project of 400 housing units in 3 towers located near Dhaka. The project is currently in construction for 8 months and construction will go on for 3 more years.

Project will require peak construction workforce of 500-600 workers. Company has engaged ABC Contractors Ltd. for labour sourcing. ABC Contractor has a network of 20 labour contractors across Bangladesh. One of these labour contractors- PQR Contractor is based near the proposed township.



Under-construction

- Family- parents and their two children, ages 2 and 4, have recently shifted from remote part of Bangladesh to Dhaka to work as construction workers in real estate project. ABC contractor brought them here.
- The camp is located inside the project premises itself in half constructed floors of the project. There are a few other women on the camp who have also come with their husbands. Women are not engaged in construction activity. Men are engaged in masonry, welding, steel works, electrical work and unskilled work.
- All workers stay on site in a labour camp. There are very few toilets and a common washing area. Children generally stay on the ground floor of an under-construction tower during daytime or in the labour camp.
- Sometimes the workers visit the nearby market nearby to purchase groceries and essentials.
- There is a supervisor who is in touch with them regularly, but not on site all the time. PPE usage is absent.
- Wages are not regular. Workers have reported that wages are sometimes delayed for 2-3 months. Working hours are from 9 am to 8 pm.



Let's look deeper

1. What are the labour related risks that you can see and anticipate?
2. What can be the impact of these risks on your investment?
3. What could have been done differently to prevent/ mitigate the related risks?
4. What can be done now to manage the risks?





Q&A



60 MINUTES

Climate Risk Management in the Banking Industry: Interactive Session

**Subhradeb
Pramanik**
ERM

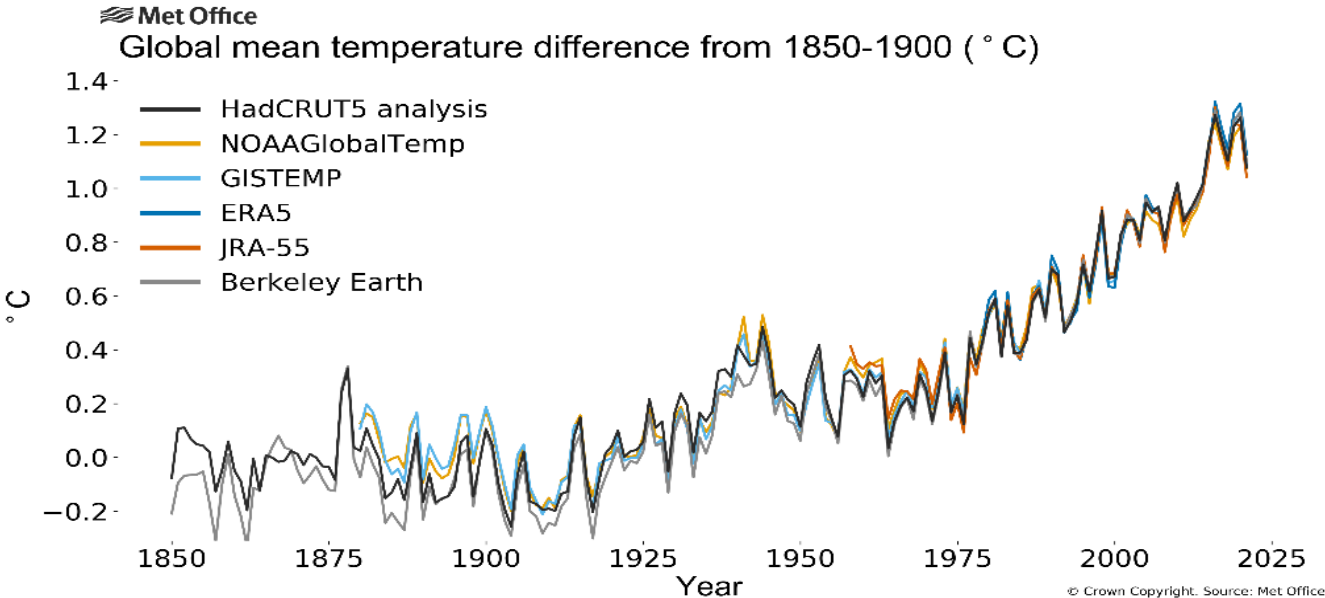
Laurence Vannut Genee
ADB

WORKSHOP ON ESG PRACTICES

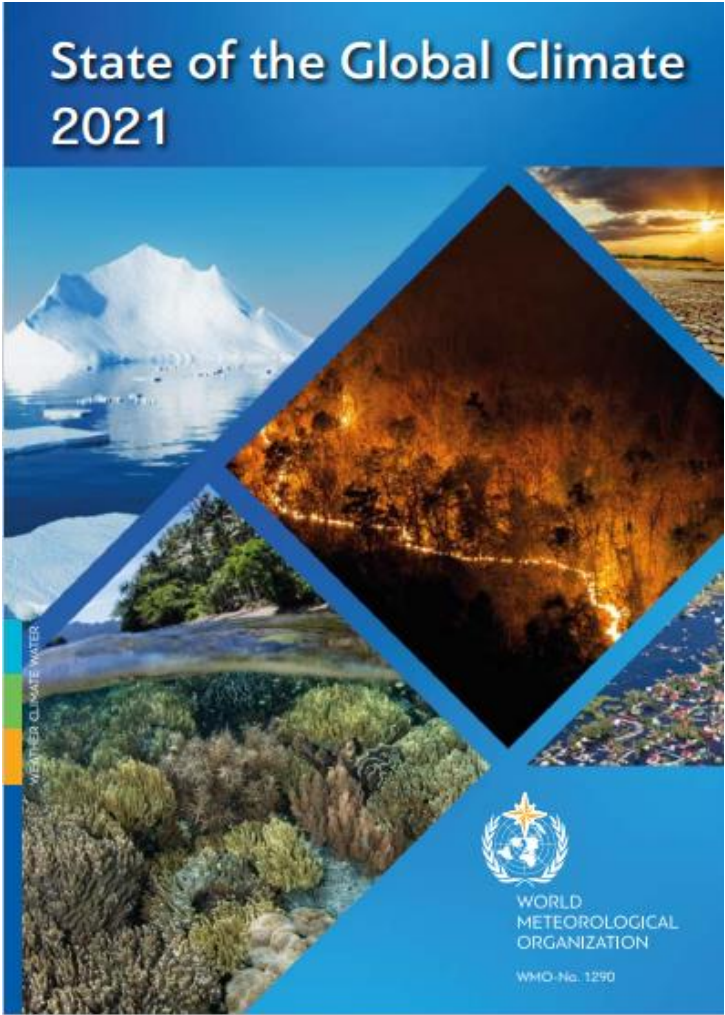
 **08 MAY 2023**  **DHAKA, BANGLADESH**

Extreme Weather Events Are 'The New Norm'

Report for 2021 highlights a world that is "changing before our eyes."
Past 7 years were the warmest on record, sea level at new high

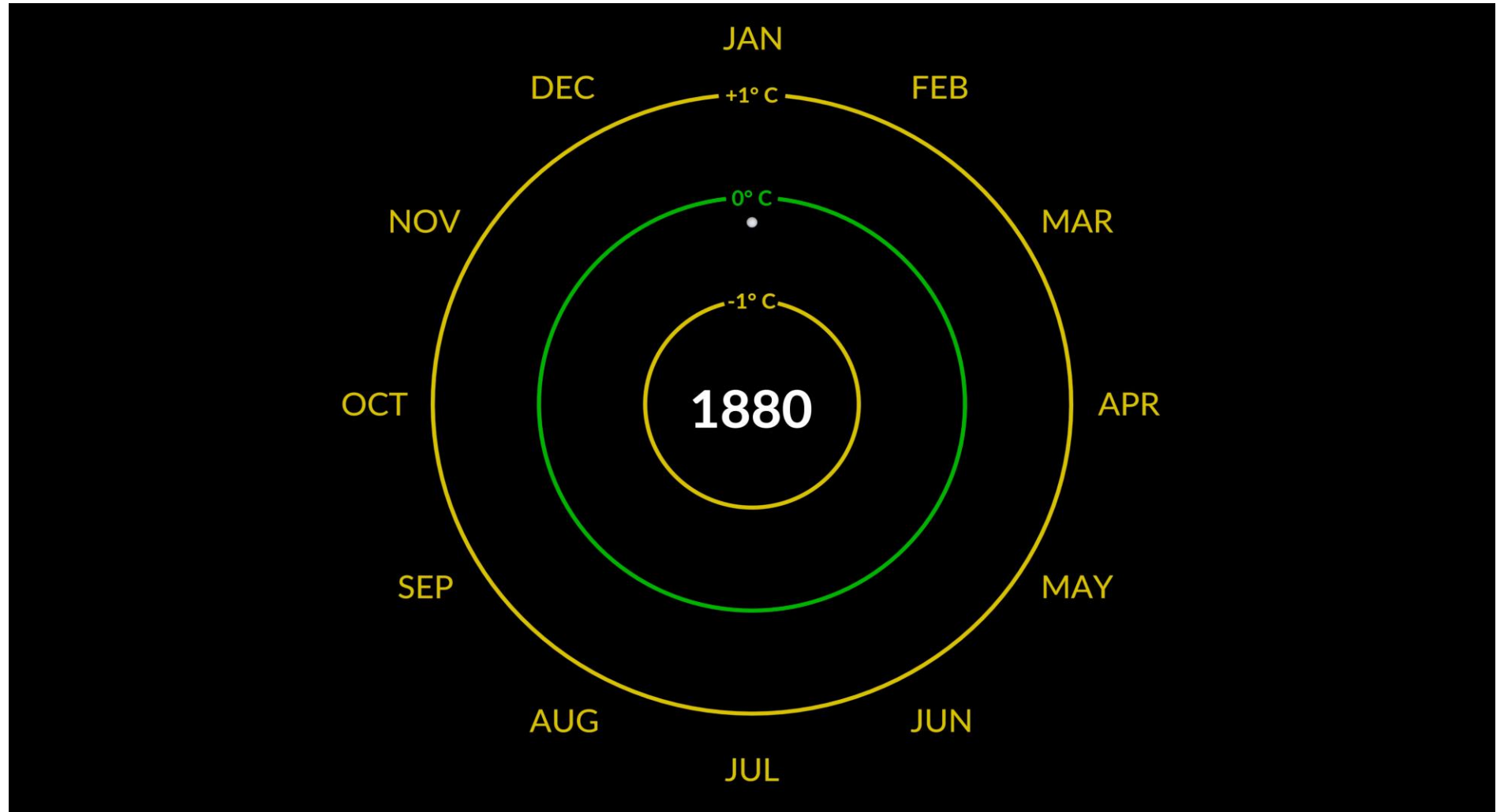


Global annual mean temperature difference from preindustrial conditions (1850–1900) for six global temperature data sets



Average global temperatures

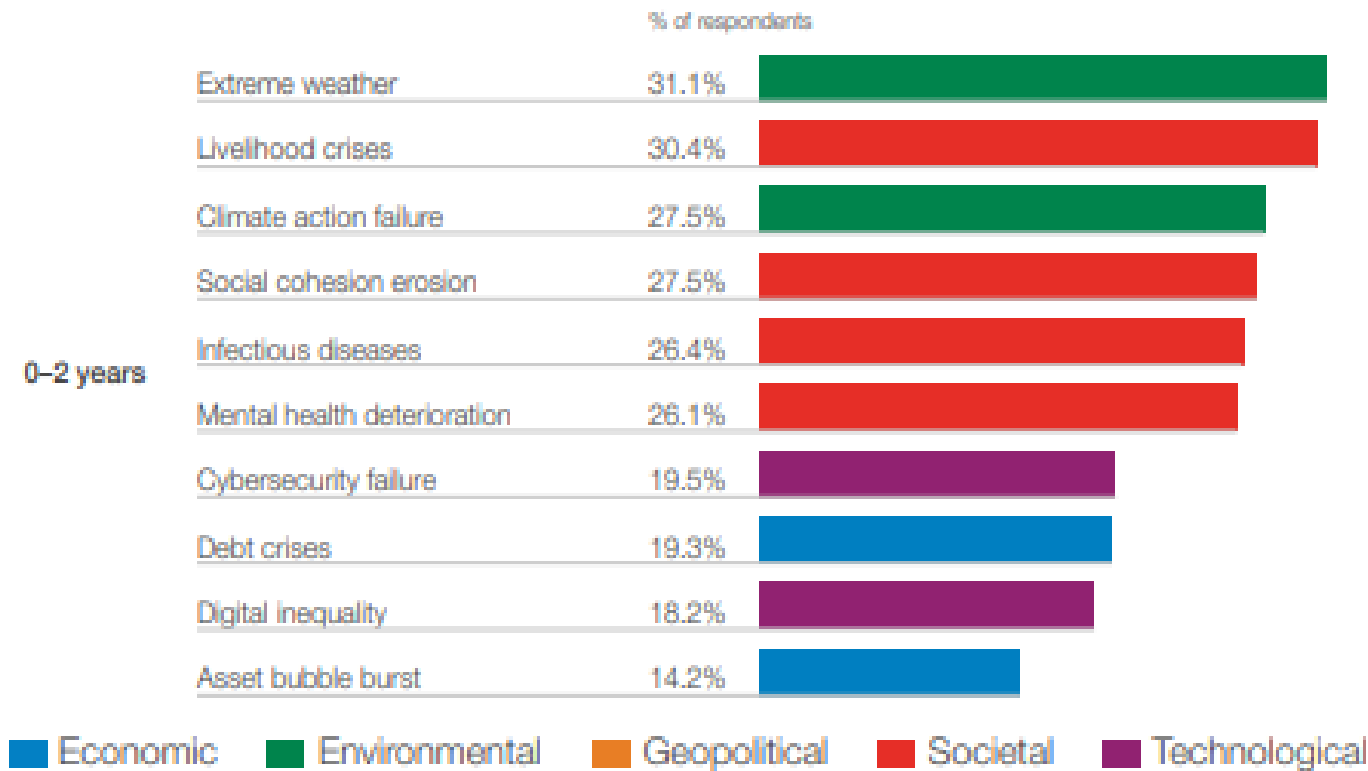
1880 - 2021



Climate Change Recognized as Most Significant Macro Risk

WEF Global Risks Report, 2022

'When will risks become a critical threat to the world?'



- Two climate related risk considered 'top three' in the short and medium term
- 'Climate action failure' moves to 'top risk' in medium (5-10 year) timeframe
- Climate action failure / extreme weather linked to other identified risks:

Environmental

- Biodiversity loss
- Natural resource crises
- Human environmental damage
- Geophysical disasters

Social

- Involuntary migration
- Livelihood crisis
- Public infrastructure failure

Bangladesh's Climate Risks Portfolio

- **Climate trends:**

- Average temperature rise of 1.03 degree C in Dhaka from 1917.
- Significant changes in the seasonality of precipitation, with increases in the post monsoon season in the range of 5-15%
- Rise of temperature by 3.6 degree C by end of this century above the 1986-2005 baseline (Representative Concentration Pathway – RCP 2.6 scenario)

- **Impacts:**

- Increased frequency of periods of prolonged high heat are a major threat to human health and living standards
- Livelihoods in Bangladesh's coastal zone, are under threat from saline intrusion and degrading natural resources linked to climate change.
- Flash, river, and coastal flooding are likely to be exacerbated by intensified extreme rainfall, tropical cyclones and associated storm surges.
- Without adaptation, the number of people exposed to an extreme river flood is expected to grow by 6–12 million by the 2040s, and the number of people facing coastal inundation could grow by 2–7 million by 2070s.
- Food production and the agricultural sector could face reduced yields driven by temperature rises in the growing season, saline intrusion, increased drought frequency, flooding and waterlogging.

* Source: https://climateknowledgeportal.worldbank.org/sites/default/files/country-profiles/15502-WB_Bangladesh%20Country%20Profile-WEB.pdf

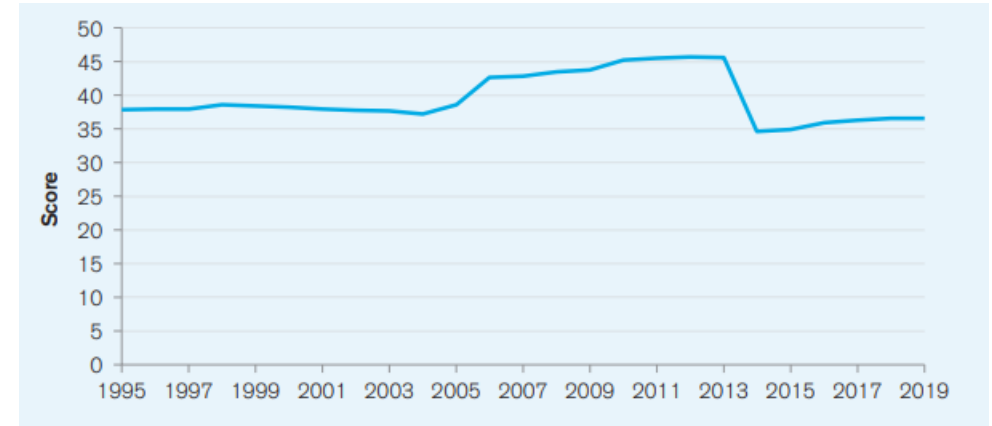
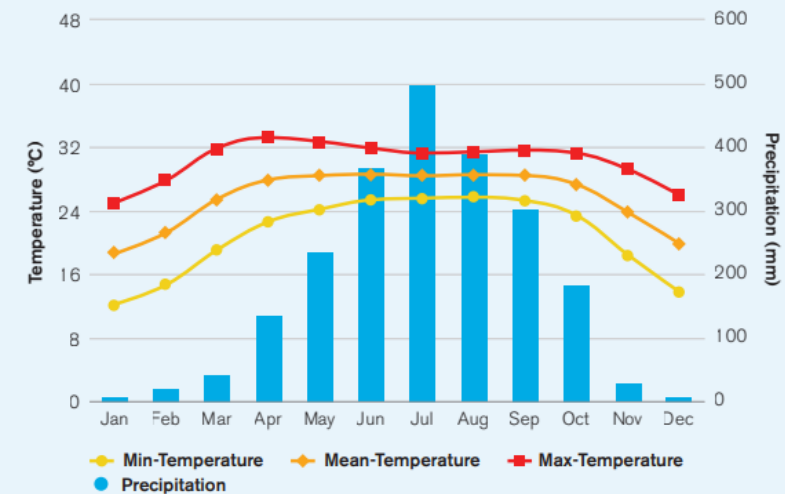
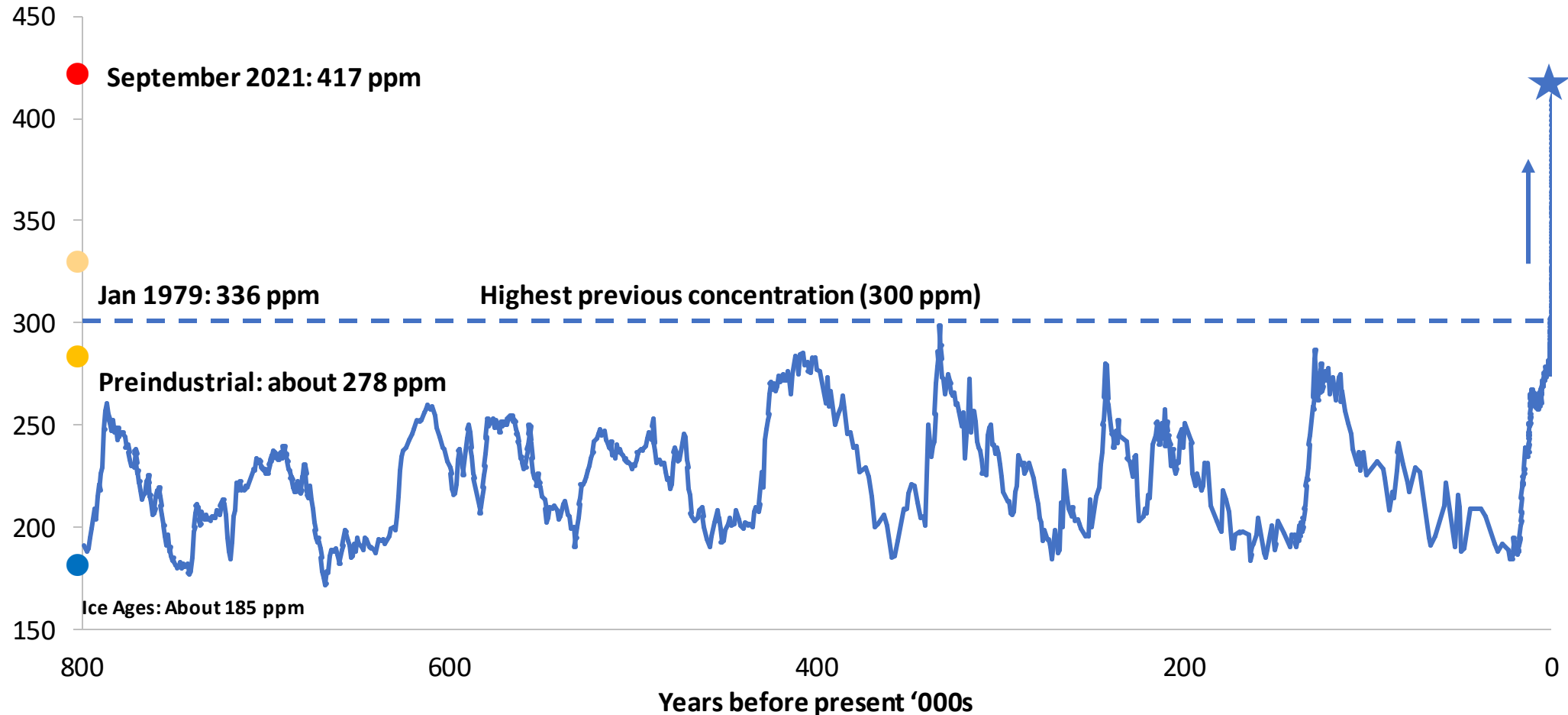


FIGURE 2. Average Monthly Mean, Max, and Min Temperatures and Rainfall In Bangladesh (1991–2020)²¹



The Growth in Greenhouse Gases

Carbon dioxide concentrations are much higher than at any point over the last 800,000 years.

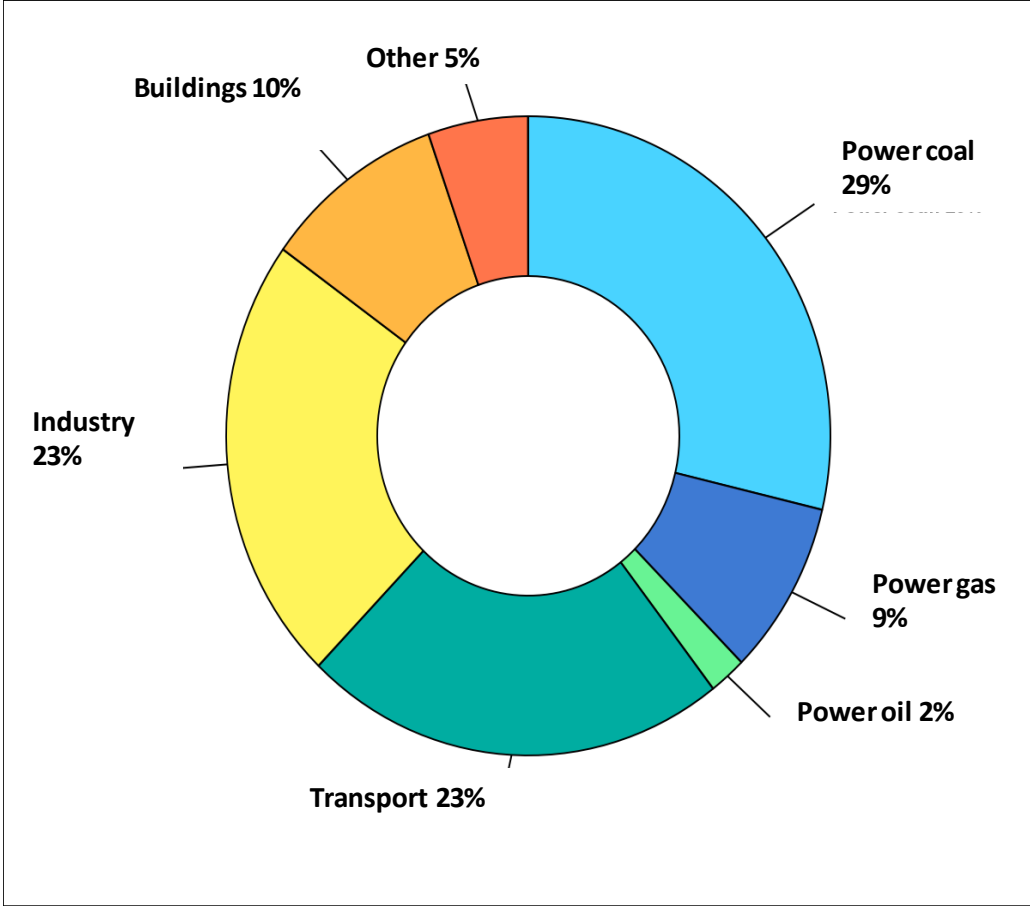


Energy is the Primary Source of GHG Emissions

Global context

- Energy accounts for ~75% of global GHG emissions
- Industrial emissions (cement, chemicals), waste management and agriculture, forestry and land use make up the other 25%

Global energy-related carbon dioxide emissions by sector



Source: [International Energy Agency](#)

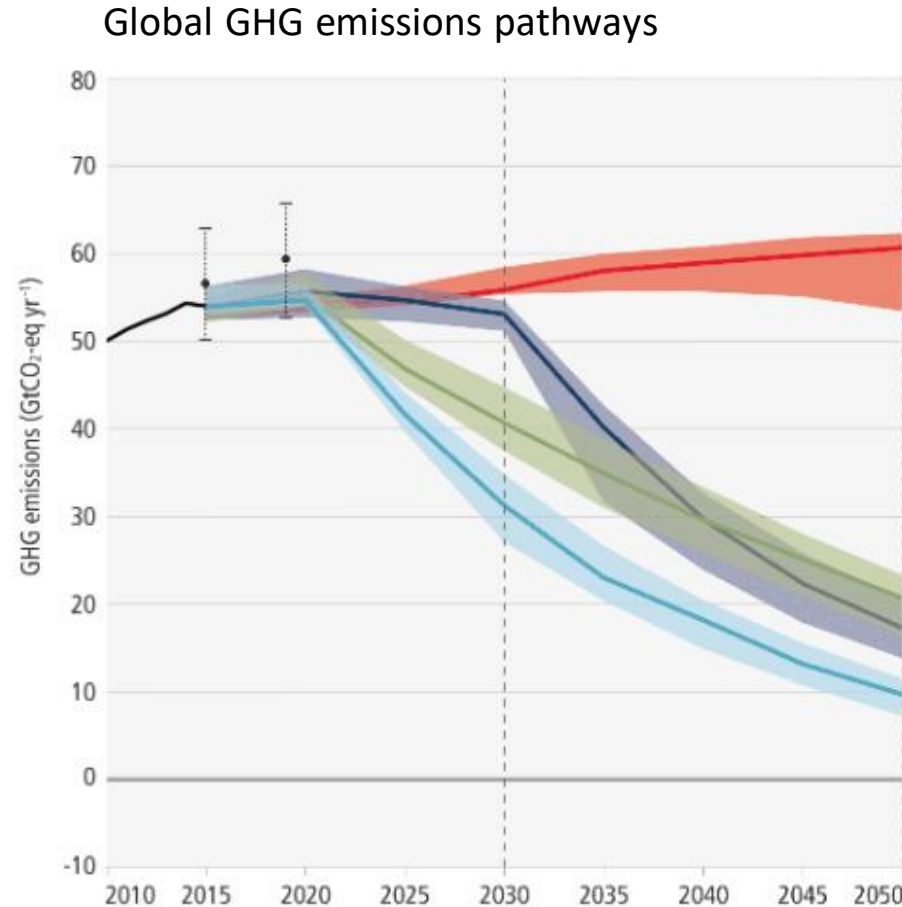
Energy is the Primary Source of GHG Emissions

- For BAU scenario, energy sector holder the highest contribution of total GHG emissions (~77% of the total)
- Agriculture, Forestry, and Other Land Use (AFOLU) - ~13.44%; and Industrial Processes and Product Use (IPPU) - ~2.68%% and Waste Sectors - ~7.55% contribute to the remaining.

UNFCCC Sector	Sub-Sector	GHG Emission	
		BAU 2030	
		Million Ton CO ₂ e	In Percentage
Energy	Power	95.14	23.24
	Transport	36.28	8.86
	Industry (energy)	101.99	24.91
	Other energy sub-sectors:		
	Households	30.41	7.43
	Commercial	3.35	0.82
	Agriculture	10.16	2.48
	Brick Kilns	23.98	5.86
	Fugitive	8.31	2.03
	F Gases	2.92	0.71
Total Energy		312.54	76.34
IPPU	Cement and Fertilizer	10.97	2.68
AFOLU	Agriculture and Livestock	54.64	13.35
	Forestry	0.37	0.09
Total AFOLU		55.01	13.44
Waste	Municipal Solid Waste and wastewater	30.89	7.55
Total Emission		409.41	

Source: https://unfccc.int/sites/default/files/NDC/2022-06/NDC_submission_20210826revised.pdf

The Scale of the Challenge



A new industrial revolution is required to fundamentally reduce the carbon intensity of the economy

Current policy scenario pathway ~2.5°C

~ 65% reduction

2°C pathways

1.5°C pathway

~ 80% reduction

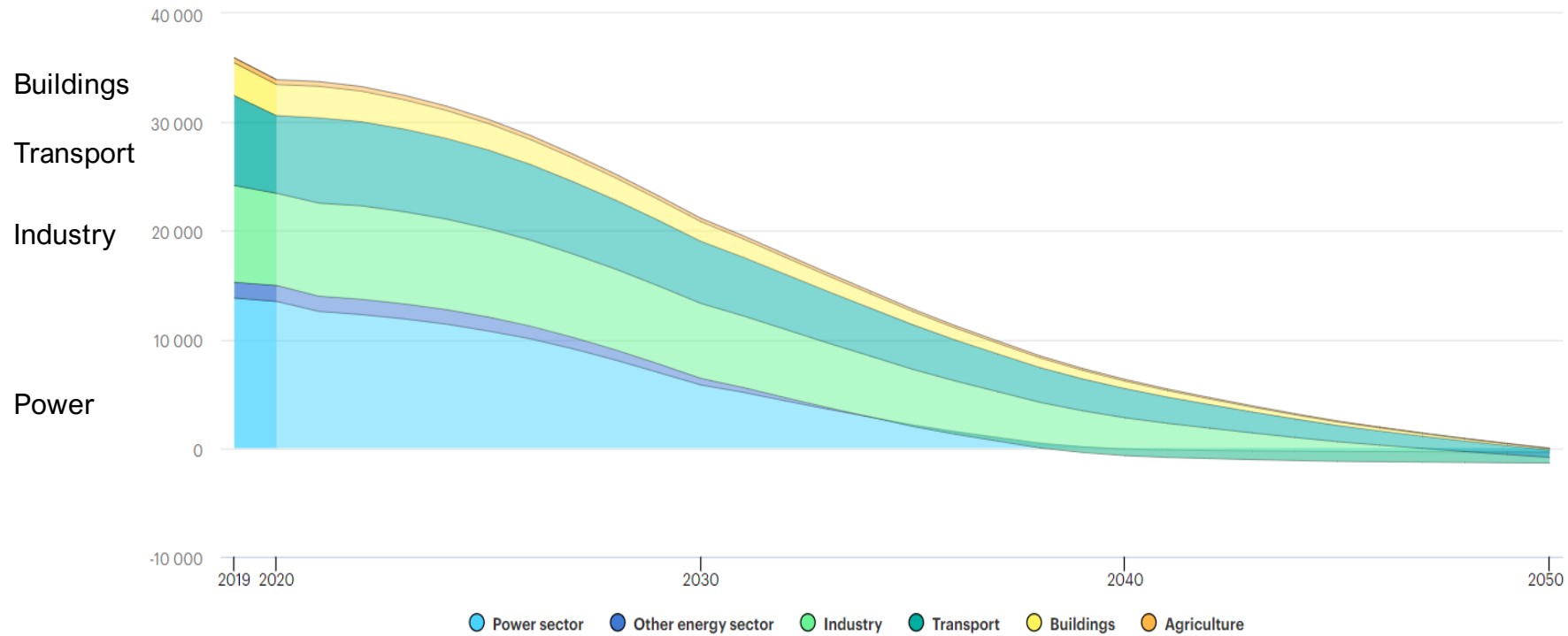
Modelled pathways:

- Trend from implemented policies
- Limit warming to 2°C (>67%) or return warming to 1.5°C (>50%) after a high overshoot, NDCs until 2030
- Limit warming to 2°C (>67%)
- Limit warming to 1.5°C (>50%) with no or limited overshoot
- Past GHG emissions and uncertainty for 2015 and 2019 (dot indicates the median)

Source: [IPCC Sixth Assessment Report – Climate Change 2022: Mitigation of Climate Change](#)

Decarbonisation of Key Sectors

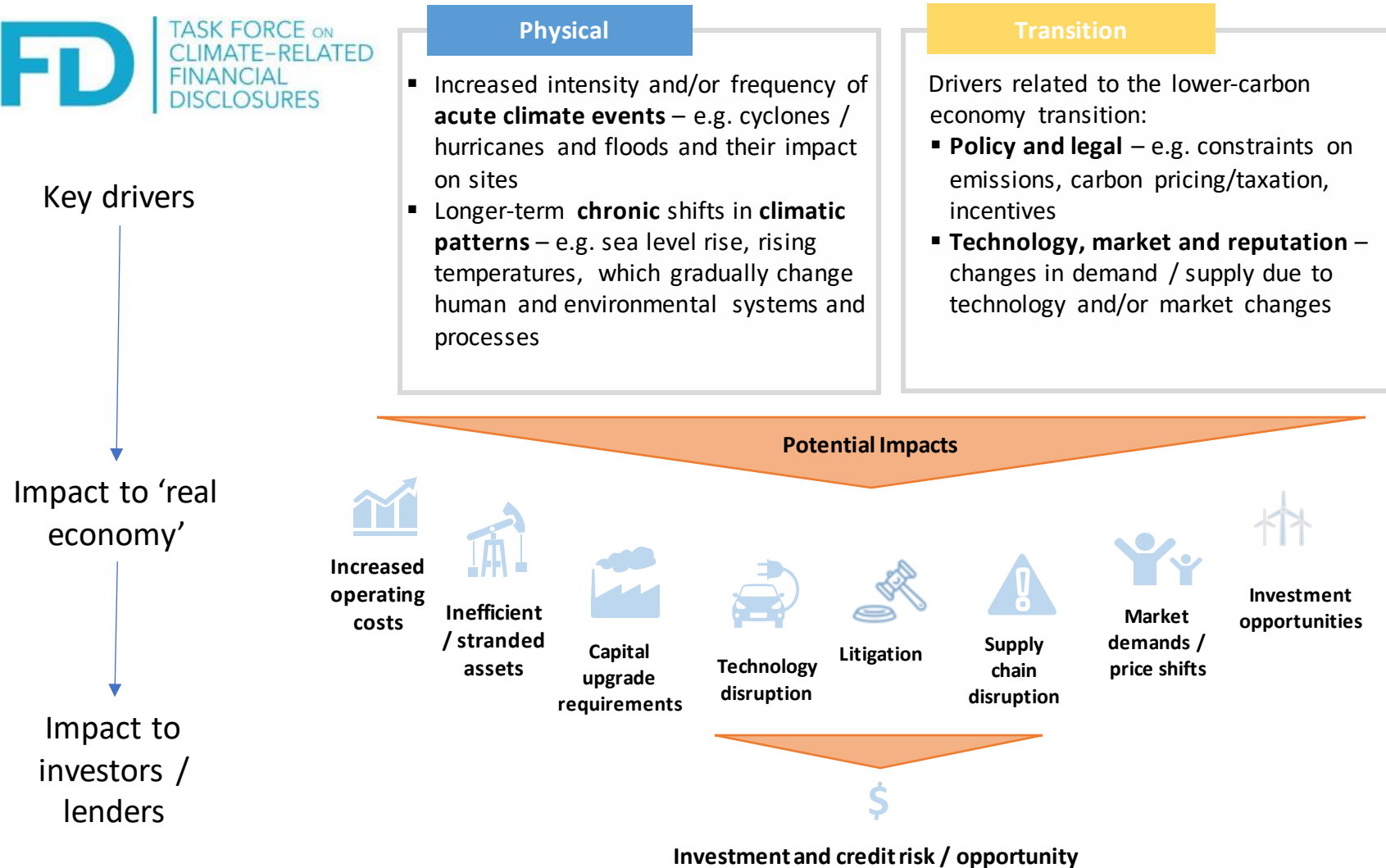
CO₂ emissions by sector under a net zero scenario to 2050



Source: [International Energy Agency Net Zero by 2050: A Roadmap for the Global Energy Sector](#)

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Task Force on Climate-Related Financial Disclosures



- Physical**
- Increased intensity and/or frequency of **acute climate events** – e.g. cyclones / hurricanes and floods and their impact on sites
 - Longer-term **chronic shifts in climatic patterns** – e.g. sea level rise, rising temperatures, which gradually change human and environmental systems and processes

- Transition**
- Drivers related to the lower-carbon economy transition:
- **Policy and legal** – e.g. constraints on emissions, carbon pricing/taxation, incentives
 - **Technology, market and reputation** – changes in demand / supply due to technology and/or market changes

Potential Impacts

Increased operating costs Inefficient / stranded assets Capital upgrade requirements Technology disruption Litigation Supply chain disruption Market demands / price shifts Investment opportunities



Investment and credit risk / opportunity

Advantages of Adopting Climate Strategies


It is our experience that coherent and robust climate strategies and portfolio emissions reduction targets create competitive advantage for banks. Below key levers of value are mentioned that could be created by climate strategies:



Improves asset quality



Strengthens customer relationships



Lower expected capital requirements in the future



Enhances long-term competitiveness



Higher investor confidence



Better hiring and retention



More interest/fee incomes



Lower risk profile

ADB's Energy Transition Strategy

❖ ADB Strategy 2030 (2018):

- Prioritize Asia and Pacific's poorest and most vulnerable countries, while sustaining its efforts to eradicate extreme poverty
- Focus on infrastructure as a key priority and expand interventions in sectors such as education, health, and social protection.

❖ ADB Energy Policy (2021):

- Help developing member countries accelerate the development of sustainable and resilient energy system
- Focus support on renewable and low-carbon solutions
- No financing for new coal-based capacity for power and heat and facilitate the early retirement and decommissioning of coal plants/resources

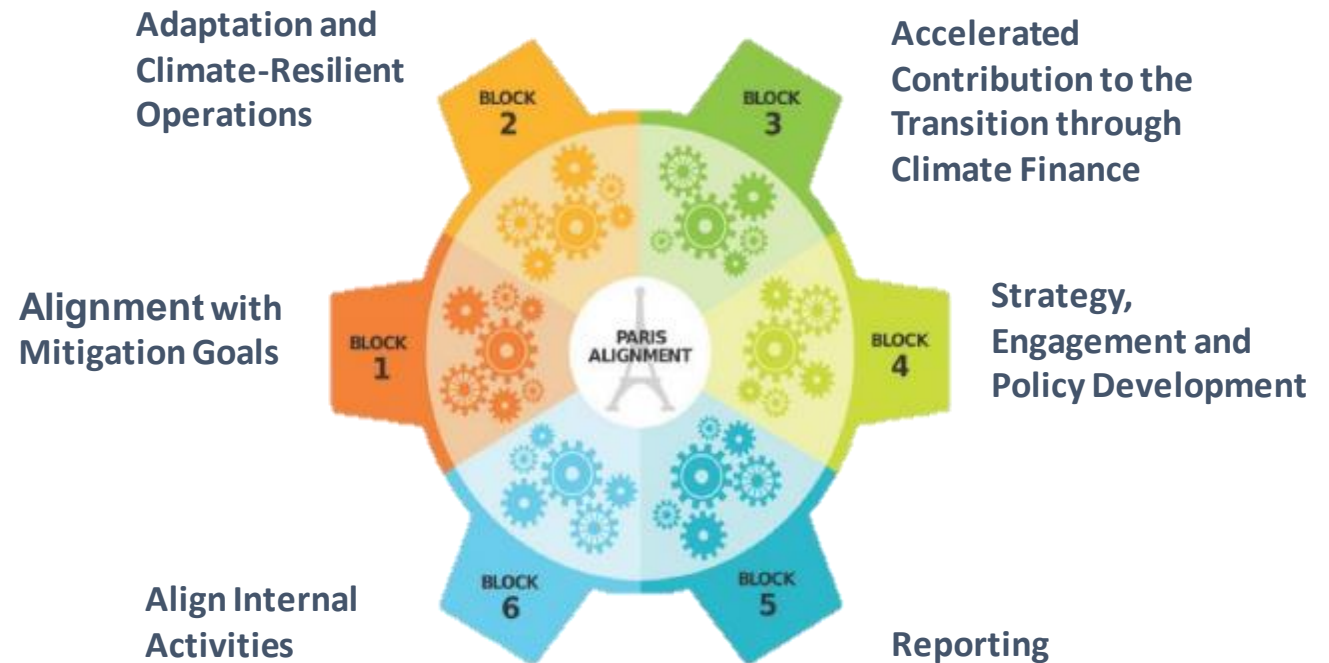
- ❖ **Energy Transition Mechanism (ETM)** framework developed in alignment with the Energy Policy to accelerate transition from coal to low carbon solutions, tailoring political-economic conditions of each country. Indonesia, Philippines and Vietnam are three target countries for piloting feasibility studies.

Some remarkable milestones of ETM program in Indonesia as of Nov 2022:

- Launch of government-led ETM platform
- \$500 million funding under the Climate Investment Funds Accelerating Coal Transition
- Asia's first-ever national level strategic environmental and social assessment (SESA) for a coal-phase out program
- Memorandum of understanding to explore accelerated retirement of the 660-megawatt Cirebon-1 in West Java.

Multilateral Development Banks' Alignment with the Paris Agreement

- ❖ The MDBs' approach is based on **six building blocks (BBs)** that have been identified as the core areas for alignment with the objectives of the Paris Agreement.
- ❖ A joint MDB working group is developing methods and tools to operationalize this effort under each of the BB since 2018.
- ❖ At COP27, a high-level approach to assessing the alignment of policy-based funding (PBF) was introduced as an update on the joint efforts.



*African Development Bank, Asian Development Bank, Asian Infrastructure Investment Bank, Council of Europe Development Bank, European Bank for Reconstruction and Development, European Investment Bank, Inter-American Development Bank, Islamic Development Bank, New Development Bank, World Bank Group

Source: [Joint-MDB at COP27 \(2022\)](#)

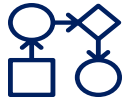
MDBs' Paris Alignment Commitment Status

MDB	Latest Climate Strategy/Policy adopted	Paris alignment commitments with dates
ADB	July 2018, (Strategy 2030).	Alignment of sovereign operations by 1 July 2023; 85% of non-sovereign operations by that same date, full alignment by 1 July 2025.
AfDB	Climate Change and Green Growth Framework: Long-term strategy (2021-2030) and Action Plan (2021-2025).	Full Paris Alignment by 2025. Currently, rolling out the implementation plan.
AfDB	Corporate Strategy (2021-2030): Financing Infrastructure for Tomorrow.	Full alignment by mid-2023.
CEB	CEB Strategy 2020-2022, Development Plan with key policy goals.	Paris Alignment approach and roadmap approved by CEB Administrative Council on 18 November. The objective is to start with the alignment of our direct lending by end 2022 (with the specific methodologies and systems being finalized in 2022 and therefore affecting CEB's activities starting with approvals in Jan 2023).
EBRD	July 2020, Green Economy Transition Approach (2021-2025)	Application to new operations starts in 2021; Full alignment of activities by end-2022.
EIB	November 2020, EIBG Climate Bank Roadmap (CBR) and Updated EIB Climate Strategy covering all 6 building blocks.	All financing activities Paris aligned by end 2020. (Grandfathering of projects under appraisal at 31 Dec 2020 in Energy ends Board of Dec 2021 and other sectors Board of Dec 2022). Paris Alignment Framework for counterparts adopted in 2021, applicable as of January 2022.
IDB	Climate Change Action Plan 2021-2025.	Integration of Paris alignment into IDB and IDB Invest operations procedures. Align 100% of new operations with the Paris Agreement goals by January 2023; pending approval by the IDB Group Board of Directors.
IsDB	Action Plan for Operationalization of the Paris Alignment (2022-2023).	Fully aligning sovereign operations by end of 2023.
NDB	NDB's General Strategy for 2022-2026.	NDB will work towards aligning its new operations with the goals of the Paris Agreement by the end of the strategy cycle (2022-2026).
WBG	WBG Climate Change Action Plan (2021-2025).	World Bank aligning new operations starting July 1, 2023. IFC and MIGA will align 85% of new direct operations starting July 1, 2023, and 100% starting July 1, 2025.

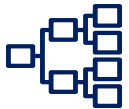
Key Climate-related Challenges for Banks



Enhanced governance and capacity



Data / information procurement, management and analysis



Integration into risk frameworks

- Across risk types – credit, operational, market, liquidity risk
- Adjusting risk appetite
- Undertaking scenario analysis and stress testing
- Building into internal cost of capital assessment processes



Evolving business models and strategies



Responding to regulatory expectations



Group Exercise – Brainstorming Climate Risk and Opportunity

Group Exercise

Objective:

- Identify potential transition and physical drivers that may be relevant to example client business that you might be supporting
- Consider how these may create risk/opportunity to your client's business and hence to your bank

Instructions:

- Please form groups of 2-3 around the room.
- Select one of the example client businesses (see next slide) and discuss (for 15 minutes) the questions on the following slide – using the supporting information provided in hard copies
- Record your thoughts and be ready to provide some feedback

Group Exercise

Example Client 1 (Textile)

- A textile manufacturer that has a factory in Bangladesh, providing services including spinning, weaving, knitting, dyeing, and garmenting. The majority of its raw materials (e.g., cotton) come from India and Egypt.

Example Client 2 (Agribusiness)

- A company in Bangladesh is involved in contract farming and processing facilities for rice production and export to various countries across the world. The company is having assets in Rangpur, Mymensingh and Rajshahi in Bangladesh – the major rice production districts in Bangladesh.

Group Exercise

Questions to consider:

1. What do you see as the main potential transition and physical risks that might be relevant to the company you have selected - thinking about factors that are impacting the broader value chain / industry as well as the specific company?
2. What are the opportunities which might be most relevant to the company?
3. How might these translate into risk/opportunity for the bank?

Group exercise – supporting materials

Outline taxonomy of risk / opportunity areas

Type	Climate-Related Risks	Type	Climate-Related Opportunities
Transition Risks	Policy and Legal	Resource Efficiency	– Use of more efficient modes of transport
	– Increased pricing of GHG emissions		– Use of more efficient production and distribution processes
	– Enhanced emissions-reporting obligations	– Use of recycling	
	– Mandates on and regulation of existing products and services	– Move to more efficient buildings	
	– Exposure to litigation	– Reduced water usage and consumption	
	Technology	Energy Source	– Use of lower-emission sources of energy
– Substitution of existing products and services with lower emissions options	– Use of supportive policy incentives		
– Unsuccessful investment in new technologies	– Use of new technologies		
– Costs to transition to lower emissions technology	– Participation in carbon market		
Markets	Products and Services	– Shift towards decentralized energy generation	
– Changing customer behavior		– Develop and/or expand low emission goods and services	
– Uncertainty in market signals		– Development of climate adaptation and insurance risk solutions	
– Increased cost of raw materials	– Development of new products or services through R&D and innovation		
Reputation	Markets	– Ability to diversify business activities	
– Shifts in consumer preferences		– Shift in consumer preferences	
– Stigmatization of sector		– Access to new markets	
– Increased stakeholder concern or negative stakeholder feedback	– Use of public-sector incentives		
Acute	Resilience	– Access to new assets and locations needing insurance coverage	
– Increased severity of extreme weather events such as cyclones and floods		– Participation in renewable energy programs and adoption of energy-efficiency measures	
Chronic		– Resource substitutes/diversification	
Physical Risks	– Changes in precipitation patterns and extreme variability in weather patterns		
	– Rising mean temperatures		
	– Rising sea levels		

Group exercise – supporting materials

Physical hazard types and examples of value chain impacts

Physical climate change hazard types:

- Flooding / storm surge
- Increased storm intensity, cyclones
- Droughts / greater variability of water supplies
- Heat waves / wildfires
- Sea level rise
- Landslides / ground instability



Value chain elements impacted?

- Supply chains
- In / out logistics
- Operational sites / plant / machinery
- Workers
- Demand for goods / services

Risk to worker safety from heat



Supply chain disruptions from landslides / flooding



Operational impacts from drought





Q&A



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60 MINUTES

Panel Discussion: “ESG Risks & Opportunities in the Banking Sector”

Moderator: **Neha Noronha**
ADB

Panelists:

- Liyakat Ali Chowdhury (Sustainable Finance Department of Bangladesh)
- Lutfor Rahman (Greentech)
- Syed Javed Noor (DMD IDLC Finance)
- Sunil Mascarenhas (ADB)
- Mesbaul Asif (CRO City Bank)

WORKSHOP ON ESG PRACTICES

📅 08 MAY 2023 📍 DHAKA, BANGLADESH



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