



**SUSTAINABILITY  
REPORT 2021**







His Highness  
**Sheikh Hamad Bin Khalifa Al Thani**  
Father Emir



His Highness  
**Sheikh Tamim Bin Hamad Al Thani**  
Emir of the State of Qatar





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# Introduction

## About the report

Doha Bank is pleased to present its 2021 Sustainability Report, encompassing the several transformational activities that we have embarked on over the past two years in our journey towards a more sustainable and accountable tomorrow. While customer enrichment, transparency and stakeholder engagement continue to be the fundamental pillars of our operating culture, disclosures by way of sustainability reporting are now an inalienable agenda in our larger approach. A pioneer in Qatar for annual sustainability disclosures, we have been publishing these disclosures for more than a decade.

Our sustainability reporting has been guided by the Qatar Stock Exchange (QSE) ESG reporting methodology since 2016. Since 2018, we have supported the Ten Principles of the United Nations Global Compact on human rights, labour, environment, and anticorruption.

Our sustainability reports are also benchmarked to the Global Reporting Initiatives 'GRI' Universal Standards of comparability. Sustainability is our approach to business and to all stakeholders and will be a journey that will lead to prosperous growth at Doha Bank.

This report should be treated as a supplementary communication in progress read with the Banks' other full year publishings:

- Annual Financial Report [Click to view](#)
- Annual Report [Click to view](#)
- Governance
  - o Corporate Governance Report [Click to view](#)
  - o Board Members Remuneration Policy & Performance-Based Remuneration Policy [Click to view](#)
  - o Summary Management Assessment on Compliance with QFMA's Law & Regulations and Other Relevant Legislations [Click to view](#)
  - o Anti-Money laundering 'AML' Policy Statement [Click to view](#)
  - o AML Questionnaire [Click to view](#)
  - o Anti-Bribery and Corruption Policy Statement [Click to view](#)

- Investor Presentation [Click to view](#)
- EMTN Prospectus and/ or Supplements [Click to view](#)
- Credit Ratings [Click to view](#)

This report is divided into three parts, covering the Environmental, Social, and Governance aspects of the Bank's ESG strategy.

### Coverage

This report benchmarks Doha Bank's key performance against its sustainability indicators for calendar year 2021. It also provides data on specific targets in the sustainability plan which are constantly shared by the Management team for feedback and guidance.

The review covers Doha Bank's operations in the Qatari market, unless otherwise stated, for the financial year commencing on 1st January 2021 and up to 31st December 2021. Where data permits, historic trends have also been presented and comparative analyses have been conducted. Monetary amounts in this document are reported in Qatari Riyals (QAR), unless otherwise stated.

The Bank's annual financial statements for 2021 were independently audited and assured by its External Auditors – KPMG.

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# Acting Chief Executive Officer

## Message

Doha Bank began the publication of its annual sustainability disclosure statements from the year 2011. Doha Bank sustainability reporting is aligned to the GRI Universal Standards Framework and the Qatar Stock Exchange (QSE) ESG reporting methodology. Since 2016, Doha Bank has increased the scope of its reporting to include several of the required metrics from GRI and all of the metrics of the QSE ESG disclosures, further evidence of our commitment to the ongoing sustainability journey at the Bank. Doha Bank, since 2018, increased its communication on progress by engaging and supporting the Ten Principles of the United Nations Global Compact on human rights, labour, environment, and anticorruption.

It is important to note that Sustainability in our approach to business and to all stakeholders will be the cornerstone of growth at Doha Bank over a much longer period as we build upon our growth trajectory as a domestic, regional, and international institution. Doha Bank has created a significant socio-economic impact through its substantial contribution towards job creation, Qatarisation, and community development.

A key factor in our sustainability programme in the short term is to address reducing the Bank's carbon footprint locally, while committed to the Qatar National Vision 2030 targets.

Effective and regular engagement with all Doha Bank's stakeholders has earned the Bank external recognitions in Qatar and beyond. Doha Bank's external recognitions earned in 2021 are 'Best Digital Bank' from the World Economic Magazine Awards, 'Best Commercial Bank Qatar' by World Business Outlook Awards, 'Best Digital Wallet App Qatar' by Global Business Review Magazine Award, and 'First Bank Live in CEMEA with Smarter Stand-in Processing (STIP)' by Visa, to name a few.

During the year 2021, Doha Bank continued to participate and hold various internal programmes to support the environment, community, staff and other stakeholders. Few of which are listed below:

- ECO-Schools Awards recognizing their performance in environmental activities.
- An intensive schedule of knowledge sharing events across the world and attended by large number of customers and key counterparties.

In Qatar, Doha Bank ensures collaboration and contribution in all possible ways to improve the local and regional financial sector including responsible lending to commercial banking sector, sustainable products, energy efficiency, etc.

As part of the continued Strategy of Doha Bank, we will continue to invest in technology and with a priority focus on digitalizing across all banking channels, and by doing so we expect this to further enhance the customer experience across all products and services.

In the medium and long term, Doha Bank will ensure a culture of transformational growth and continuous improvement with sustainability remaining at the top of our agenda in pursuing the four pillars of the Qatar National Vision 2030 (and thereafter), by building a responsible business as well as helping Qatar to prosper.

### Gudni Stiholt Adalsteinsson

Acting Chief Executive Officer



# Doha Bank at a glance

## “There’s so much to look forward to....”

Doha Bank Q.P.S.C. (“Doha Bank”) was incorporated in 1979 as a Joint Stock Company under Emiri Decree No. 51 of 1978. The Bank is headquartered in Doha, Qatar, and is one of the largest banks in the State of Qatar having a dominant position in the GCC banking landscape with 24 branches, 3 E-Branches and 2 Pay Offices. The number of ATMs reached 94 of which 86 are in Qatar, 3 in the UAE, 2 in Kuwait and 3 in India, as well as 1 Mobile ATM and 1 Mobile ITM as of 31st December 2021.

The Bank has expanded its business overseas with branches in the UAE (Dubai & Abu Dhabi), Kuwait (Kuwait City) and India (Mumbai, Kochi & Chennai). In addition, the Bank has the largest international network of representative offices among Qatari banks: China (Shanghai & Hong Kong), Canada, Turkey, Singapore, Germany, Japan, The United Kingdom, South Korea, South Africa, Bangladesh, Australia, Sri Lanka and Nepal.

Doha Bank also owns Sharq Insurance LLC, a 100% owned insurance company in Qatar, as part of the bank’s strategy of being a one-stop financial services provider in the region.



### Doha Bank is structured in four Business Units and holds 100% of Sharq Insurance.

1. Wholesale Banking	2. Treasury & Investments	3. Retail Banking	4. International Banking
Focus on corporate and commercial banking, structured finance, public sector finance, mortgage finance and real estate services, trade finance, factoring services and small and medium enterprises	Responsible for activities such as foreign exchange, treasury products and managing the Bank’s proprietary investment book	Provides a wide range of products and services to individuals, including transactional and deposit accounts, mortgages, remittances, priority banking, private banking, insurance, personal loans and credit cards	Provides a range of products and services including guarantees, letters of credit, risk mitigation and discounting products and risk participation in international trade
<b>Assets</b> QAR 55.35 billion 54.4% of total assets	<b>Assets</b> QAR 28.52 billion 28.0% of total assets	<b>Assets</b> QAR 5.12 billion 5.0% of total assets	<b>Assets</b> QAR 4.66 billion 4.6% of total assets
<b>Total Income</b> QAR 2.53 billion	<b>Total Income</b> QAR 0.96 billion	<b>Total Income</b> QAR 0.38 billion	<b>Total Income</b> QAR 0.19 billion

**شركة للتأمين ذ.م.م.**  
**SHARQ INSURANCE L.L.C.**

Established in 2007 as part of the Bank’s strategy of creating a fully comprehensive financial services provider and provides general insurance products to corporate and retail customers.

**Gross Written Premiums** QAR 0.08 billion

# Vision, Mission, Values and Talent Management



To be recognized as the bank of choice in Qatar, delivering superior shareholder returns and unparalleled customer experience.



We strive to become a platform for innovative financial services and deliver superior customer experience using technology innovation and embrace of a wider partner ecosystem.



Performance with excellence, ethics, people, teamwork, quality, professionalism.

### GUIDING PRINCIPLES

Customer Experience	Empowerment and Accountability	Talent Management	Cost Reduction	Revenue Enhancement	Risk and Capital Management	Digitization, Automation, and Innovation
“Place the customer at the core of all we do and deliver a leading omni-channel experience”	“Empower our employees to make decisions”	“Hire, train and retain best-in-class talent”	“Optimize cost to improve margin & efficiency”	“Enhance revenue through diversified sources of income”	“Protect our customers, our shareholders and our reputation through sound risk management”	“Simplify, digitize and automate internal and customer-facing processes”

### Doha Bank’s response to COVID-19



#### Coronavirus (COVID-19 Response)

“Activated business continuity planning and other risk management practices to manage potential business disruption”

**HIGHLIGHT:** When cases of the COVID-19 infection appeared, the State of Qatar and the Qatar Central Bank ‘QCB’ issued a package of policies to contain the virus and its effect on public health with a package of economic measures to mitigate its negative repercussions on the Qatari economy, including a support program implemented by the QCB for affected sectors.

The support program mainly encompasses the following:

- ✓ deferral of loan instalments for affected sectors;
- ✓ maximum rate to be charged during the deferral of instalment period to be capped at 2.5%;
- ✓ zero-cost repo facilities for Bank meeting the criteria; and
- ✓ point of sale and ATM withdrawal fees.

As part of the QCB support program as detailed above, Doha Bank

- ✓ deferred payments for nine months on lending facilities for those companies that qualify as affected sectors. The payment reliefs are considered as short-term liquidity support to address the borrowers’ potential cash flow issues;

- ✓ enacted the payment reliefs by deferring instalments during the two years – expiring 31 March 2022 - relief period with no additional costs borne by the customer.

The QCB also advised banks to extend new financing to affected sectors at reduced rates, which is to be supported by its zero-cost repo facilities and extended other guarantees from the government of the State of Qatar to local banks to support these affected sectors.

### COVID-19 Management

In 2021, the management continued with the initiatives that were initiated in 2020 for both staff and customer well-being, while maintaining excellence in the Bank’s operations.

### KEY HIGHLIGHTS

**The Business Continuity Team as part of the Operational Risk & Information Security** continued with the rigorous health and safety measures at the workplace including organizing vaccinations and subsequent booster shots.

**Sanitization** of the offices and branch premises was done on a regular schedule as well when infections were identified.

**Enabling employees to work at home** and provide flexible working arrangements.

**Laptops were provided** as required to all staff working from home.

**Constantly updating customers** on preventative measures, banks services and launch of new digital services. The Bank launched an interactive teller machine during this time.

# Highlights and overview

## Doha Bank's sustainability efforts

Environmental	Social	Governance
<ul style="list-style-type: none"> <li>Doha Bank collaborated with the Bank of Singapore to introduce the Bank's clients to ESG Equity Fund Solutions</li> <li>Contactless Cards - the Bank started the year handling 865K taps for the month of January and ended the year handling 1.4 million taps for the month of December - for full year 2021, the Bank handled c.12.4 million versus 2020 c.7.1 million taps +75% year on year.</li> <li>Sustainable investing - 88% of the investment book is in State of Qatar Bonds and local bank corporate bonds</li> <li>Accelerated penetration into digital channels continued in 2021, as we witnessed around 2.5 million financial transactions being performed through the Bank's Online and Mobile Banking channels, while active number of mobile banking users increased by 7%</li> <li>Emissions are down 16% over the past five years, and vehicle fuel consumption is down 22% over the same period.</li> </ul>	<ul style="list-style-type: none"> <li>Recent awards in sustainability - Best Green Bank 2021 - International Finance Awards, Best Digital Wallet App 2021 - International Business Magazine, Best Digital Payment App 'Doha Pay' 2021 - World Business Outlook Awards, and Best Digital Bank Qatar 2021- World Economic Magazine Awards</li> <li>QE INDEX ETF - the Bank is the founder of the exchange traded fund, which is benchmarked to the QE Index. The largest, most liquid 20 underlying constituents all have an ESG rating by MSCI. Six of the twenty constituents have ratings above and including bbb</li> <li>Promoting entrepreneurship and community engagement: Commercial Banking, (previously known as "SMEs/ Microenterprises"): Funded - QR 799 MN - unfunded QR 387 MN; growth of 181% year on year.</li> <li>Diversity and inclusion: at a group level, the Bank employs persons from 51 countries 26% women are in management positions, versus 22% in 2020 and the total number of women working in the Bank has reached 31%. 1.01:1 Male- Female Compensation Ratio</li> <li>Doha Bank Academy increased its E-learning programmes (in 2021) available to the employees by 292% from the onset of COVID 2019. While employee participation increased 110% over the same time period</li> </ul>	<ul style="list-style-type: none"> <li>Doha Bank was the first Qatari institution to publish a Corporate, Social and Responsibility Report (2009) and Sustainability Report (2011) explaining its approach to stakeholder engagement including the environment.</li> <li>Acting responsibly towards our customers and suppliers, 80% of complaints were resolved in less than 3 days and 79% of all the Bank's supplies have been locally sourced.</li> <li>Promoting Productivity 74% of our employees believe productivity was delivered efficiently</li> <li>AML/CFT participation.</li> <li>Regulatory Compliance participation.</li> <li>FATCA/ CRS participation.</li> </ul>

# Over the years

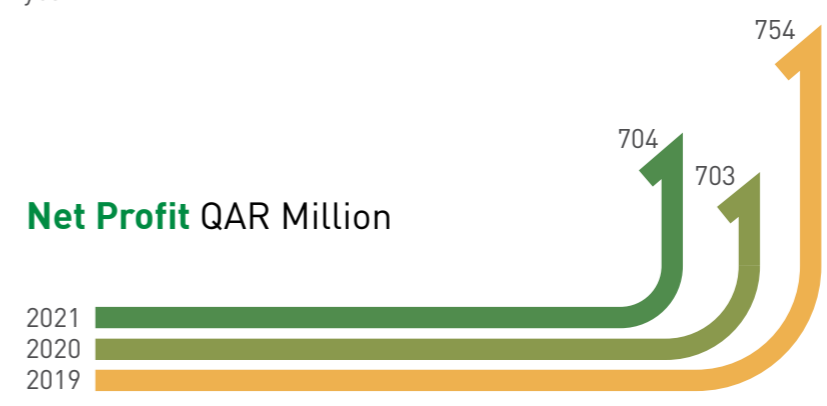
## Sustainability Road Map, Financial Performance



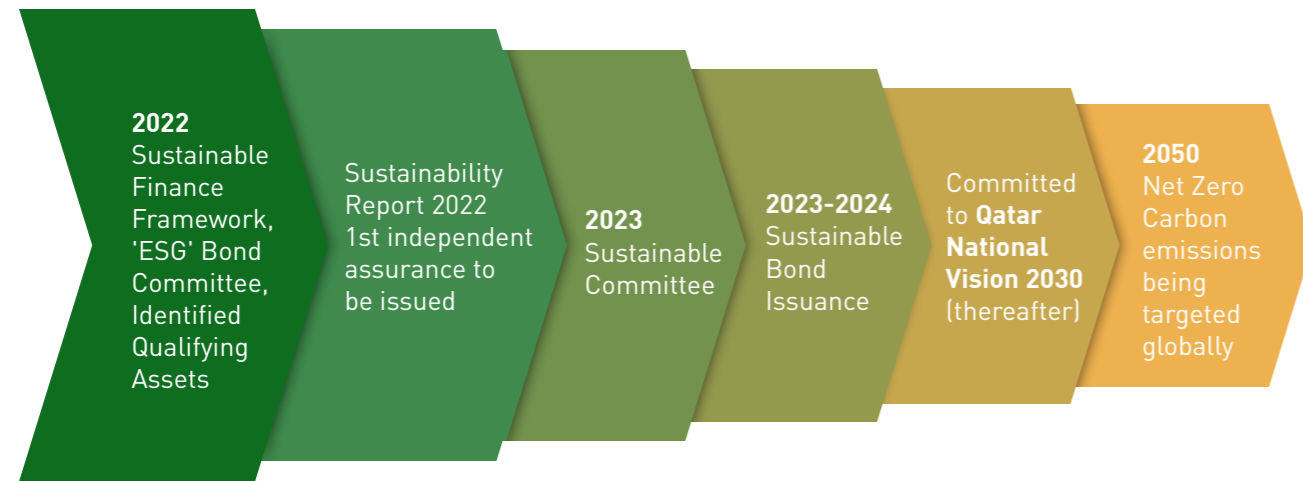
### Financial HIGHLIGHTS 2021 Vs 2020

Net operating income: increased by 5.8%	Foreign exchange gain: increased by 45.1%
Net interest income: increased by 11.4%	Total Equity: increased by 3.3%
Net interest expense: decreased by 31.7%	Total Capital Ratio: increased by 2.2%

In 2021, one of the biggest challenges the Bank was faced with was the additional provisioning that had to be taken in Q4 due to the COVID response/ moratorium that is due to expire 31/03/2022. The Bank's profitability was flat year on year.



# Looking Forward



## Our ESG Strategy

The Bank is committed to its environmental, climate change and community & stakeholder programmes in its efforts towards ensuring developing a comprehensive sustainable culture. These elemental principles of sustainability championed by Doha Bank will provide the leadership credentials that the Bank is taking forward under Sustainability.

The sustainable performance of the Bank is dependent upon Doha Bank's professional stewardship of each of these stakeholder relationships through its internal frameworks of operational procedures, processes, and controls.

The Bank is vision-driven, supporting its future activities, responsibilities, progress, and expansion with a more diverse portfolio integrating environmental and social considerations into its business development, product design, mission policy and strategies. It also seeks to cultivate the young minds of students by visiting schools and educating them on environmental responsibility to encourage green advocacy at an early age through the ECO-Schools Programme.

Furthermore, the Bank has a university sponsorship program that allows Qatari nationals to further their academic journey, of which 71% are women. All students, upon graduating, will have immediate placements within the Bank as they begin their careers.



# Recent reviews on commitments and awards in sustainability



Achieved a score of 100% for the QSE Sustainable Stock Exchanges initiative for the years 2018 – 2020.



Doha Bank has been disclosing to the UNGC since 2018, and the COP meets the GC Active & GC Advanced criteria.



We are a member of the GRI Community and support the mission of GRI to empower decision makers everywhere, through GRI Sustainability Reporting Standards and its multi-stakeholder network, to take action towards a more sustainable economy and world.



As on 19 November 2021, Doha Bank received an MSCI ESG Rating of BB.



As on 20 December 2021, Doha Bank received a FTSE ESG Rating of 2.30 out of 5.

Doha Bank was the 1st listed company on the Qatar Stock Exchange to be included in the FTSE4Good Index in November 2018.



All awards received in 2021



# Towards Sustainability

Doha Bank is the third largest conventional bank in the State of Qatar, with a view to be recognized as a dynamic, modern bank with enduring age-old values. The Bank has achieved impressive results over its 42-year history. This has been a result of the management's foresight, employee dedication and tremendous customer response. Doha Bank looks forward to a promising future, with better banking experiences for its customers, better returns for its shareholders and a healthier environment for all.

The Bank is vision-driven, supporting its future activities, progress and expansion with a more diverse portfolio integrating environmental and social considerations into its product design, mission policy and strategies. The Bank's digital journey will lead to innovative products and services for the customers of Doha Bank. As for the environment, the Bank will continue to reduce paper usage/wastage, reduce carbon footprint and encourage customers to be environmentally conscious of their activities.

## Sustainable Commitments

The UNSDGs are the principle global framework for sustainability. Their aim is to protect the planet, end poverty, fight inequalities and ensure prosperity. The 17 goals are underpinned by 169 targets. As per the Bank's 2020 communication on progress, UNGC has identified Doha Bank's Sustainability Report to have captured 10 of the 17 goals.

<https://www.unglobalcompact.org/what-is-gc/participants/132027-Doha-Bank-Q-P-S-C->

The Bank wishes to reduce emissions, shifting towards nature positivity by 2030, in line with Qatar National Vision, and achieving net-zero emissions and full nature recovery by 2050.

The Bank aspires to issue a Sustainable Bond over the medium-term in line with ICMA's internationally recognised standards, and further plans to engage Sustainalytics to audit and verify its sustainable framework and asset pool.



Furthermore, the Bank and the Board of Directors are:

- Committed to our Customers
- Committed to our Environment
- Committed to our Employees
- Committed to our Shareholders
- Committed to our Community
- Committed to our Suppliers
- Committed to our Regulators

## Doha Bank and the Qatar National Vision 2030

In line with the Qatar National Vision 2030, Doha Bank has incorporated Sustainability at the core of its approach to business and to all stakeholders, which should drive consistent growth as we build upon our trajectory as a

73% of our employees believe 'Hiring staff from the local community' is important

domestic, regional, and international institution. Doha Bank is proud to have created a significant socio-economic impact through its contributions toward job creation, Qatarisation, and community development.

80% of our shareholders believe 'Alignment to the Qatar National Vision 2030' is crucial

In the medium and long term, Doha Bank will continue to ensure a culture of transformational growth and continuous improvement pursuing the four pillars of the Qatar National Vision 2030. These elemental principles of sustainability championed by Doha Bank also provide the leadership credentials which the Bank is now taking forward under Sustainability. Doha Bank's Sustainability Strategy in alignment with the Qatar 2030 Vision, focuses on commitments towards development in the following areas thus connecting the four pillars of Qatar National Vision 2030.

- I. **People - Human Development**
- II. **Economy - Economic Development**
- III. **Communities - Social Development**
- IV. **Environment - Environmental Development**

## People - Human Development



In the area of human development, Doha Bank supports its customers' ambitions and aspirations by providing banking products (accounts, cards, loans & deposits, insurance etc.) that meet our customers' financial needs, as well as by creating employment opportunities locally and internationally.

**Reporting Frameworks**  
- Global Reporting Initiatives Universal Standards (GRI)

**National Goals**  
- Qatar National Vision 2030  
- Qatar Stock Exchange ESG Disclosures

**International Goals**  
- United Nation Sustainability Development Goals (SDGs)  
- United Nations Global Impact  
- Sustainalytics  
- International Capital Market Association

Human capital development and employee engagement have always been a priority at Doha Bank, with our on-going focus on innovation, setting high standards for Human Resource service delivery, and the introduction of quality human resources management practices to support the Business; as such, we consistently strive to have a direct impact on the Bank's Business Objectives by adopting a Business Partnering role.

Doha Bank is highly committed to Qatarization, which is a prominent aspect of our corporate objective with a view of grooming future leaders amongst the local community. Fostering the knowledge and learning skills of Doha Bank employees is the most important asset to realize this ambition.

## Economy



Doha Bank will ensure financial profitability in the long run to benefit all our stakeholders. We do this by creating value through our products and services and providing the right products to the right customers. Some of its significant income generating products include:

**QETF** - Doha Bank hired Aventicum Capital Management (Qatar) as the Fund Manager of Qatar's first exchange traded fund - the **QE Index ETF (QETF)**. Listed on March 5, 2018, the QETF is benchmarked to the QE Index, whereby the underlying constituents are the 20 largest and most liquid companies listed on the Qatar Stock Exchange (QSE). It has one of the lowest total expense ratios ("TER") among emerging market ETFs, with 0.50% in TER; and has paid an annual dividend since inception.

**Private Banking Unit:** in coordination with the Bank of Singapore, Doha Bank offers ESG Equity Fund Solutions to our UHNWI and HNWI.

**Al Dana Savings Account Award Scheme:** The Al Dana Scheme is a pioneer flagship promotion of Doha Bank. Launched in 2004, the Scheme has established itself as the most popular savings' program in Qatar, creating millionaires.

**Al Jana Savings Scheme:** The Al Jana Scheme offers attractive returns for long-term deposits at a high-interest fixed rate of interest, assuring customers of a guaranteed return on their money with compounded interest. Customers can choose tenures from 2 to 5 years and can enjoy the benefit of interest being paid or capitalized every 6 months.

## Responsible Financing – for creating a Responsible Economy

Doha Bank's vision is to lead the market as a Green Banking institution, being the pioneer in raising awareness for the environment, encouraging, and converting existing normal accountholders to Paperless Banking by opening Green Accounts, Green Mortgages, and Green Car Loans, and actively participating in Environmental Campaigns. We also encourage students to become environmental advocates at a young age by participating in the ECO-Schools Programme.

### Community



Doha Bank believes in continuously giving back to the community and society, with stakeholder's interest as our prime concern. We work closely with the government, NGOs and other institutions, corporate clients, private sectors, and civil

society with the aim to reduce harmful effects to the environment. Since 2004, the Bank has provided its utmost support in protecting the environment by proactively integrating eco-consciousness into the Bank's daily operations - through knowledge sharing, paperless banking, and awareness campaigns on social responsibility to gradually instill the value of 'green culture' within the organization.

Doha Bank conducts its annual 'Al Dana Green Run', which is aimed to raise awareness and motivate people to become advocates of environmental issues as they go about their daily lives.

In continuation of its national and community role and commitment to its social responsibilities, Doha Bank makes annual donations and community investments in the amount of 3-4% of its net profit.

### Environment



Doha Bank proudly supports the development of the State of Qatar, which has been given a distinguished status worldwide in the field of preserving the environment and natural reserves. We also look forward to

increasing our role in preserving the environment and supporting the endeavors of other national organizations aimed at curbing environmental deterioration and preserving natural resources by spearheading advocacy against global warming and climate change, local air and water pollution, waste management and loss of biodiversity. We support

environmental sustainability and education by reaching out to both the public and private sectors to act together on domestic and global environmental issues, key challenges, and sustainable development.

Our sustained efforts in this area have been recognized with the 'Golden Peacock Global Award for Corporate Social Responsibility' for many years. This award is also in recognition of Doha Bank's society-driven initiatives like educational, health benefits and commitment to social causes, which has seen it introduce innovative products even during tough market conditions.

Doha Bank, as one of the main drivers supporting sustainable development in Qatar, became the first Qatari bank to sign with the United Nations (UN) Global Compact, a UN policy initiative encouraging businesses worldwide to adopt sustainable and socially responsible policies. The Bank is also one of the proactive supporters of the Clean and Green Qatar Programme, in line with the 2030 Qatar Vision initiatives like green activities, providing a venue for building global awareness, cooperation and participation of international organizations and companies specialized in environmental technologies and sustainable energy.

With our Environmental Policy underpinned by the principles of 'Reduce, Reuse and Recycle', we have reached out to the larger community through long-standing corporate, social and responsible 'CSR' activities committed to raising awareness on environmental and economic challenges facing the world and the region.

Being a firm supporter of the Qatar National Vision 2030, Doha Bank will continue seeking opportunities to participate in larger infrastructure projects, including Roads, Water and Electricity facilities. The Bank has also been involved in several large private sector projects including green-certified hotels, commercial, and residential towers, continuing our commitment to support the development of Qatar and help build a more prosperous and sustainable future for the nation and its people.

### Materiality Assessment

The sustainability topics, in categories of crucial, major, and relevant topics, are all focused on what matters most to our business and stakeholders. The topics are in line with the materiality assessment processes set out by the GRI Universal Standards and sustainability mandates. Doha Bank has compiled a comprehensive list of relevant, ethical, social, environmental, and economic impact areas. While our topics have been reprioritised,

they remain aligned with the objectives of the United Nations Global Compact 'UNSDGs', QNV2030 and the QSE ESG Reporting.

Our approach to materiality provides the foundation of our sustainability strategy and ensures that we address the issues of greatest relevance to all our stakeholders. Our Executive Management has reviewed the Group's materiality matrix to ensure that the range of issues included provides a complete representation of the organisation's significant sustainability actions.

### Internal Perspective

To identify the issues most material to its business, Doha Bank conducts an internal / external assessment each year. As part of this analysis, we create a pool of potential material issues with a sustainability context (including GRI parameters). We also include other material topics of interest to our external stakeholders (including the UNGC Ten Principles). As part of our internal materiality assessment, we evaluate the importance of each material issue identified in relation to our continuous operations and activities.

### External Perspective

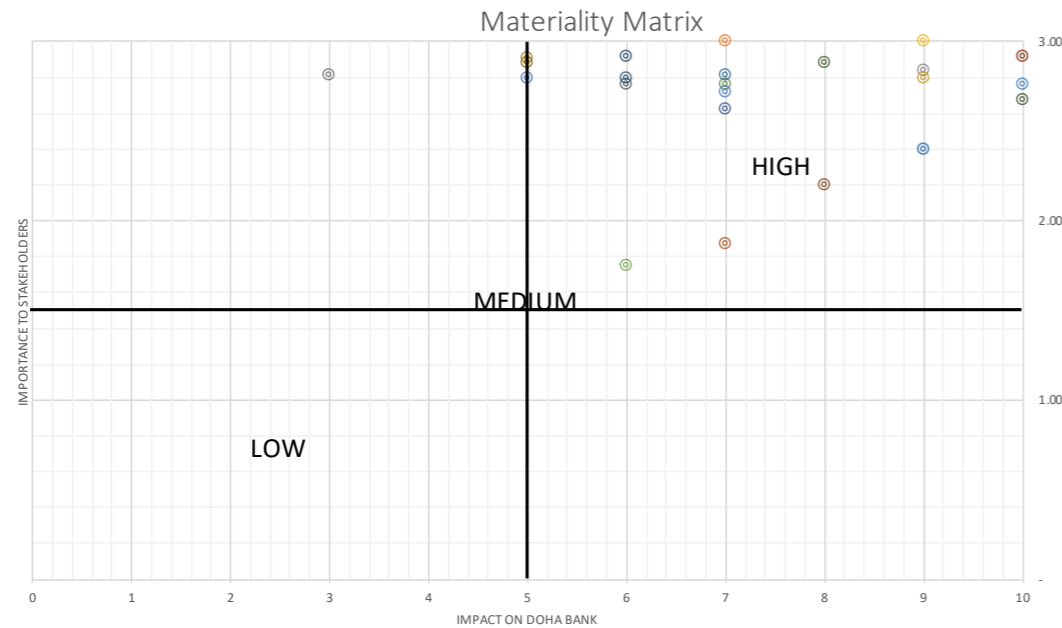
We engage our external stakeholders periodically through various channels to obtain feedback on how a bank can operate with greater responsibility.

### Material Issues

The results from the internal and external reviews helps to define the content of this Sustainability Report. As is evident from the report, there are several issues of high importance, including customer data privacy, customer satisfaction, responsible communication, access to financial services, regulatory compliance, and responsible financing.

The Bank management's approach to material issues under each of the core areas are detailed under our Sustainability policy. We also provide information on other issues, including employee benefits, learning and development opportunities and management of health and safety at its premises, etc., where available.





Focus Areas	Material Issues	Impact on Doha Bank (10 - 1)	Importance to DB / Stakeholders (3 - 1)
Committed to its Customers	Customer data privacy	10	2.92
	Customer satisfaction	10	2.92
	Responsible communication	9	2.84
	Access to financial services	9	2.80
	Regulatory compliance	10	2.76
Committed to its Employees	Complaint management	10	2.68
	Job creation and security	7	2.76
	Human rights	6	2.92
	Hiring staff from local community (market presence)	8	2.20
	Employee benefits and remuneration	6	2.76
	Health, safety and well-being	5	2.88
	Learning and development	6	2.80
	Employee engagement	8	2.88
Committed to its Shareholders	Employee diversity and equal opportunity	5	2.80
	Employee grievance mechanisms	7	2.72
	Doha Bank's financial performance (e.g. turnover, profits)	7	3.00
	Alignment to Qatar National Vision 2030	9	2.40
Committed to its Communities	Transparency and accountability	9	3.00
	Responsible financing	9	2.40
	Collaborations and partnerships	6	1.75
Committed to its Suppliers	Economic value generation (e.g. distributing profits to stimulate the economy)	7	2.63
	Financial contribution (e.g. charitable donations in monetary terms)	7	1.88
	Supporting suppliers	3	2.82
Committed to its Suppliers	Responsible procurement	5	2.91
	Procurement choice	7	2.82

## Sustainability Map

The Bank's journey to meeting its environmental, climate change and community & stakeholder programme will ensure that Doha Bank continues to develop and expand on a comprehensive sustainable culture. These elemental principles of sustainability championed by Doha Bank requires strengthening the leadership credentials which the Bank is now taking forward under Sustainability. We are targeting to revise the Doha Bank Sustainability Framework Strategy within the next 6-12 months and will be adopting a sustainable framework, while considering the Qatar National Vision of 2030, which focuses on commitments towards development in the following areas: People, Environmental, Economic, and Communities.

In doing so, Doha Bank will bring continued leadership to the development of Sustainability Reporting with objectives and accountability being fundamental to its philosophy of executing a profitable and sustainable Doha Bank enterprise.

Doha Bank's Sustainability Map may be summarized as below:

<p><b>Sustainable Financing</b></p> <ul style="list-style-type: none"> <li>✓ Customer Enrichment and Engagement</li> <li>✓ Wealth Creation and Protection</li> <li>✓ Financing and Banking</li> <li>✓ Sustainable Standard of Living</li> </ul>
<p><b>Sustainable Operations</b></p> <ul style="list-style-type: none"> <li>✓ Sustainable Operations</li> <li>✓ Financial Health; Sustainable Products and Services</li> <li>✓ ESG Risk Management integration</li> <li>✓ Diversity and Literacy</li> <li>✓ Environmental Impacts</li> </ul>
<p><b>Community Outreach</b></p> <ul style="list-style-type: none"> <li>✓ Community Investment and Initiatives</li> </ul>

✓ The above tables depict the focus pillars i.e., Sustainable Financing & Banking, Sustainable Performance/ Operations, and Sustainable Community and the material topics<sup>(1)</sup> in each pillar, which will be discussed throughout the report and to be updated in future reports.

(1) The material topics will be addressed in E, S, and G.

Doha Bank works closely with the government, NGOs and other institutions, corporate clients, private sectors, and civil society with the aim to

reduce harmful effects to the environment. Since 2004, Doha Bank has aided the protection of the environment by proactively integrating eco-consciousness into the Bank's daily operations - through knowledge sharing, paperless banking, and awareness campaigns on corporate social responsibility - to gradually instil the values of a sustainable environment in the organization and our community.

## Sustainable Finance

Through Sustainable Financing, we look to integrate Environmental, Social and Governance Criteria into our funding decisions, providing integral support and access to those actors that are progressing our sustainability goals, and furthering the local economy. In pursuance of this commitment, we have undertaken as follows:

### Doha Bank Sustainability Bond

To establish an ESG Bond Committee to champion the Issuance of the Bank's first Sustainability bond on its USD 2 Billion EMTN programme. The Committee will adopt a Sustainable Finance Framework, identify qualifying assets that fund both green and social projects, and earn a third-party assurance for the asset pool.

### SME Funding

Collaborated with QDB and other infrastructural project handlers to uplift major qualified sustainable infrastructure projects in Qatar.

- Rolled the National Response Guarantee Program to facilitate financing of emergency salary and rental fee requirements of affected SME businesses.
- Doha Bank is one of the key partners in QDB's 'Al Dhameen', Credit Guarantee program which also covers start-ups, particularly in the field of manufacturing and service sector.
- Value of loan portfolio to SMEs and Microenterprises - Funded QR 799 MN and Non-Funded QR 387 MN; versus QR 489 million and QR 176 million, respectively showing a growth of 181% year on year.

### Impact Investing

- Doha Bank has maintained a sustainable investment portfolio of 88% by investing in Qatar Sovereign Bonds, and local corporate bonds as a part of our sustainable strategic approach.
- Doha Bank's Private Banking Unit, in partnership with the Bank of Singapore (BoS), is introducing BoS wealth management products to our

UHNWI / HNWI. The products included in the platform offering allow investors to invest in ESG Equity Fund solutions, such as Pictet Global Environmental Opportunities, Mirova Global Sustainable Equity Fund, and BGF Sustainable Energy. Emerging Market MSCI rated bonds are also available on the platform for the investors.

- Doha Bank offers their customers a digital solution for trading in global markets – the DB Global Markets Platform allows investors to

trade in foreign currencies, commodities, and globally listed equities in the US.

### Sustainable Operations

Operational effectiveness is key to the Bank as the it considers ESG matters, risks, and opportunities in overseeing the Bank's ESG Policy and its implementation into the Bank's overall operations, products & processes.

Stakeholder Group(s)	Priorities and Needs	Doha Bank Response
Business Partners Including other banks, suppliers and contractors	<ul style="list-style-type: none"> <li>• Partner Banks</li> <li>• Doha Bank integrity and reputation</li> <li>• Suppliers and Contractors</li> <li>• Building a long-term partnership</li> <li>• On-time payments</li> </ul>	<ul style="list-style-type: none"> <li>• A dedicated department for international banking</li> <li>• Effective screening process for partners</li> <li>• Structured RFP system</li> </ul>

Area	Role
<b>Strategy</b>	<ul style="list-style-type: none"> <li>- Designing future-proof strategies that meet the changing needs of customers and bringing competitive advantage through ESG - to create sustainable value and reduced carbon footprints.</li> <li>- Formulating and designing short-term, medium-term, and long-term strategies with respect to ESG</li> </ul>
<b>Front Office</b>	<ul style="list-style-type: none"> <li>- Understanding ESG customer preferences and incorporating them into product marketing, and the provision of advice, in a rapidly evolving regulatory environment.</li> <li>- Ensuring balance within the Bank in terms of effective functionality</li> </ul>
<b>Products</b>	<ul style="list-style-type: none"> <li>- Designing customer-centric products and ESG validated. Integrating digitalisation in products and services as much as possible</li> <li>- Validating ESG products by analytics, review pricing techniques and find out cost effective techniques.</li> </ul>
<b>Risk</b>	<ul style="list-style-type: none"> <li>- Identifying, measuring, managing, and responding to emerging ESG risks</li> <li>- Improving existing risk modelling and stress testing capabilities for better risk management</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>- Incorporating ESG financial risks into budgeting, financial reporting and capital allocation.</li> </ul>
<b>Data &amp; IT</b>	<ul style="list-style-type: none"> <li>- Designing and implementing an updated data mode for ESG risks and opportunities</li> <li>- Deploying data and IT assets to help develop innovative ESG products securely</li> </ul>
<b>Compliance &amp; Legal</b>	<ul style="list-style-type: none"> <li>- Continuing the integrity of business continuity structures to support compliance with risk and sustainable financial needs</li> <li>- Understanding and managing risk for ESG across departments</li> </ul>

Area	Role																								
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>- Aligning the Bank's values and principles on ESG issues with respect to employee engagement and development</li> <li>- Sound talent management practices and strategies</li> <li>- Employee productivity metrics (mentioning the KPIs)</li> <li>- Training and Development</li> <li>- Speaking up employees (internal listening channels)</li> <li>- Grievance System is established whereby policy and process is in place.</li> <li>- Performance review and assessment- assessment metrics</li> <li>- To attract local as well as international talent and to strengthen employee branding, the Bank uses recruitment channels such as Doha Bank's Career Website, Advertisements, Internal Referrals, Overseas Recruitment Drives, Social Media Recruitment for e.g., LinkedIn. For certain skilled based roles Assessment Centres are also conducted</li> </ul> <p><b>91% of our employees believe 'Employee Grievance mechanisms' are important</b></p>																								
<b>Procurement</b>	<ul style="list-style-type: none"> <li>- Managing ESG risk supply chain and ensuring that firms do business with suppliers at consistent values and standards</li> <li>- Our procurement activities are centralised through our Group Procurement department, which sets policies and guidelines, handles major purchases, facilitates contracts with suppliers and develops sourcing strategies.</li> <li>- Value Chain framework and policy structure, ESG review of suppliers and adopting ESG standards in sourcing products and services.</li> <li>- ESG Supplier standards in place</li> <li>• Report analysis – from the materiality survey we identified that of the major suppliers, 83% carry an ESG strategy, while 8.3% indicate they will implement a strategy within the next 3-5 years.</li> </ul> <p><b>94% of our suppliers believe in 'supporting local suppliers'</b></p> <p><b>97% of our suppliers believe in 'responsible procurement'</b></p> <table border="1"> <thead> <tr> <th>Key Expenditures (QAR '000)</th> <th>2017</th> <th>2018</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Spending on locally based suppliers</td> <td>285,348</td> <td>238,356</td> <td>278,024</td> <td>262,150</td> <td>233,920</td> </tr> <tr> <td>Spending on all suppliers</td> <td>414,908</td> <td>350,327</td> <td>319,893</td> <td>309,119</td> <td>297,911</td> </tr> <tr> <td>% of spending of local suppliers vs. all</td> <td>69%</td> <td>68%</td> <td>87%</td> <td>85%</td> <td>79%</td> </tr> </tbody> </table>	Key Expenditures (QAR '000)	2017	2018	2019	2020	2021	Spending on locally based suppliers	285,348	238,356	278,024	262,150	233,920	Spending on all suppliers	414,908	350,327	319,893	309,119	297,911	% of spending of local suppliers vs. all	69%	68%	87%	85%	79%
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<b>Communications</b>	<ul style="list-style-type: none"> <li>- Establish responsible and effective communication channels within the Bank</li> <li>- To provide transparency over products to avoid risks and problems</li> </ul>																								
<b>Change Management</b>	<ul style="list-style-type: none"> <li>- Implementation of change management and business continuity plans that fully considers ESG strategy</li> <li>- Promoting Impact Energy initiatives - Paper saving initiatives, power savings initiatives, Energy saving lighting, Waste recycling</li> </ul>																								
<b>Internal Audit</b>	<ul style="list-style-type: none"> <li>- Conducting appropriate audit programmes to emphasize on material risks to the Bank's risk identification and management</li> <li>- Developing expertise to enhance the Bank's sustainable finance programmes and ESG disclosures.</li> </ul>																								



## Sustainable Products and Services

ESG is considered while developing products and services for its clients, towards engaging them and their transitional strategies.

Stakeholder Group(s)	Priorities and Needs	Doha Bank Response
Individual Customers	<ul style="list-style-type: none"> <li>Innovative products and services meeting the specific and ever-changing needs</li> <li>Service excellence</li> <li>Information and account security</li> <li>Improved access to financial services</li> <li>Reasonable fees and charges</li> </ul>	<ul style="list-style-type: none"> <li>Green Banking themed products and services                             <ul style="list-style-type: none"> <li>Green Account</li> <li>Green Mortgage program</li> <li>Green Car Loan</li> </ul> </li> <li>Alternative banking channels</li> <li>Facilities supporting special needs of customers</li> <li>A range of social products and services                             <ul style="list-style-type: none"> <li>Education Loan</li> <li>Education Package</li> <li>Electronic Insurance Platform</li> </ul> </li> </ul>
Corporate Customers	<ul style="list-style-type: none"> <li>Specialised range of products and services meeting corporate needs</li> <li>Online solutions</li> <li>Access to affordable finance</li> <li>Information and account security</li> <li>Service excellence</li> </ul>	<ul style="list-style-type: none"> <li>An effective Information Technology system</li> <li>Enhanced service quality</li> <li>Well-qualified relationship managers</li> <li>Tailored products and services</li> <li>Digital product mix offering</li> <li>Specialized departments for commercial clients</li> <li>SME Tatweer</li> <li>An effective Information Technology system</li> <li>Dedicated Corporate Branch</li> </ul>

### ✓ Green Banking

- Accumulation of all Green Banking operations
- Offered tailored products and services
- Developed digital product mixed offering
- Green accounts

### ✓ QETF

- QE Index ETF 'QETF' - Doha Bank, as founder, listed the first exchange traded fund on the Qatar Stock Exchange in March 2018. The QETF is benchmarked to the QE Index, which is the 20 largest most liquid listings. The QETF has one of the lowest total expense ratios (50bps) for an emerging market investment fund and the fund has paid an annual dividend since inception.
- The fund manager is Aventicum Capital Management (Qatar), the QETF has a dedicated liquidity provider in The Group Securities, and the custodian is Standard Chartered Bank (Qatar Branch).

- The fund, since inception has a standard deviation of 0.91%, and tracking error of 0.26% to the QE Index. As on 31/12/2021, the fund assets under management totalled QAR 461.5 million, with an indicative dividend yield of 2.56%
- The founder and fund manager may approve authorized participants towards onboarding, creating, and redeeming directly with the fund.
- There are no foreign ownership restrictions.
- The top 20 constituents have an ESG MSCI rating, of which 6 are bbb or higher.
- The table below reflects the price performance and total return performance from the rebalancing date, and not listing date:

Performance	12/02/2018	31/12/2021	Price Change	Tracking Difference
QE Index	8,987.51	11,625.81	29.36%	-
QETF NAV	8.988	11.349	26.27%	-3.09%

Performance	12/02/2018	31/12/2021	Total Return	Tracking Difference
QE Index	15,174.18	23,013.99	51.67%	-
QETF NAV	7.677	11.349	47.83%	-3.84%

### ✓ E-Receipt at ATMs

Introduced a new paperless solution for ATM users whereby they can receive their transaction receipts via email instead of physical receipts. The new solution eliminates the need for paper receipts and provides an easy way to track ATM transactions.

### ✓ Contactless Transactions

Rolled out a suite of contactless options to increase digitisation and convenience, as well as minimise need for physical contact in branches, retailers, or at our ATMs in Qatar, in line with COVID-19 prevention measures.

### ✓ DOHA PAY

- Currently, approximately, 40,000 customer engagements have taken place for Doha Pay application.
- QR Code payments.

### ✓ The Payroll Card

The Bank also offers comprehensive payroll solutions for corporate clients following a nation-wide direction by the QCB and the Ministry of Labour. The payroll card is issued to low-income workers pursuant to their respective company's request and can be used by the workers on all ATMs and POS machines. The Bank currently provides payroll solutions for 231,000 workers and over 3,000 employers. This has contributed to raising the Bank's liability balances and has created new avenues for the bank to offer comprehensive insurance and remittance solutions.

### ✓ D Bank E-Branch:

Doha Bank has set up currently three functional E-branches in convenient locations throughout Qatar serving customers. Electronic one-stop banking. Propagating the concept of self-service banking.

### ✓ One Click Transfers APP

International Money Transfers through International Resident Client Desk (IRC Desk). Doha Bank offers e-remittance services to expatriate customers in sending outward remittances and opening accounts by them in their home country. Currently eleven countries are eligible and allow these facilities to meet the requirements of the various expatriate customers for banking services both in Qatar and in their respective home country.

# Environmental

Doha Bank's direct environmental impacts are restricted to paper, water, energy consumption and greenhouse gases emissions (GHG). Doha Bank is fully committed to optimize and streamline the consumption and emissions through various initiatives. As a result, the Bank's emissions were reduced by 16% over the past five years and the fuel consumption of the Bank's vehicles have been reduced by 22% for the same period.

## Green Culture

- Paperless Banking: Various Paperless Banking initiatives have been deployed over the Bank's internal processes (e-newsletters etc.) with savings in paper usage of more than two million sheets since 2017, equivalent to 570 trees.
- Doha Bank was the first Qatari bank to sign up to UN Global Compact, UNGC, a UN policy initiative encouraging businesses worldwide to adopt sustainable and socially responsible policies.
- Old halogen bulbs replaced with LED bulbs for energy saving.
- Dimming/ Auto Switch-off System for internal and external lighting which is controlled by an advanced digital Building Management System (BMS).
- BMS system also controls heating, ventilation, and air conditioning through a multiple Parameter Control System to reduce and reserve energy usage.
- GSAS certifications are obtainable for some of the newer building projects funded by the Bank in Lusail and some parts of the Pearl Development.
- Collaboration with transportation - Uber (electric)
- Annual Beach Clean-up Campaign 2021
- The Bank is strengthening its environmental leadership. It participated in the "Plant Million Trees" initiative of the Ministry of Municipality and Environment. The Bank showed its commitment to environmental preservation by raising awareness about the importance of trees and by showing its support during the "Qatar Sustainability Week" in October 2021.
- Path to Net Zero Carbon- Setting Carbon neutral entity as a goal.

Stakeholder Group(s)	Priorities and Needs	Doha Bank Response
The Environment	<ul style="list-style-type: none"> <li>• A healthy and sustainable environment</li> <li>• Resource optimization</li> <li>• Waste reduction</li> <li>• Reduced emissions</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of Green Banking Task Force Committee</li> <li>• Doha Bank Environmental Policy</li> <li>• ECO-Schools programme</li> <li>• Planet Savers Club</li> <li>• A range of green products and services focused on the 3R's - reduce, reuse, recycle</li> <li>• Implementing a waste management programme</li> </ul>

- ✓ Dimming/ Auto Switch-Off System for internal and external lighting which is controlled by an advanced digital Building Management System (BMS).
- ✓ Air Conditioning controlled by a Multiple Parameter Control System connected to BMS
- ✓ The use of full glass partitions for external windows which have built-in film which maximizes natural light whilst controlling heat gain.
- ✓ The Bank's Offices, Departments and Branches are all converting to high energy efficiency eco-friendly LED lamps.

## Environmental Impacts

Unit	Environmental Performance	2017	2018	2019	2020	2021	Chg Pct Year on Year	Chg Pct 5-year
Liter (L)	Total Vehicle Fuel Consumption	118,953	116,742	113,403	110,545	93,234	-16%	-22%
Kilowatt Hours (kWh)	Total Electricity Consumption	20,347,338	18,975,980	19,191,634	16,889,351	17,096,378	1%	-16%
Gigajoules (GJ)	Total Electricity Consumption	73,250	68,313	69,090	60,802	61,547	1%	-16%
Tonnes (t)	Total Waste Consumption	-	-	600	440	323	-27%	-
Kiloliters (kL)	Total Water Consumption	41,244	37,377	34,942	39,509	38,506	-3%	-7%
Kilograms (Kg)	Total Paper Consumption <sup>(1)</sup>	67,183	67,140	61,635	52,500	56,659	8%	-16%

Unit	CO <sub>2</sub> Emissions <sup>(2)</sup>	2017	2018	2019	2020	2021	Chg Pct Year on Year	Chg Pct 5-year
Tonnes	Direct CO <sub>2</sub> from vehicle fuel <sup>(3)</sup>	270.21	265.18	257.60	251.11	211.79	-16%	-22%
Tonnes	Indirect CO <sub>2</sub> from electricity	7,153.31	5,371.53	4,905.38	3,937.58	3,630.07	-8%	-49%
Tonnes	Indirect CO <sub>2</sub> from waste	-	-	12.81	9.38	6.88	-27%	#DIV/0!
Tonnes	Indirect CO <sub>2</sub> from water	0.50	0.45	0.42	0.48	0.20	-58%	-60%
Tonnes	Indirect CO <sub>2</sub> from paper	1.46	1.44	1.32	1.12	1.21	8%	-18%



Unit	GHG Emissions	2017	2018	2019	2020	2021	Chg Pct Year on Year	Chg Pct 5-year
tCO2e	Scope 1 (Fuel)	270.21	265.18	257.60	251.11	211.79	-16%	-22%
tCO2e	Scope 2 (Electricity)	7,153.31	5,371.53	4,905.38	3,937.58	3,630.07	-8%	-49%
tCO2e	Scope 3 (Water / Waste / Paper)	1.97	1.89	14.55	10.98	8.29	-25%	322%
	Total	9,442.48	7,656.61	7,196.53	6,219.67	5,871.15	-6%	-38%

(1) First time Doha Bank includes paper consumption

(2) First time Doha Bank adjusts its data sources from IEA and DEFRA (UK); the basis of all the emission factors databases are from IPCC.

(3) GHG Protocol for cross sector emissions for vehicle fuel

# Social

## Customer Enrichment and Engagement

### Digitalization

Digital is the Bank's main transaction processing channel for customers. In December 2021, 88% of all comparable financial transactions were performed through Doha Bank's digital and self-service channels and in line with the Bank's digital strategy. Aimed towards providing better e-banking solutions, Doha Bank will continue investing in digital and adding new services for individuals and corporate customers.

**93% of our customers believe that 'easy access to financial services' is important to them**

### Mobile Banking

Through Mobile Banking, Doha Bank improved its customer engagement channels by introducing products like D-Bank Mobile-money transfers (local, international money transfers), D-cardless withdrawals, e-statements and others payments. Doha Bank Wallet is the Online Payment Gateway which will soon be linked to Apple Pay for better accessibility. Doha Bank has also upgraded Online Payment Gateway Services platform to MPGS (Mastercard Payment Gateway Services). Doha Bank's e-commerce customer base has reached a total of 351 merchants as of 31 December 2021. Doha Bank's Digital Wallet Easy Pay provides Retail Banking customers with a convenient payment option by the means of QR Code payments at selected merchants and send Person 2 Person money transfers. Currently, on an average, approximately 173,000 transactions per month take place through Mobile Banking with an average volume of approximately totalling QAR 509 million per month (Figures are based on available data for full year 2021).

With respect to Financial Literacy and Financial Inclusion, Doha Bank ensures transparency with its customers through channels like Customer Information Update campaign, Fraud Awareness (SMS, email reminders) and Customer Awareness through mobile banking for customer privacy.

### Interactive Teller Machine

- Contactless and digital payment and serving solutions to the customers
- Live Teller video-based interactive technology that allows transactions and banking services driven by a Teller at a remote location who will be engaging real time video / audio interaction with you. This will enable you to perform most of your transactions offered at a regular branch.
- Functions: Cash withdrawal, Cash Deposit, Cheque Deposit, Doha Bank Cheque Encashment, Fund Transfer

### Ease with ATMs

- Retail Banking has completed the replacement of existing branch ATMs with multi-function ATMs and with the installation of the Bulk Cash Deposit ATMs, more cash and cheque deposit transactions are processed through ATMs.
- In the month of December 2021, 76% of all cash transactions (deposits and withdrawals) are processed through the bank's ATM network, whereas 24% of all cheque deposits are through the bank's ATM network.

### Customer Engagement Channels

- Doha Bank's App: Loyalty points, iPhone 13, back-to-school offers, save win secure with Al Dana, other benefits of Doha Bank's customers, Credit Card offers, Doha SOOQ: Online shopping platform

# Sustainable Standard of Living

## Promoting Entrepreneurship and Community Engagement:

- The Bank is opportunistic in that we are always searching for programs towards supporting the local community
- Merchant payment solution: contactless transactions
- Collaborations with the QDB, such as TATWEER and AL DHAMEEN Schemes
- Value of loan portfolio to SMEs and Microenterprises - Funded QR 799 MN and Non-Funded QR 387 MN; versus QR 489 million and QR 176 million, respectively showing a growth of 181% year on year

## Occupational Health and Safety:

- Occupational risk prevention plans
- Regular workplace assessments of health and safety risks
- Preventative measures to eliminate or control them
- Work safety procedures
- Collaboration with Hamad Medical Corporation: "Pink Day" in connection with World Breast Cancer Day, "Blue Day" in connection with World Diabetes Day were held with adherence to social distancing guidelines and precautionary measures set by the authorities.
- Online knowledge sharing events.
- COVID-19 Awareness – Conducted relevant needed webinars and had virtual meetings on taking steps to prevent the spread of COVID-19 and measures to be taken if employees contract the disease.

Number of...	2017	2018	2019	2020	2021
Incidents of discrimination	-	-	-	-	-
Work-related injuries	-	-	-	-	-
Occupational diseases	-	-	-	-	-
Work-related fatalities	-	-	-	-	-

### Child and Forced Labor

Doha Bank prohibits the use of child and forced labor through its policies and guidelines. The employment within Doha Bank is governed by a well-defined contract. Doha Bank is compliant with the labor law across all jurisdictions in which it operates

### Employee Wellbeing

- Covid measures taken in offline setting: Masks and protective screens, hygiene policies and Information & training on Covid-19 prevention
- Communication channels: We have launched proper communication channels for our employees to enhance our communication, collaboration, and engagement. Launched new micro learning content to support staff with critical topics such as Mental Health, Building Resilience, etc. by utilizing digital learning platform.
- The Bank has launched employee culture surveys on a half-yearly basis

**97% of our employee's believe Human Rights are important in assessing sustainability performance**

## Financial Literacy & Initiatives

- Doha Bank Academy completed migration of learning infrastructure to virtual and online in 2020 supporting digital and remote settings due to pandemic. DB Academy also upgraded our existing LMS and mobile learning application interface with the latest AI (Artificial Intelligence) driven tools providing our learners with a more dynamic and user-centric platform
- Financial education programs: Qatar University, Karty
- Financial Education: Webinars and Seminars
- Youth Training: Internships for Freshers on selective basis and Graduates and Trainee Program – an in-house training programme for Doha Bank's School leaver - new entrants to the Bank giving them a foundation course on Banking Fundamentals
- Doha Bank Toastmasters Club has been successfully running since its inception to support talent development through well-designed communication and leadership skills development program. The Club has been awarded the 'Outstanding New Toastmasters Club' title for its significant growth, remarkable participation, and involvement of its members in various capacities.



## Employee Achievements & Engagement

- Motivational incentives: certificates, recognition, and other perks
- Annual Performance Appraisal
- Long Service Awards: Doha Bank hosts a special awards ceremony in recognition of employees who have put in long years of service with the Bank. The "Long-Service Awards" seek to recognize employees who have reached service milestones of 10, 15, 20, 25, 30 and 35 years, for their exemplary dedication and loyalty to the Bank.
- Volunteering activities
- Engagement surveys
- Internal skill development programs
- Management Trainee Program, Scholarship Program, In-house & External Skills Courses and Banking Programs.



## Training & Development

- Doha Bank is committed to supporting the State of Qatar's objective of the development of a comprehensive knowledge-based society for driving future sustainability. Doha Bank's learning strategy clearly communicates that learning is critical to the Bank's success. Doha Bank employees were able to utilise over 8,200 learning hours through the Doha Bank Academy for banking & business skills excellence during 2021. The key training areas of focus were AML, Compliance, FATCA/ CRS, Business Continuity, Key Accounts Management, Corporate Governance, Operational Risk, information Security & Customer Service Development. In 2021, the Bank ensured adequate resources were allocated for learning in terms of a dedicated Training & Development Academy and support from internal specialists to share knowledge, involving other valued learning partners i.e., E&Y, KPMG, QCB, UAB, CNAQ and many international training companies.
- Doha Bank Taelem Employee Mobile Learning App, is one of the many areas that Doha bank has excelled in to strengthen a blended learning approach, supporting 'anytime' learning.



# Community Investments and Initiatives

• Doha Bank is keen to support all initiatives and social centres that have a positive impact on the lives of the less fortunate in communities. As part of its commitment, the Bank provides financial assistance to leading non-profit organizations in Qatar, which has become an integral part of its social responsibility program.

• Qatar Red Crescent Society (QRCS), a volunteering humanitarian organization recognized by the International Federation of the Red Cross and Red Crescent Societies.

• Qatar Charity's "Educate me!" initiative and to Qatar Red Crescent's Warm Winter campaign.

• Contribution to various environmental exhibitions and event sponsorships

• To individuals in need, the Bank pushes for the spirit and solidarity among the community, particularly during the holy month of Ramadan, and throughout the year.

• Public awareness campaigns

• ECO-Schools programme

• Recycling of papers and waste

• Earth related global event: Earth Hour, tree planting activities

• Social and Sports Fund

• Al-Arabi Sports Club and Football Team

• Darb Al Saai

Stakeholder Group(s)	Priorities and Needs	Doha Bank Response
Community	<ul style="list-style-type: none"> <li>• Creation of more jobs and reducing unemployment</li> <li>• Strong education and health system</li> <li>• Social welfare system</li> <li>• Maintaining the culture and the heritage of the Qatar</li> </ul>	<ul style="list-style-type: none"> <li>• Education Pack</li> <li>• Increased targeted donations and sponsorships</li> <li>• Participation in career fairs</li> </ul>

Contributions (QAR '000s)	2017	2018	2019	2020	2021
Event Sponsorships	2,117	6,258	1,580	2,225	4,106
Community Investment (incl. charitable donations)	957	393	837	5,209	1,243
Social & Sports Fund Contributions	27,752	20,756	18,848	17,576	17,594
Total	30,826	27,407	21,265	25,010	22,943

# Governance

Stakeholder Group	Priorities and Needs	Doha Bank Response
Regulators	<ul style="list-style-type: none"> <li>• Contributing to the stability of the financial system in Qatar</li> <li>• Adherence to laws and regulations</li> <li>• Effective corporate governance system</li> <li>• Clear and effective risk management system</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor regulatory developments</li> <li>• Comply with regulations in Qatar</li> <li>• Comply with the regulations of the Qatar Central Bank</li> <li>• Monitor regulations compliance for our international branches</li> </ul>
Shareholders	<ul style="list-style-type: none"> <li>• Increased profitability and growth</li> <li>• Reduce 'cost to income ratio' through internal efficiencies</li> <li>• Sound governance system</li> <li>• Building a good reputation for Doha Bank</li> <li>• Transparency and accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Excellent growth and profitability</li> <li>• Business Process Reengineering</li> <li>• Effective risk management system</li> <li>• Excellent corporate governance system</li> </ul>

## Governance and Compliance Requirements

As part of the compliance requirement of the Corporate Governance Code for listed companies and legal entities issued by Qatar Financial Markets Authority, and the instructions of Qatar Central Bank, Doha Bank as a Public Qatari Shareholding Company listed in Qatar Stock Exchange is required to disclose the extent to which it complies with the provisions of the Code. Doha Bank believes that applying a proper corporate governance framework is essential to assist it in achieving its goals in addition to improving its internal and external working environment, protecting stakeholders' interests, and distributing roles and responsibilities in an ideal way.

Key governance aspects such as responsibility of governance, conflict of interest, anti-money laundering, corruption, bribery approach, financial crimes, data protection, mechanism to report non-compliances, compensation practices and structures are covered in detail, in the Corporate Governance Report.

	2020	2021
FATCA/ CRS	89%	88%
AML/ CFT	90%	83%
Regulatory Compliance	89%	94%

Doha Bank's performance in this regard is published annually to shareholders as a Corporate Governance Report and is publicly available on the Bank's website together with the current Board Charter: <http://dohabank.qa/investor/corporate-governance/>

The Bank is organized and managed at Board and Executive Management levels by way of formal Board and Committee structures as illustrated below. The Chairman of the Board of Directors is not an Executive Officer of the Bank.

### Board Level Committees

- ✓ Executive Committee
- ✓ Policies, Nomination & Governance Committee
- ✓ Audit, Compliance & Risk Committee

There is clear segregation of duties between the Board and CEO. The CEO is not part of the Board, nor acts as Chairman or leads Board-level committees to ensure proper governance.

The voting results of the General Assembly Meeting (both AGM and EGM) are disclosed to the market and public (online and print) as required by the regulators. During the period ended 31st December 2021 there were no significant fines for non-compliance assessed against Doha Bank.



Indicators	2017	2018	2019	2020	2021
Independent Directors (%)	22.20%	22.20%	22.20%	33.33%	37.50%
Female Directors	-	-	-	-	-
Monetary Value of Significant Fines for Non-Compliance	-	-	-	-	-
Legal Actions Re. Corruption, Anti-Trust, Monopoly Practices	-	-	-	-	-

Whilst Doha Bank has instituted a sophisticated set of systems and controls to segregate duties, establish limits and approval processes, and monitor and audit employee and stakeholder interactions, it is fully aware that the systems are not foolproof. The Bank has therefore, developed a Whistleblowing Policy which incorporates independent reporting channels, confidentiality and sensitivity, investigation powers, escalations, reporting, re-integration of findings into the operational and control framework, and regulatory co-operation. As one of the leading financial service providers in Qatar, Doha Bank ensures that employees have an effective understanding of the Whistleblowing Policy, and regularly communicate the importance of adherence to it. Doha Bank continuously seeks to provide reassurance and protection to those employees who share their concerns on any suspicious financial transactions or unacceptable behaviour.

Suspicious or unacceptable activities for which Doha Bank encourages employees to use the whistleblowing facilities, include (but are not limited to) financial fraud, criminal activities, health and safety risks, environmental damage, breach of policies, reputational damage and breach of privacy codes. Facilities to report such activities include online forms, an e-mail address, and direct interaction with members of the Legal, Audit and Compliance Division – whichever the employee feels most comfortable with.

## Code of Ethics

We recognize that our success as a commercial bank depends on the talent, skills, and expertise of our people. We each lead through our competence and creativity; we utilize our ability to combine strength with speed in responding enthusiastically to every new opportunity and every new challenge. We treat one another with respect and take pride in the significant contributions that come from the diversity of individuals and ideas. We are committed to openness and trust in all relationships.

We are committed to the highest standards of professionalism, we pursue innovation, we deploy imagination, we are open to new ideas, and we act decisively and consistently. We are determined to deliver outstanding quality so that our relationships with our clients will be close and long lasting.

## Risk Management

Doha Bank's Risk Management Group (RMG) operates through an Enterprise-wide Risk Management Framework (ERMF) and is headed by a Chief Risk Officer (CRO). ERMF in Doha Bank sets out activities, tools, and techniques to ensure that all identified risks are understood, and appropriate measures are in place to monitor and recommend mitigations to appropriate committees or authorities. RMG consistently and continually monitors risks and processes across the organization to identify, assess, measure, manage and report on potential threats to concerned committees / authorities that could negatively impact the desired results of Bank's objectives. Risk Management policies, models, tools, and systems are regularly reviewed/ revised to improve the framework and reflect market changes. CRO reports to the CEO, with a dotted line of reporting to Board Level Audit, Compliance and Risk committee, which in turn reports to the Board of Directors of the Bank. The RMG is also independently empowered to escalate issues directly to the Board and Audit, Risk and Compliance Committee.

The Board has laid down the risk appetite thresholds for the Bank since the Board and the Executive Management are ultimately responsible for all the risks assumed by the Bank. The risk appetite framework sets out the quantitative thresholds for risk capacity and tolerance. Doha Bank has engaged qualified professionals, and has set out policies and procedures, limits, thresholds, authority levels, committees, review mechanism, controls, and accountabilities to manage risk through a common framework.

Over the last few years, new regulatory changes have been introduced to test the Bank's ability to respond to severe stress conditions as well as Bank's governance framework around capital planning, including Internal Capital Adequacy Assessment Process (ICAAP) & Stress Testing Framework as well as International Financial Reporting Standards (IFRS) - as per QCB guidelines.

The Bank prepares a comprehensive report on ICAAP with all its forms and tables according to the new guidelines based on the consolidated and audited financial statements as at 30th September of each year. Each year the Bank provides QCB with this report by 15th December. Based on this report, QCB reviews and assesses the additional capital charge approved for the following year which the bank is required to maintain along with the overall minimum limit of the Capital Adequacy Ratio (CAR) during the whole period.

Further QCB has outlined detailed instructions for Basel III Capital Adequacy calculations in accordance with the rules of Basel Committee on Banking Supervision (BCBS). The Bank has adopted Basel III framework and started reporting Capital Adequacy Ratio in accordance, on a quarterly basis to QCB.

## Business Continuity

Doha Bank has established a Business Continuity Management (BCM) Program to minimize service disruption and the potential impact on the Bank, our customers, and our staff. Doha Bank is committed to ensure that all critical business activities and services are maintained at best possible level during and after disruptive incidents. In Doha Bank, 'Availability and Continuity' principles are given the highest priority, and this is managed through Business Continuity Management policy and plans that are approved by our Board. Doha Bank maintains Business Continuity Plans, considering situations like, loss of services or infrastructure, denial of access, cyber-attack, pandemics, and regional crises. Our business continuity approach aims to ensure that our key banking operations will get maintained and continued at top degree. Also, our business continuity plans will ensure that our staff know their roles and responsibilities in the event of an unexpected incident and respond following a recognized practiced and agreed procedures.

Doha Bank's Business Continuity Readiness:

- Critical business processes and alternative sites readiness is validated through BCP mock drills.
- Business critical applications are validated as part of disaster recovery drills.
- The Bank's staff are trained on business continuity and crisis management handling.
- Critical applications source codes are protected via escrow processes outside the country.
- The Emergency Communication tool is available to manage crisis communications.
- Business continuity related risks and gaps get discussed in management meeting for mitigation and remediations.
- Business Interruption insurance is obtained to protect the Bank's loss of income against catastrophic events.

## Wealth Creation and Protection

### Whistleblowing policy

Whilst Doha Bank has instituted a sophisticated set of systems and controls to segregate duties, establish limits and approval processes, and monitor and audit employee and stakeholder interactions, it is fully aware that the systems are not foolproof. The Bank has therefore, developed a Whistleblowing Policy which incorporates independent reporting channels, confidentiality and sensitivity, investigation powers, escalations, reporting, re-integration of findings into the operational and control framework, and regulatory co-operation. As one of the leading financial service providers in Qatar, Doha Bank ensures that employees have an effective understanding of the Whistleblowing Policy, and regularly communicate the importance of adherence to it. Doha Bank continuously seeks to provide reassurance and protection to those employees who share their concerns on any suspicious financial transactions or unacceptable behaviour.

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## Remedial Account Management

Doha Bank has established a robust portfolio monitoring process by establishing a credit control unit to identify the early warning signs in customers' accounts. Based upon severity of the problem it is decided to transfer the account to Remedial Asset Management Unit to act jointly with business units in order to prevent further deterioration in Corporate or SME accounts. This includes fact finding, client's meetings and visits, negotiating rescheduling deals and settlement proposals with customers for special mentioned accounts recommended to downgrade to NPL and to ascertain the reasons for delinquency.

## Cybersecurity

- A robust Information security policy is in place that provides detailed policies/guidelines around the implementation of controls for the security of information systems.
- The Bank has acquired a comprehensive Cyber Security insurance policy.
- The Bank is committed to comply with all the regulatory requirements (local and international) pertaining to Information Security as well as the industry standards such as ISO 20000, ISO 27001, PCI DSS, etc.
- Risk assessments of all the IT systems and processes are being carried out on regular basis. Additionally, all acquisition/change in the procedures, systems, etc. are subject to review of IS department to ensure that adequate Information Security controls are embedded.
- Management and Board level committees have been established to review and monitor the Information Security posture of the Bank. All control weaknesses/non-compliances/review observations are tracked and escalated to the committees on a regular basis.
- IS team has built in-house vulnerability assessment and penetration testing (VAPT) capabilities that allow us to continuously test the Bank's environment against new threats. Additionally, external VAPT is carried out as required by Qatar Central Bank (QCB).
- As mandated by the QCB, the Bank has actively participated in Cyber Security Maturity Assessment by Third Parties program and carried out periodic penetration testing and

**92% of our customers believe 'Regulatory Compliance' is an important factor in assessing sustainability performance**

vulnerability assessment for all the Bank's critical assets. In addition, the Bank has completed a full-scale implementation of its Security Operations Centre to augment its Information Security monitoring activities. The Bank has realigned the Information Security Governance architecture across the Board for effective cyber and information risk management and initiated various security improvement program within IT infrastructure and process.

- Bank is in the process of adopting the requirements of Qatar Privacy Law, which mandates enhanced protection of personal identifiable information (PII) of all the customers and other stakeholders. Further, UAE Central Bank has issued Consumer Protection Regulations for strict compliance by all banks, and Doha Bank is committed to it.
- Bank has acquired a phishing defence tool to enhance staff knowledge and awareness regarding trending social engineering threats. The tool enables the IS team to run tailored simulations to test staff awareness levels and provide them with specific guidance.
- Regular Information Security training and awareness sessions are carried out for all Bank staff. Information Security training is part of the induction program of the Bank where all new staff members are educated about their basic responsibilities with respect to information security. Further, IS team regularly circulates security guidelines to the staff and customers of the Bank to protect against new threats.
- The Bank has put in place a Cyber Security Strategy that lays down a roadmap to implement Information Security tools to enhance control and technology infrastructure to strengthen its ability to prevent, detect and respond to the ever increasing and sophisticated threat of cyber-attacks.

## Data and Information Security

**HIGHLIGHT:** Doha Bank is the first organization in the GCC to have achieved the coveted ISO/IEC 20000 certification in 2007 and remains the only financial organization in Qatar towards best-in-class quality and compliance standards.

**97% of our customers think 'Data Privacy' is important to them and is important in assessing sustainability performance**

## Management

The Information Technology Department (ITD) has supported the Bank to deal with many challenges. Apart from handling the usual operational activities, the year 2020 posed a new challenge. The COVID-19 pandemic brought remote work into the fore and increased support to deliver changing business needs. The remote workforce created capacity and skillset challenges alongside an increasing demand on the business's core network infrastructure, a significant surge in user support requirements, and new security threats. Doha Bank's IT Department is ISO 20000 2011 certified for its continuous compliance to global standards in IT Service Management.

Doha Bank has defined its policy for IT Service Management to adopt and adapt state-of-the-art technology, integrating with people and processes to support and improve all business processes.

As part of the readiness exercise, ITD provided Virtual Private Network/Virtual Desktop Infrastructure (VPN/VDI) solution for the Work-From-Home (WFH) employees & vendor support to ensure progress without any roadblocks. The suppliers' risk assessment processes were revisited, assessed and updated.

As part of the usual support for operational activities, ITD has also delivered few key initiatives to business users and the enterprise:

- **Netreveal** System implementation - a state-of-the-art end-to-end solution that manages all aspects of anti-money laundering detection, investigation, and reporting requirements.
- Enabling **secure and contactless payment** method for customers to purchase products or services using a debit or credit card by using Radio Frequency Identification (RFID) technology
- Enabling **International Funds Transfer** and updating the Tadbeer portal for Corporate Customers.
- **Centralization of Salaries (SPU)** consolidate sundry/commission accounts in the system to standardize all outward salaries to other banks.
- **Full Automation for company salaries** (for DPAY registered customers)
- **Risk based authentication** for customers (bio-metric login based on face & voice recognition) for enhanced customer safety
- **Digital wallet** - DB EasyPay Wallet
- **eTradeonline** for corporate customers

- **RPA process automations for Back Office**
- **VCAS – Visa 3D secure**
- **Moody's Credit Lens**
- **Co-branded Credit Cards – Qatar Airways**

## Diversity and Literacy

**HIGHLIGHT:** Doha Bank Academy increased its reach and global participation for virtual live trainings by 123% since COVID-19. DB Academy also hosted a series of webinars targeting leadership, local talent and international talent and teams in partnership with elite business schools and training providers.

**93% of our employees believe 'Employee Diversity' is important**

Human capital development and employee engagement have always been one of the key priorities for Doha Bank. Constant innovation, setting high standards for HR service delivery, Introduction of quality human resources management practices to support the Business is our on-going focus and we constantly strive to have a direct impact on the Bank's Business Objectives by adopting a Business Partnering role.

**92% of our employees believe 'Job Creation & Security' is important in assessing sustainability performance**

Doha Bank is highly committed to Qatarization, which is a prominent aspect of its corporate objective. With a view of grooming future leaders amongst the Qatari nationals, the Bank introduced various initiatives, to analyse and bridge skill gaps and provide suitable training & development for high-potential Qatari employees to take up leadership roles. Under the Bank's Qatarisation Program, Doha Bank seeks to attract talented Qatari employees and is proud to have a successful scholarship programme in place which helps to attract high quality graduate entrants to the Bank on an annual intake basis.

Employment by	2017	2018	2019	2020	2021
Full-time employees	1,071	1,007	987	900	963
Part-time employees	-	-	-	-	-
Total workforce	1,071	1,007	987	900	963

Employment by Nationality	2017	2018	2019	2020	2021
Qatari	230	209	200	205	198
Expatriate	841	798	787	695	765

### People with Disabilities

- Global mapping to share subsidiaries' best practices for people with disabilities.
- Recruitment targets for people with disabilities and internship programmes to spot talented people early.
- Hiring of people with neurodiversity.
- Volunteering and mentoring for people with disabilities.
- Creation of networks for employees with disabilities.
- Awareness campaigns.

96% of our employees believe 'Employee Engagement' is crucial in assessing sustainability performance

92% of our employees believe 'Employee benefits and remuneration' is important in assessing sustainability performance

93% of our employees believe 'Learning and Development' is crucial in assessing sustainability performance

Number of...	2017	2018	2019	2020	2021
Employee participation (Hours)	6,615	3,447	3,890	9,028	8,200
Training programmes offered	715	434	372	170	188
E-learning programmes offered	250	177	180	907	705
Training courses delivered	465	257	205	181	283
In-house training courses delivered	445	234	180	160	258
External training courses delivered	20	23	25	21	25
Training hours delivered (Classroom)	1,647	677	590	287	834
Scholarships granted	22	16	10	5	1
Trainee programme trainings	48	45	-	7	38
JQC secondments	14	-	-	-	0
Internship work experience positions	29	45	46	16	25

### Women Participation

Doha Bank is working to increase the percentage of women in middle and senior management roles by using targeted training, active participation in local career fairs and promoting the recruitment of local resources.

Employment by Gender	2017	2018	2019	2020	2021
Male	765	720	705	640	662
Female	306	287	282	260	301

Female Participation in the Workforce	2017	2018	2019	2020	2021
Female employees (%)	29%	29%	29%	29%	31%
Females in middle management (%)	15%	16%	14%	17%	19%
Females in senior management (%)	4%	4%	6%	5%	7%

Employment by Gender	2017	2018	2019	2020	2021
Median Male Salary vs. Median Female Salary	1.1:1	1.04:1	1.06:1	1.01:1	1.01:1

In line with Doha Bank's commitment to high performance and green banking, HR strives continuously to implement the latest electronic solutions by providing efficient online services; thereby increasing productivity and encouraging a paperless environment. The success of Doha Bank over the years have been its employees. We believe in creating an environment where our employees would look forward to work in and leading our employees towards excellence in every aspect to make them future leaders in the banking industry.

98% of our employees believe there should be 'Equal Remuneration for Women and Men'

Staff Turnover	2017		2018		2019		2020		2021	
	No.	%	No.	%	No.	%	No.	%	No.	%
Total Turnover	79	7	108	11	71	7	117	13	52	5
Senior Management	8	15	6	19	8	13	12	21	5	8
Middle Management	16	5	37	13	12	7	18	12	15	5
Staff	55	8	65	8	51	7	87	13	32	5
Females	36	12	35	12	28	10	34	13	20	7
Males	43	6	73	10	43	6	83	13	32	5
Age 18-30	24	13	31	22	24	23	18	21	13	15
Age 31-40	33	7	38	9	25	5	33	9	24	7
Age 41-50	13	4	15	5	9	3	33	10	10	3
Age 51-60+	9	7	24	19	13	9	33	24	4	3



# Internal Stakeholder Satisfaction Survey



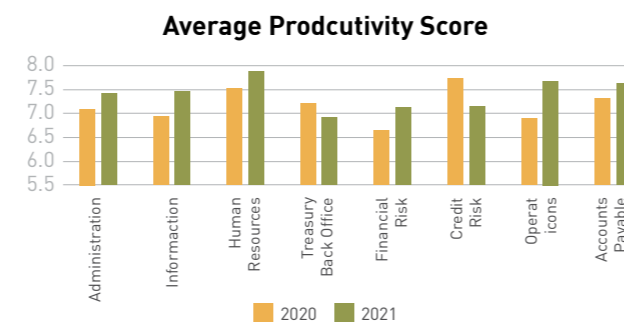
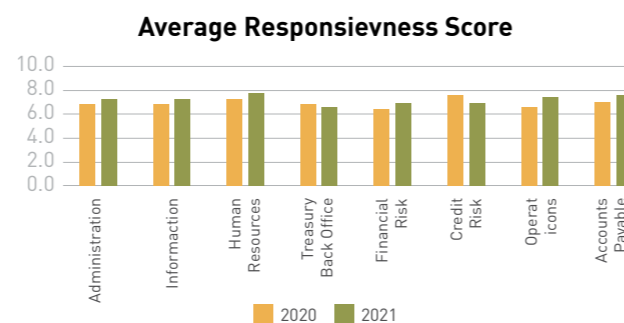
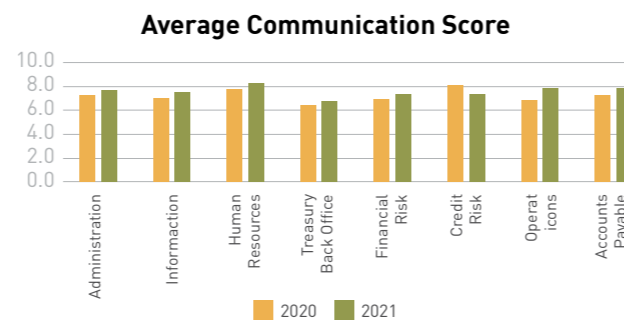
The Internal Stakeholder Satisfaction Survey is conducted to rate the Communication, Productivity, and Responsiveness of the Bank's Internal Stakeholder serving Department(s). This is for continuous improvement and betterment of the department(s) the staff work closely with daily. The survey is strictly professional, confidential and is kept anonymous to the departments. The feedback is shared with the respective departments for their betterment.

The Internal Stakeholder Satisfaction Questionnaire measures the perception of service in three important areas as noted below. A Ten-point scale is used to adjudge the satisfaction level of the departments.

**Communication:** The ability to communicate and listen effectively

**Productivity:** The ability to maintain high levels of efficiency, reliability, and quality

**Responsiveness:** The ability to respond effectively to customer needs



# Shareholder Engagement

The Bank, during 2021, at the General Assembly Meeting, ratified the individual ownership limit from 2% to 5%. This was successfully implemented and made effective in October 2021 by the Qatar Central Securities Depository.

Furthermore, the Board of Directors, in its September 2021 meeting, approved the change in foreign ownership limit to be revised from 49% to 100%. This will require shareholder approval and the Council of Ministers approval to be earned in 2022, before being implemented by the Qatar Central Securities Depository.

On 10th of March 2021, the Qatar Exchange announced their semi-annual rebalance and Doha Bank was excluded from the QE Index. The Bank immediately took action and engaged two Liquidity Providers (LPs) last year – The Group Securities and QNB Financial Services. We believed that by adding the LPs, this would create a tighter bid offer spread and thus enhance volume and turnover. This should successfully lead to higher price discovery and increase the trading volumes resulting in the Bank being reincluded in the Index in March 2022 rebalance. The Bank is committed to keeping the two LPs for the next year.

The Bank paid a dividend to its shareholders in 2021.

# Appendix

## Report Parameters

### Reporting Cycle:

This Sustainability Report issued by Doha Bank is in respect of data for the fiscal years of 2017-2021.

### Report Content:

Doha Bank's report is constructed based on the Global Reporting Initiative ("GRI") Universal Standards content index, as detailed in the Appendix.

### Reporting Boundaries:

The data provided in this report represents the Doha Bank group including its Branches and Representative Offices elsewhere in the GCC and internationally. Energy consumption and emissions figures have, on this occasion, been limited to its Doha operations. Doha Bank plans to be able to report on consumption on a more complete basis from 2022 onwards.

### Materiality:

Doha Bank believes it has considered all areas that represent its significant economic, environmental, and social impacts which may substantively influence the assessment and decisions of stakeholders. This includes GRI and associated indicators. The material aspects identified through the materiality assessment process has been extensively covered and reported where possible.

### Comparability:

For the purpose of year-on-year performance comparisons Doha Bank has sought, wherever possible, to provide data in GRI form for three years or in some cases, longer. Sustainability reporting brings about the opportunity for the Bank to develop more data for disclosure purposes and will be working towards reporting a wider range of performance indicators in the future.

### Inclusiveness:

Doha Bank's Stakeholder Map which evidences the extent to which Doha Bank has identified its channels of engagement with different stakeholders, together with the Bank's responses

to their varying needs and priorities is listed in page numbers 21-23. Stakeholder engagement will continue to be a high priority for the Bank with an openness of approach, transparency and continuous improvements being its objectives.

### Clarity and Accuracy:

Sustainability reporting has provided the Bank with a development roadmap for the collection and retrieval of data for GRI sustainability purposes. Doha Bank has therefore been limited to some extent on data disclosures but would expect to improve as it progresses hereafter. Every effort has been made to ensure the clarity and validity of the data reported. Doha Bank will introduce its first external assurance in its Sustainability Report for 2022.

## TEN PRINCIPLES OF UNITED NATIONS GLOBAL COMPACT

		Relevant Disclosure
<b>Human Rights</b>		
Principle 1:	Businesses should support and respect the protection of internationally proclaimed human rights; and	2021 Sustainability Report Annual Report Governance Report
Principle 2:	make sure that they are not complicit in human rights abuses.	
<b>Labour</b>		
Principle 3:	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	2021 Sustainability Report Annual Report Governance Report
Principle 4:	the elimination of all forms of forced and compulsory labour;	
Principle 5:	the effective abolition of child labour; and	
Principle 6:	the elimination of discrimination in respect of employment and occupation.	
<b>Environment</b>		
Principle 7:	Businesses should support a precautionary approach to environmental challenges;	2021 Sustainability Report
Principle 8:	undertake initiatives to promote greater environmental responsibility; and	
Principle 9:	encourage the development and diffusion of environmentally friendly technologies.	
<b>Anti-Corruption</b>		
Principle 10:	Businesses should work against corruption in all its forms, including extortion and bribery.	Anti-Bribery and Corruption Policy Statement 2021 Governance Report

## GLOBAL REPORTING INITIATIVES UNIVERSAL STANDARDS

GRI Standards	Disclosure Number and Title	Reference/ Comments
GRI 101: Foundation		
GRI 102: General Disclosures		
Organizational Profile	102-1 Name of the organization	Doha Bank Q.P.S.C.
	102-2 Activities, brands, products, and services	<b>Activities are split across 4 business units:</b> Wholesale Banking, Treasury & Investments, Retail Banking, and International Banking The Bank holds 100% ownership in Sharq Insurance Refer to page 10 <b>Brands/ Products/ Services:</b> Sustainability Report and Annual Report 2021
	102-3 Location of headquarters	Doha – Qatar
	102-4 Location of operations	<b>Banking Operations:</b> Middle East - Qatar, Kuwait, UAE Asia - India <b>Representative Offices:</b> Globally - China (Shanghai & Hong Kong), Canada, Turkey, Singapore, Germany, Japan, The United Kingdom, South Korea, South Africa, Bangladesh, Australia, Sri Lanka, and Nepal.
	102-5 Ownership and legal form	Qatar Public Shareholding Company Refer to: Corporate Governance Report 2021  Governance - Section: Ownership of shares page 33
	102-6 Markets served	Same as those listed in 102-4
	102-7 Scale of organization	963 employees 30 branches in total / plus 3 E-Branched and 2 Pay Offices in Qatar. 94 ATMs in total / plus 1 Mobile ATM and 1 Mobile ITM in Qatar. QAR 704 million net profit
	102-8 Information on employees and other workers	Refer to section – Social page 29
	102-9 Supply Chain	Refer to section – Sustainable Operations page 22
	102-10 Significant changes to the organization and its supply chain	COVID-19 pandemic
	102-11 Precautionary Principle or approach	Revising the Sustainable framework for the broader Group and Sustainable Committee terms of reference

	102-12 External initiatives	Sustainability Report 2021	
	102-13 Membership of associations	United Nations Global Comact (UNGC) Global Reporting Initiatives Community Member	
Strategy	102-14 Statement from senior decision maker	Refer to Introduction – Acting CEO Message page 9	
	102-15 Key impacts, risks, and opportunities	Sustainability Report 2021	
Ethics & Integrity	102-16 Values, principles, standards, and norms of behaviour	Refer to section – Vision, Mission, Values and Guiding Principles page 11	
	102-17 Mechanisms for advice and concerns about ethics	Sustainability Report 2021	
Governance	102-18 Governance structure	Refer to section – Governance page 33 and Governance Report	
	102-19 Delegating of authority		
	102-20 Executive-level responsibility for economic, environmental, and social topics		
	102-21 Consulting stakeholders on economic, environmental, and social topics		
	102-22 Composition of the highest governance body and its committees		
	102-23 Chair of the highest governance body		
	102-24 Nominating and selecting the highest governance body		
	102-25 Conflicts of interest		
	102-26 Role of highest governance body in setting purpose, values, and strategy		
	102-27 Collective knowledge of highest governance body		
	102-28 Evaluating the highest governance body's performance		
	102-29 Identifying and managing economic, environmental, and social impacts		Refer to section – Materiality Assessment page 18
	102-30 Effectiveness of risk management processes		2021 Governance/Annual/Sustainability processes
	102-31 Review of economic, environmental, and social topics		Refer to section – Materiality Assessment page 18
102-32 Highest governance body's role in sustainability reporting	With revision/update of the Sustainable Framework and Committee – to be disclosed in 2022 report		
102-33 Communicating critical concerns	With revision/update of the Sustainable Framework and Committee – to be disclosed in 2022 report		
102-34 Nature and total number of critical concerns			



Governance	102-35 Remuneration Policies	Refer to: Corporate Governance Report
	102-36 Process for determining remuneration	Board Members Remuneration Policy & Performance-Based Remuneration Policy
	102-37 Stakeholder's involvement in remuneration	
	102-38 Annual total compensation ratio	
	102-39 Percentage increase in annual total compensation ratio	
Stakeholder Engagement	102-40 List of stakeholder groups	Customers Employees Shareholders and Investors Suppliers Government and Regulators Local Community
	102-41 Collective bargaining agreements	Not applicable
	102-42 Identifying and selecting stakeholders	Refer to section – Materiality Assessment page 18
	102-43 Approach to stakeholder engagement	Our approach involves continuous engagement through multiple communication channels including interviews, surveys, and workshops with stakeholder groups to identify what is important to them.
	102-44 Key topics and concerns raised	Refer to section – Materiality Assessment page 18
Reporting Practice	102-45 Entities included in the consolidated financial statements	Refer to consolidated financial statement for 31/12/2021 approved by the Qatar Central Bank <a href="https://qadb.azureedge.net/wp-content/uploads/sites/12/Doha-Bank-Financials-31-Dec-2021-En-V2.pdf">https://qadb.azureedge.net/wp-content/uploads/sites/12/Doha-Bank-Financials-31-Dec-2021-En-V2.pdf</a> No other entity is included.
	102-46 Defining report content and topic boundaries	Notes shared where restated information was provided
	102-47 List of material topics	
	102-49 Changes in reporting	None
	102-50 Reporting period	January 1- December 31, 2021
	102-51 Date of most recent report	Sustainability Report 2020 <a href="https://qa.dohabank.com/investor/sustainability/">https://qa.dohabank.com/investor/sustainability/</a>
	102-52 Reporting cycle	Annually
	102-53 Contact point for questions regarding the report	<a href="mailto:ir@dohabank.com.qa">ir@dohabank.com.qa</a>
	102-54 Claims of reporting in accordance with the GRI standards	Refer to section – Introduction/About the report page 8
	102-55 GRI content index	Refer to section – Appendix: Global Reporting Initiatives Universal Standards
102-56 External assurance	Independent Limited Assurance Report to be issued in the Sustainability Report 2022	

<b>GRI 103: Management Approach</b>		
	103-1 Explanation of the material topic and its boundary	Refer to section Materiality Assessment page 18
	103-2 The management approach and its component	
	103-3 Evaluation of the management approach	
<b>GRI 201: Economic Performance</b>		
	201-1 Direct economic value generated and distributed	2021 Annual Report
	201-2 Financial implications and other risks and opportunities due to climate change	Refer to section – Highlights and Overview page 12
	201-3 Defined benefit plan obligations and other retirement plans	2021 Governance Report Pension plan for Qatari Nationals and GCC Nationals as per the labour laws of respective countries Pension plan for all other expatriates is in place.
	201-4 Financial assistance received from government	The Bank does not and has not received financial assistance from the government. During the financial crisis, the government, towards ensuring of financial stability in the Qatari banks, took an equity stake in the Bank. That stake till date remains.
<b>GRI 202: Market Presence</b>		
	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Not disclosed
	202-2 Proportion of senior management hired from the local community	Refer to section – Diversity and Literacy page 37-39
<b>GRI 203: Indirect Economic Impacts</b>		
	203-1 Infrastructure investments and services supported	Refer to sections – Sustainable Commitments page 16 and Environmental Impacts pages 26–28
	203-2 Significant indirect economic impacts	
<b>GRI 204: Procurement Practices</b>		
	204-1 Proportion of spending on local suppliers	Refer to section – Sustainable Operations page 23

GRI 205: Anti-corruption		
	205-1 Operations assessed for risks related to corruption	Governance  Anti-Bribery and Corruption Policy Statement
	205-2 Communication and training about anti-corruption policies	
	205-3 Confirmed incidents of corruption and actions taken	
GRI 206: Anti-competitive behaviour		
	206-1 Legal actions taken for anti-competitive behaviour, anti-trust, and monopoly practices	N/a
GRI 207: Tax		
	207-1 Approach to tax	The group and the branches wherever corporate tax is applicable submit the annual tax returns duly audited by external tax auditor to the local tax authority. Besides, the Bank reports and complies with VAT, TDS, transfer pricing reporting and any other requirement as per the local jurisdiction requirement where the Bank operates.
	207-2 Tax governance, control, and risk management	The Bank's finance department deals with tax related matters and whenever expert opinion or consultation is required for tax related matters, it uses the service of tax consultant which is normally appointed by the Bank's management on an annual contract basis.
	207-3 Stakeholder engagement and management of concerns related to tax	The business units, supporting and operations departments liaise with finance department for any concerns related to tax. Finance department in turn seeks opinion or consultation from its tax consultant to resolve the matter wherever necessary.
	207-4 Country-by-country reporting	The Bank declares and reports CBCR annually.
GRI 301: Materials		
	301-1 Materials used by weight or volume	N/a
	301-2 Recycled input materials used	
	301-3 Reclaimed products and their packaging materials	

GRI 302: Energy		
	302-1 Energy consumption within the organization	Refer to Section – Environmental page 26
	302-2 Energy consumption outside the organization	
	302-3 Energy intensity	
	302-4 Reduction of energy consumption	
	302-5 Reductions in energy requirements of products and services	
GRI 303: Water and Effluents		
	303-1 Interactions with water as a shared resource	
	303-2 Management of water discharge-related impacts	
	303-3 Water withdrawal	
	303-4 Water discharge	
	303-5 Water consumption	
GRI 304: Biodiversity		
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	The Bank is committed to improving the welfare of the country and does not violate or occupy any of the following premises/ areas.  Sustainability Report 2021
	304-2 Significant impacts of activities, products, and services on biodiversity	
	304-3 Habitats protected or restored	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	
GRI 305: Emissions		
	305-1 Direct (Scope 1) GHG emissions	Refer to section – Environmental Impacts page 26-28
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Other indirect (Scope 3) GHG emissions	
	305-4 GHG emissions intensity	
	305-5 Reduction of GHG emissions	
	305-6 Emissions of ozone-depleting substances (ODS)	
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	

<b>GRI 306: Waste</b>		
	306-1 Waste generation and significant waste-related impacts	
	306-2 Management of significant waste related impacts	
	306-3 Waste generated	
	306-4 Waste diverted from disposal	
	306-5 Waste directed to disposal	
<b>GRI 307: Environmental Compliance</b>		
	307-1 Non-compliance with environmental laws and regulations	The Bank is committed to Qatar 2030 Vision and is in full compliance of the same.
<b>GRI 308: Supplier Environmental Assessment</b>		
	308-1 New suppliers that were screened using environmental criteria	Refer to section Sustainable Operations page 22
	308-2 Negative environmental impacts in the supply chain	
<b>GRI 401: Employment</b>		
	401-1 New employee hires and employee turnover	Refer to section – Diversity and Literacy page 36-38
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	The Bank does not employ part time or temporary staff
	401-3 Parental leave	For maternity 50 days + ½ days for 6 months
<b>GRI 402: Labor/Management Relations</b>		
	402-1 Minimum notice periods regarding operation changes	If the service of the staff is less than 2 years, the Notice Period to be served will be 1 (one) month. If the service of the staff is above 2 years, the Notice Period to be served will be 2 (two) months.
<b>GRI 403: Occupational Health and Safety</b>		
Management Approach Disclosures	403-1 Occupational health and safety management system	Refer to section – Sustainable Standard of Living page 30
	403-2 Hazard identification, risk assessment, and incident investigation	Refer to section – Business Continuity page 30
	403-3 Occupational health services	Refer to section – Sustainable Standard of Living page 30
	403-4 Worker participation, consultation, and communication on occupational health and safety	
	403-5 Worker training on occupational health and safety	
	403-6 Promotion of worker health	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	

Topic-specific Disclosures	403-8 Workers covered by an occupational health and safety management system	
	403-9 Work related injuries	
	403-10 Work-related ill health	
<b>GRI 404: Training and Education</b>		
	404-1 Average hours of training per year per employee	Refer to section – Diversity and Literacy page 36-38
	404-2 Programs for upgrading employee skills and transition assistance programs	
	404-3 Percentage of employees receiving regular performance and career development reviews	
<b>GRI 405: Diversity and Equal Opportunity</b>		
	405-1 Diversity of governance bodies and employees	Refer to section – Diversity and Literacy page 36-38
	405-2 Ratio of basic salary and remuneration of women to men	
<b>GRI 406: Non-discrimination</b>		
	406-1 Incidents of discrimination and corrective actions taken	None
<b>GRI 404: Training and Education</b>		
	404-1 Average hours of training per year per employee	Refer to section – Diversity and Literacy page 36-38
	404-2 Programs for upgrading employee skills and transition assistance programs	
	404-3 Percentage of employees receiving regular performance and career development reviews	
<b>GRI 407: Freedom of Association and Collective Bargaining</b>		
	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Not available
<b>GRI 408: Child Labor</b>		
	408-1 Operations and suppliers at significant risk for incidents of child labor	Refer to section – Sustainable Standard of Living page 30
<b>GRI 409: Forced or Compulsory Labor</b>		
	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	
<b>GRI 410: Security Practices</b>		
	410-1 Security personnel trained in human rights policies or procedures	



GRI 411: Rights of Indigenous Peoples		
	411-1 Incidents of violations involving rights of indigenous peoples	None
GRI 412: Human Rights Assessment		
	412-1 Operations that may have been subject to human rights reviews or impact assessments	
	412-2 Employee training on human rights policies or procedures	
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	
GRI 413: Local Communities		
	413-1 Operations with local community engagement, impact assessments, and development programs	Refer to section – Community Investments and Initiatives page 30
	413-2 Operations with significant actual and potential negative impacts on local communities	
GRI 414: Supplier Social Assessment		
	414-1 New suppliers that were screened using social criteria	Refer to section – Sustainable Operations page 22
	414-2 Negative social impacts in the supply chain and actions taken	
GRI 415: Public Policy		
	415-1 Political contributions	None
GRI 416: Customer Health and Safety		
	416-1 Assessment of the health and safety impacts of product and service categories	
	416-2 Incidents of non-compliance concerning the health and safety impacts	
GRI 417: Marketing and Labelling		
	417-1 Requirements for product and service information and labelling	
	417-2 Incidents of non-compliance concerning product and service information and labelling	
	417-3 Incidents of non-compliance concerning marketing communications	
GRI 418: Customer Privacy		
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Refer to Section – Governance page 33
GRI 419: Socio-economic Compliance		
	419-1 Non-compliance with laws and regulations in the social and economic area	N/a

## QATAR STOCK EXCHANGE ESG DISCLOSURES

ESG Categories	ESG Key Performance Indicators	Measurement annual, unless indicated otherwise	Page Reference / Comments
Environmental	Environmental Policy	Any legal or regulatory responsibility for an environmental impact? Yes/No If Yes, explain	No
	Environmental Impacts	Any legal or regulatory responsibility for an environmental impact? Yes/No If yes, explain	No
	Energy Consumption	Total amount of energy usage in MWh or GJ	17,096 MWh
	Energy Intensity	Amount of energy used per M3 of space, and per FTE	0.86 MWh/M3 - 17.75 MWh/FTE
	Carbon/GHG Emissions	Total amount of Carbon and Greenhouse Gas Emissions in metric tons	5,871.15
	Primary Energy Source	Specify the primary source of energy used by the company	Electricity
	Renewable Energy Intensity	Specify the percentage of energy used that is generated from renewable sources	0
	Water Management	Total amount of water consumption, and details in respect of recycling if any, in M3	38,506
	Waste Management	Total amount of waste generated, recycled or reclaimed, by type and weight in metric tons	323, 0, 0
	Social	Full Time Employees	Number of full-time employees
Employee Benefits		Total amount of employee wages and benefits in QAR	466.91 million
Employee Turnover Rate		Percentage of employee turnover	5%
Employee Training Hours		Total number of hours of training for employees divided by the number of employees	8.50
Health		Does the company publish and follow a policy for occupational and global health issues? Yes/No	Yes, internal
Injury Rate		Total number of injuries and fatal accidents relative to the number of FTEs	0
Human Rights Policy		Disclosure and adherence to a Human Rights Policy	No

Social	Human Rights Violations	Number of grievances about human rights issues filed, addressed and resolved	0
	Child & Forced Labor	Does the company prohibit the use of child or forced labor throughout the supply chain? Yes/No	Yes
	Women in the Workforce	Percentage of women in the workforce	31%
	Qatarisation	Percentage of Qatari nationals in the workforce	21%
	Community Work	Number of hours spent, and/or other community investments made as a percentage of pretax profit	3.3%
	Local Procurement	Percentage of total procurement from local suppliers	79%
Governance	Board – Diversity	Percentage of Board seats taken by women	0
	Board – Independence	Percentage of Board seats taken by independent directors	37.50%
	Board – Separation of Powers	Specify whether the CEO is allowed to sit on the Board, act as the Chairman, or lead committees	Not Permitted
	Voting Results	Disclosure of the voting results of the latest AGM	FY2021 AGM/EGM Held March 23, 2022
			The AGM has unanimously endorsed (1) BoD Corporate Governance Report (2) Balance Sheet, profit and loss and approved dividend (3) waiving of any liability to the BoD (4) appointing PWC as auditors and fees The EGM has unanimously agreed to approve (1) amendments to Articles of Association and (2) authorized Chairman and/ or Vice-Chairman and/ or Managing Director obtain all approvals from authorities and to make any modification to the Articles of Association as required from any authority

Governance	CEO Pay Ratio	Ratio of CEO salary and bonus against the median FTE salary and bonus	45:1
	Gender Pay Ratio	Ratio of median male salary to median female salary	1.01:1
	Incentivized Pay	Specify the links between (executive) remuneration and performance targets	Governance Corporate Governance Report Board Members Remuneration Policy & Performance-Based Remuneration Policy
	Ethics Code of Conduct	Does the company publish and follow an Ethics Code of Conduct? Yes/No	Yes, internal
	Supplier Code of Conduct	Does the company publish and follow a Supplier Code of Conduct? Yes/No	Yes, internal
	Bribery/Anti-Corruption Code	Does the company publish and follow a Bribery/Anti-Corruption Code? Yes/No	Yes Anti-Bribery and Corruption Policy Statement
ESG Reporting Generally	Sustainable Reporting Frameworks	Does the company publish a GRI, CDP, SASB, IIRC or UNGC Report? Yes/No	Yes, GRI and UNGC
	External Assurance	Are the company's ESG disclosures assured by an independent third party? Yes/No	No



 بنك الدوحة  
DOHA BANK