

مجلس الاستدامة  
مصرف أبو ظبي الإسلامي  
ABU DHABI ISLAMIC BANK  
ESTIDAMA COUNCIL

# ADIB ESG REPORT 2021



“Whether it’s by developing new sustainability-linked financing solutions, offering the support our customers need or financially empowering our younger generation, we will constantly innovate and expand our capabilities to accelerate our ESG agenda.”

**Nasser Al Awadhi,**  
Group Chief Executive Officer



# CONTENTS

## ADIB'S STATEMENT

### ABOUT THIS REPORT

<b>1. BANK OVERVIEW</b>	<b>09</b>
1.1. About ADIB	09
1.2. ADIB Business Model	12
1.3. Group Strategy	16
<b>2. OUR COMMITMENT TO SUSTAINABILITY</b>	<b>20</b>
2.1. 2021 Sustainability Highlights	20
2.2. Our Approach to Sustainability	22
2.3. Alignment with Global & Local Standards	23
2.4. Materiality & Stakeholder Engagement	25
2.5. Our Focus in 2022	28
<b>3. GOVERNANCE &amp; INTEGRITY</b>	<b>29</b>
3.1. ADIB Governance Model	29
3.2. Governing Sustainability at ADIB	31
3.3. Business Ethics	34
3.4. Risk Management	36
3.5. Business Continuity	38
3.6. Cyber Security	40
<b>4. OUR COMMITMENT TO SOCIETY</b>	<b>42</b>
4.1. Employee Empowerment	42
4.2. Learning & Development	45
4.3. Emiratisation Strategy	49
4.4. Employee Well-being	54
4.5. Rewards, Recognition & Benefits	58
4.6. Health & Safety	61
<b>5. CUSTOMER FOCUS</b>	<b>62</b>
5.1. Digital and Innovation for Better Customer Service	62
5.2. Empowering Our Customers	67
5.3. Engaging with Our Customers	72
5.4. Financial Literacy	75
<b>6. RESPONSIBLE PROCUREMENT</b>	<b>76</b>
6.1. Supplier Engagement	76
6.2. Supplier Assessment	77
<b>7. COMMUNITY EMPOWERMENT</b>	<b>78</b>
<b>8. OUR COMMITMENT TO THE ENVIRONMENT</b>	<b>84</b>
8.1. Direct Environmental Impact of Operations	85
8.2. Green Financing and Investing	87
8.3. Environmental Achievements	90
<b>GRI STANDARDS CONTENT INDEX</b>	<b>93</b>
<b>ABU DHABI SECURITIES EXCHANGE ESG DISCLOSURE</b>	<b>99</b>

A MESSAGE FROM  
**GROUP CEO**



## Dear Stakeholders,

(102-14)

We are proud to present our first ESG report for the year 2021, highlighting our progress in cultivating good environmental, social and governance practices. This report reaffirms our commitment to sustainability and monitors our practice, which despite the challenges imposed by the COVID-19 pandemic, remains a priority.

As a leading Islamic bank, our commitment to a sustainable future is now embedded in our 5-year strategy and plan. Whether it's by developing new sustainability-linked financing solutions, offering the support our customers need or financially empowering our younger generation, we will constantly innovate and expand our capabilities to accelerate our ESG agenda.

Two years into the pandemic, the impact of this global crisis is a reminder that ADIB's purpose of being lifelong partners for colleagues, customers and communities is taken very seriously at ADIB and is brought to life through our day-to-day work in all parts of our business.

ADIB was able to use its resources, talents, experiences and capabilities to face the challenges imposed by the pandemic with a solution-oriented approach, relying on our strong foundations, Shari'a values and guided by our experienced leaders.

In 2021, the physical and financial safety and wellbeing of our customers and employees was of utmost importance to us. We have mobilised our resources to meet all customers' needs and initiated a wide range of financial relief programs that helped our customers navigate the pandemic. As an example, we have supported all COVID-19-related relief and economic recovery effort. We equip our customers and youth with the skills they need to better manage their finances through our financial education program.

In 2021, we addressed some of society's greatest challenges by providing financial support to our charitable partners, which enabled them to focus on serving people rather than raising funds. We made a positive impact on our communities through employee volunteerism programmes.

To ensure financial inclusion, we launched the first digital Islamic bank for youth, "Amwali", to provide greater access to banking for youth and to empower them to make better financial decisions.

Underpinning all of this work is a commitment to a culture that embraces the diversity of our people. Our people are ADIB's greatest asset, and we are absolutely committed to being a firm that welcomes everyone and allows all voices to be heard. At ADIB, we hold everyone to the highest standards of ethics and professional behaviour. We have implemented a new risk conduct framework that contains clear and consistent consequences for misconduct or risk management concerns.

Our environmental, social and governance (ESG) agenda is not a separate layer in the Bank; it is embedded in what we do and we have concrete examples of the empathy I see in our firm every day as we work to serve our clients, customers and communities.

Going forward and as part of our five-year commitment, we will be committing to finance, invest, and facilitate businesses and activities focused on environmental and socially responsible solutions. We will be driving innovation in banking and expanding access to financial services for the disadvantaged people.

Although ESG and sustainability has long been a key element of ADIB's success, our new strategy is designed to accelerate our growth in areas that are most related to sustainability in line with current market conditions and stakeholder expectations. We will have clear and defined targets that are aligned with the long-term economic interests of our stakeholders and the communities we operate in.

Best regards,

**NASSER AL AWADHI**

Group Chief Executive Officer



# ABOUT THIS REPORT

(102-45), (102-46), (102-48), (102-49), (102-50),  
(102-51), (102-52), (102-53), (102-54), (102-56)

ADIB is committed to showcasing our sustainability disclosures to provide insights into our business and Environmental, Social and Governance (ESG) through our first ESG Report and fifth sustainability report. This report has been prepared in accordance with the GRI Standards: Core option. We have also referred to the ESG Disclosure Guidance set by the Abu Dhabi Securities Exchange (ADX) for listed companies. We also highlight our alignment with the with UAE's 2021 Vision and the UN Sustainable Development Goals.



## SCOPE

This report presents the material issues and impact of our activities during the year 2021 in the United Arab Emirates only. For the Financial Performance and Economic Impact figures, the reporting scope includes the entirety of ADIB Group. All monetary values in this report are expressed in Arab Emirates Dirhams (AED), unless otherwise stated.



## ASSURANCE

We have followed an internal assurance process for our non-financial data. Our internal stakeholders were involved to revise and approve the content relating to their department. Our financial statements have been independently audited by Deloitte.



## CONTACT POINT

Should you like to receive more information on our sustainability practices, or if you would like to provide feedback, please contact:

ADIB Investor relations team  
[Investorrelations@adib.com](mailto:Investorrelations@adib.com)

You can access our previous reports on our Sustainability page at [www.ADIB.ae](http://www.ADIB.ae)



# BANK OVERVIEW

(102-1), (102-2), (102-3), (102-4), (102-6), (102-7), (102-16)

## 1.1 ABOUT ADIB

Abu Dhabi Islamic Bank (ADIB) is a leading bank in the UAE. Headquartered and listed in Abu Dhabi, ADIB was incorporated in 1997 to serve as the first Islamic bank in the Emirate of Abu Dhabi. The bank currently serves more than 1 million customers through a comprehensive range of products and services that combine a highly personalised customer experience with world-class digital banking services. ADIB is committed to being a responsible corporate citizen and to managing its business in a way that creates value for customers, shareholders, employees and the communities in which it operates.

Since its foundation, ADIB's market position has been the go-to bank for UAE nationals. ADIB's national presence, innovation, relevance, and Shari'a compliant business model means that ADIB provides the right banking solutions for its customers, with a deep understanding of their needs and ambitions, their lives and plans.



### OUR PURPOSE

Lifelong partner for customers, colleagues and community



### OUR VISION

The world's most innovative Islamic bank



### OUR MISSION

Our Mission is to offer simple banking empowered by people-centric innovation on a daily basis



### OUR VALUES

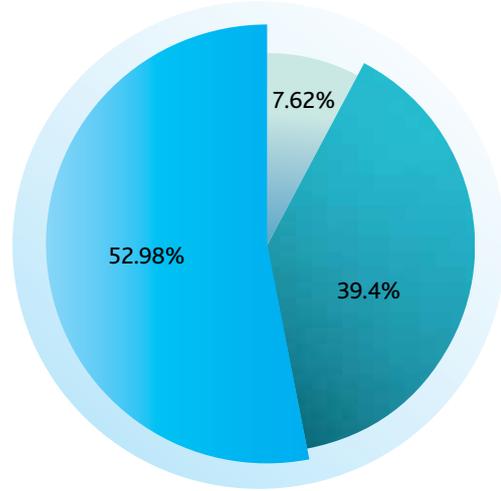
- We are simple and sensible
  - We are transparent
- We work for mutual benefit
  - We nurture hospitality & tolerance
- We are Shari'a inspired

## ADIB OWNERSHIP STRUCTURE

As of 30 December 2021:

(102-5)

-  Emirates International Investment Company LLC  
1,431,110,701
-  Abu Dhabi Investment Council  
276,594,630
-  Other Investors  
1,924,294,669



## ADIB SUBSIDIARIES AND JOINT VENTURES



ADIB (Egypt) SAE



Saudi Finance Company ADIB Saudi Arabia



United Kingdom  
ADIB UK



Abu Dhabi Islamic Merchant Acquiring Company LLC



Abu Dhabi National Takaful Company PJSC



ADIB Securities



MPM Properties



Bosna Bank International D.D.



Burooj Properties

## MEMBERSHIPS & ASSOCIATIONS

(102-12), (102-13)



### 1.2 ADIB BUSINESS MODEL

ADIB is one of the largest Islamic bank in the world with total assets of AED 139 billion. ADIB is a Universal Bank that offers banking solutions for individuals, corporates, government institutions and affluent customers. In addition, the wider ADIB Group provides brokerage, real estate and property management, payment solutions and insurance services. ADIB has a significant distribution network in the UAE of more than 60 branches and 500 ATMs. Internationally, the bank has a presence in six strategic markets - Egypt, where it has 70 branches, the Kingdom of Saudi Arabia, the United Kingdom, Qatar, Sudan and Iraq.

## Our Capabilities and Offerings



### Retail Banking

ADIB offers the full suite of retail banking products, from current accounts to cards and home finance, from auto finance to savings and investments. Retail banking group is the engine that drives ADIB. Our retail business reflects the strength and trustworthiness of the ADIB brand and its market positioning. ADIB has one of the most digitally advanced retail offerings in the market: 70% of our customers were digitally active in 2021, and 99% of all money transfers were made digitally.



### Wholesale Banking

Our Financial Institutions and Trade Finance divisions operate a network of correspondent banking relationships around the world.

Project Finance supports the financing of long-term infrastructure of the region, with a focus on water and renewable energy.

ADIB's payments and cash management solutions are delivered through ADIB Direct, a digital-first, state of the art service that covers all working capital needs locally, regionally and globally.



### Treasury

ADIB's Treasury business offers risk management solutions to corporate treasurers and government entities. With expertise in FX, rates, hedging, money markets, equity and debt execution, Treasury also manages ADIB's balance sheet and asset/liability mix. ADIB's Treasury business is also a major and active investor in the global sukuk market, offering investment opportunities to customers and using debt assets to manage the bank's balance sheet.



### International: ADIB's Global Footprint

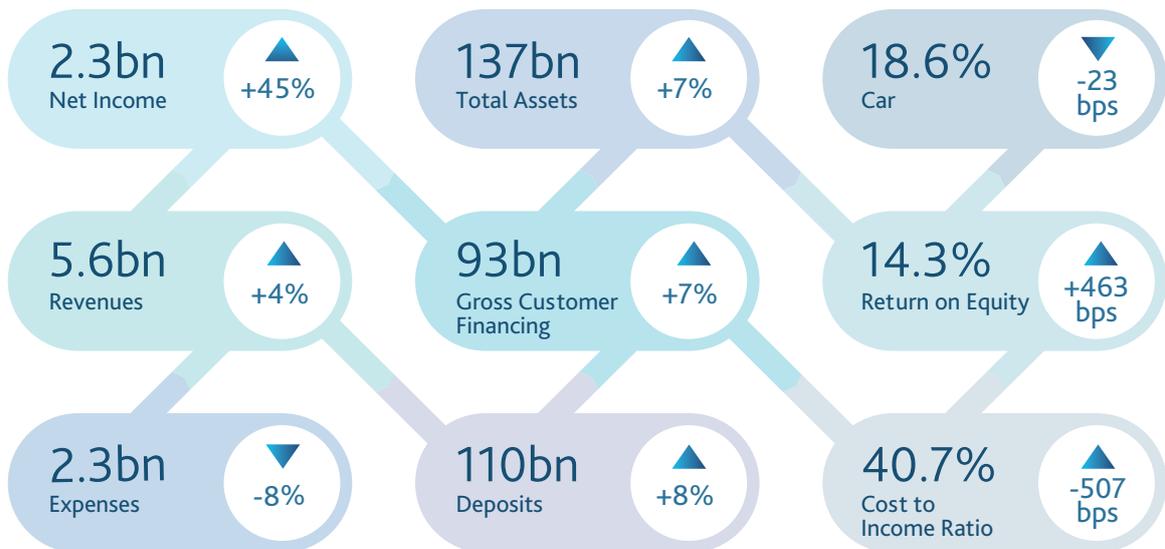
ADIB has businesses in the following countries: UK, Egypt, Iraq, Sudan, Qatar and Bosnia. Our business in each country is tailored to deliver optimum returns for the group by providing the most appropriate local products and services, while mitigating risk and ensuring synergies.



## FINANCIAL HIGHLIGHTS

(103-1), (103-2), (103-3), (201-1)

Strong set of results for FY 2021 driven by positive momentum across our businesses





## Credit Rating

We have maintained stable scores in our credit rating by Moody’s Investors Service and Fitch rating, establishing ADIB as a sustainable and reliable bank.

CREDIT RATINGS	Long Term	Short Term	Outlook
Moody’s Investors Service	A2	P1	Stable
Fitch Ratings	A+	F1	Stable

Additionally to Moody’s and Fitch Ratings, ADIB has received an ESG rating of “A” from MSCI ESG Ratings demonstrating ADIB’s consideration of ESG key issues and resilience to long-term risks.

## 1.3 GROUP STRATEGY

In October 2021, the Board of Directors formally approved a new strategy for the bank which will drive our business to 2025. The strategy has four pillars:



These four pillars will guide and direct all the bank's activities and efforts for the next four years. When combined, these pillars will deliver a bank that is differentiated, profitable, sustainable and efficient. These qualities will lead to growing customer satisfaction, will prove to be a magnet for talent, and will deliver long-term, high-quality shareholder returns. At the same time, the strategy will ensure the bank's contribution to a future that is sustainable for the environment, for society and for the business. The results of this new strategic focus began to be seen and to make a material impact on 2021's full year performance.



Aspirations	Continuous Innovation in Shari'a-compliant banking products
Achievements	<ul style="list-style-type: none"> <li>• Launch of <b>Turbo</b>, the first integrated, digital ecosystem introduced by the Bank. A one-stop solution bringing together several auto industry partners on one digital platform</li> <li>• ADIB was the first bank in the UAE to perform instant and highly secure <b>face recognition</b> verification for account opening using the Ministry of Interior's Facial Recognition verification system</li> <li>• Launch of <b>remote sales platform</b> allowing customers to interact with ADIB and apply for personal finance, covered cards, takaful, and other banking products without having to leave their homes</li> <li>• ADIB raised over AED 587 million (\$160 million) through its new flagship fund, the <b>ADIB Global Sukuk Fund</b> which was launched in October 2021. The Fund offers investors an opportunity to invest in a diversified portfolio of regional and international Sukuk instruments</li> <li>• Launch of <b>Amwali</b> as the world's first Islamic digital proposition targeting youth between the ages of 8 to 18. Amwali is a ground-breaking proposition that brings together an entire suite of banking products and innovative technology to enable young customers to enjoy a whole new way of banking that is paperless, signatureless and branchless</li> <li>• Partnering with <b>Fintechs</b> to drive further innovation and technology advances</li> </ul>



Aspirations	Build on strength in Emirati retail segment and expand underweight business segments
Achievements	<ul style="list-style-type: none"> <li>• ADIB continues to build on its existing strength in the Emirati retail segment adding <b>35000 new UAE national</b> retail customers in 2021</li> <li>• A deliberate focus on government-related entities (GREs), resulted in <b>10% growth in assets in wholesale banking</b></li> <li>• We have been investing heavily in building the capability to <b>target large- and mid-sized corporate</b> clients in the UAE. This segment will be the focus of our growth efforts in 2022</li> <li>• <b>Trade finance</b>: we have identified a market opportunity in trade finance and have moved rapidly to build our capability in this field, resulting in a doubling of trade-related income year on year</li> </ul>



<b>Aspirations</b>	<b>Become a digital first financial institution</b>
<b>Achievements</b>	<ul style="list-style-type: none"> <li>• In 2021, ADIB saw a <b>11%</b> rise in digitally active customers</li> <li>• <b>75%</b> of customers are digitally active</li> <li>• <b>40%</b> of new customers open their accounts digitally through the facial recognition feature</li> <li>• <b>30%</b> of customers obtain instant and digital personal finance through the bank's application</li> <li>• Heavy investment in digitising our processes has resulted in material cost savings as <b>95%</b> of the bank's processes are now digitised</li> <li>• <b>Robotic processes</b> adopted for payment systems resulted in a reduction in waiting time for customers, no matter what time they transact</li> <li>• Upgrade of safeguards against financial crime, including <b>adoption of AI solutions</b> for Anti Money Laundering, Customer Due Diligence and Know Your Customer controls</li> </ul>



<b>Aspirations</b>	<b>Embed sustainability and ESG frameworks into our existing Islamic banking DNA</b>
<b>Achievements</b>	<ul style="list-style-type: none"> <li>• ADIB is rated <b>A</b> by MSCI ESG index</li> <li>• ADIB participated in <b>11 green financing</b> transactions</li> <li>• ADIB received <b>4 LEED certificates</b> for green buildings in 2021</li> <li>• The widespread move to digital operations and process automation results in <b>lower emissions</b> and drives energy efficiency</li> <li>• Al ghaf project to deliver paperless branches and offices resulted in saving <b>two million sheets of paper</b> in 2021</li> <li>• <b>92%</b> of staff underwent training in 2021</li> <li>• Providing subsidized childcare to enable parents to come to work and care for their families. The "<b>Kids Fantasy</b>" nursery has proved very popular with our colleagues and will be expanded in 2022</li> </ul>

# AWARDS AND RECOGNITION

## Islamic leadership



## Digital and innovation



## Product leadership



## Sustainability award



## Customer service and excellence



## Subsidiaries





## OUR COMMITMENT TO **SUSTAINABILITY**

(102-15)

### **2.1 2021 SUSTAINABILITY HIGHLIGHTS**

2021 was an eventful year for ADIB. We have achieved many milestones and strengthened our business model in different areas while putting a greater focus on sustainability by integrating it as a pillar in our 2025 strategy. Below are some of the key highlights related to our sustainability activities:

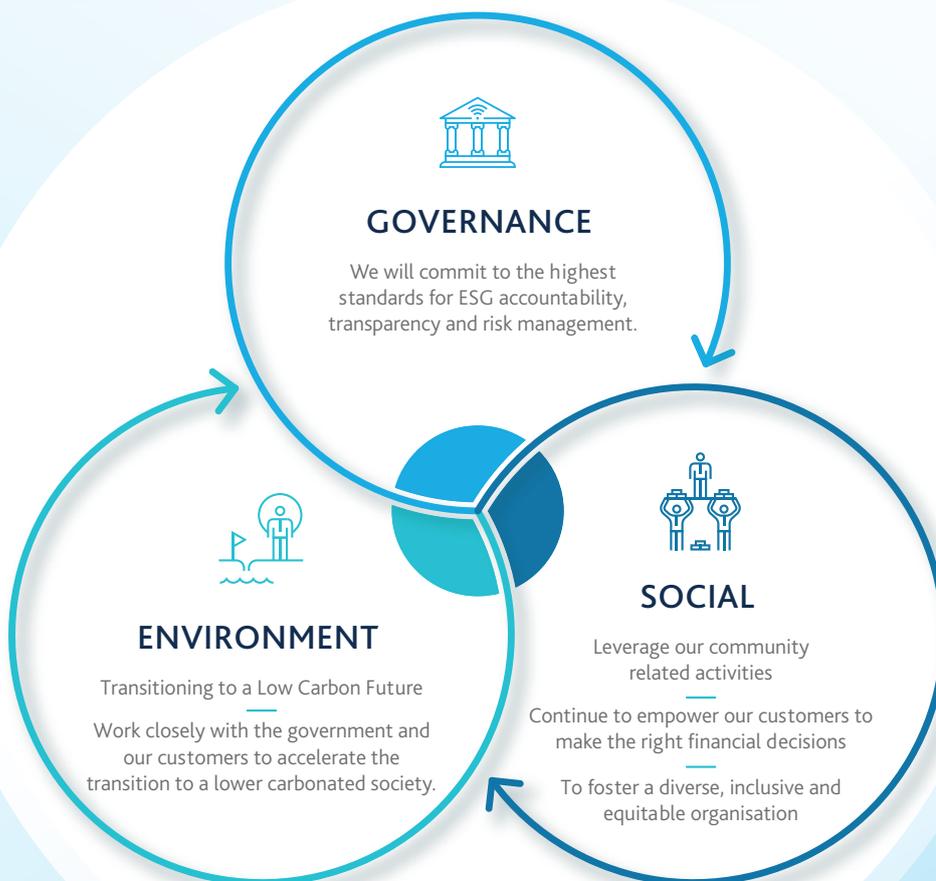


## 2.2 OUR APPROACH TO SUSTAINABILITY

ADIB recognises that ESG issues will be a key driver of both risk and opportunities for the bank. With this in mind, ADIB has embedded sustainable future as a key pillar in our 5-year strategy plan and has announced its commitment to focus on launching an ESG strategy that helps us transition to a low carbon operation and leverage on ADIB’s commitment to social responsibility.

Our approach to sustainability is guided by the three ESG pillars: ensuring we have the right governance model, transitioning to a low carbon future and ensuring we have a positive social impact. To develop a detailed ESG strategy, we will be consulting internal and external stakeholders to determine which ESG topics are most material to ADIB. We will be setting Key Performance Indicators (KPIs) and targets. These targets will include sustainable finance targets, carbon emissions diversification targets and social impact targets.

### OUR COMMITMENT TO ESG IS BASED ON THREE PILLARS

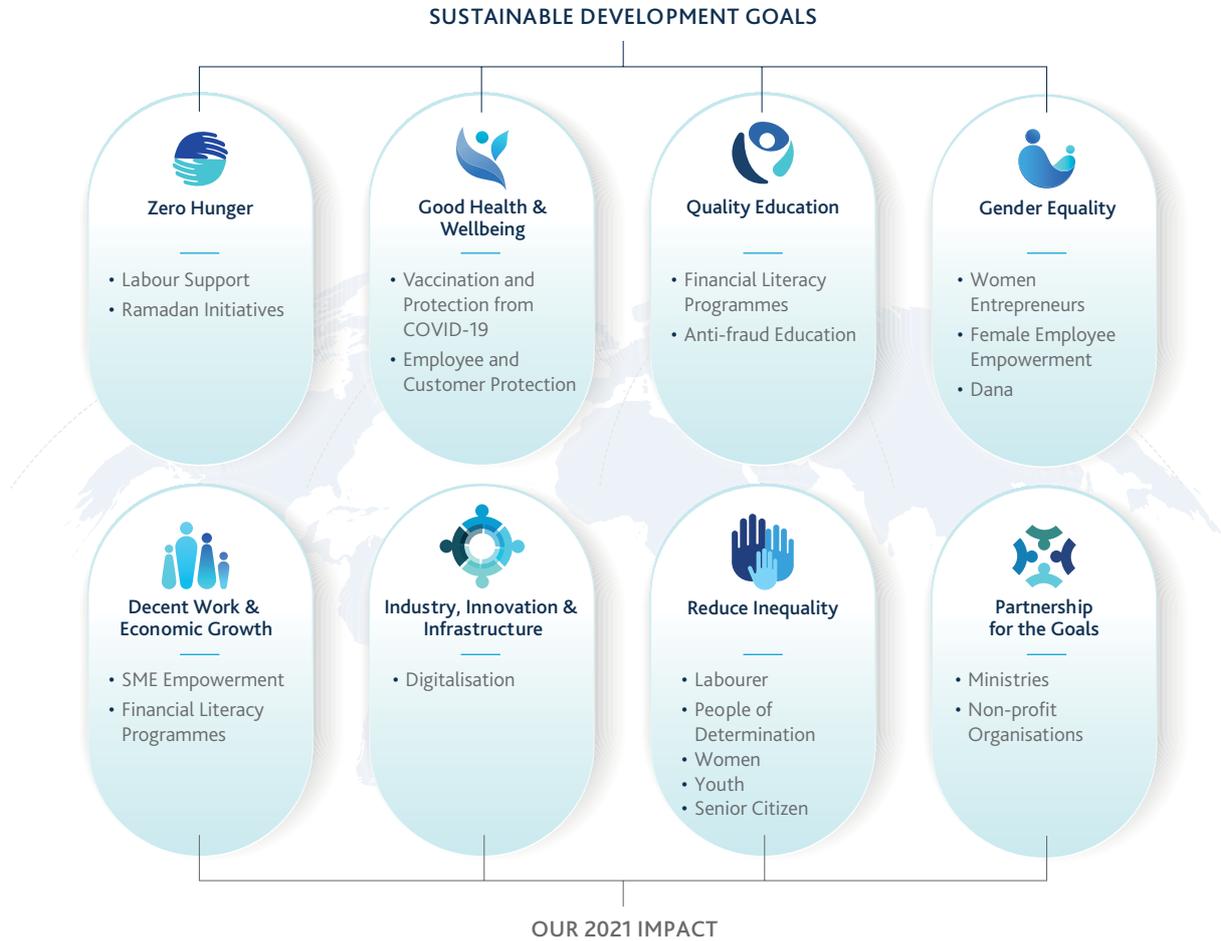




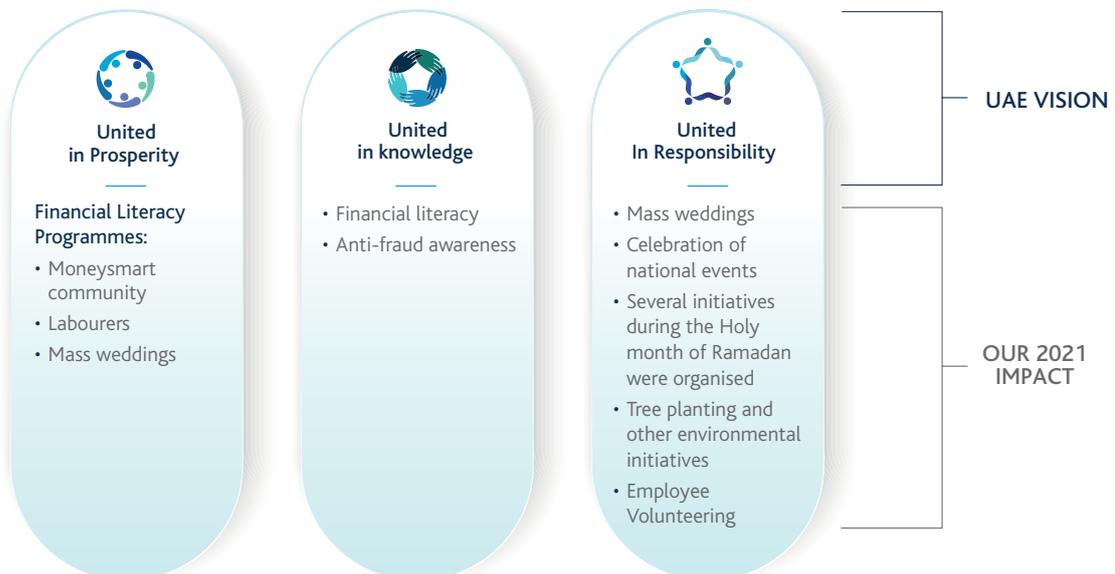
## 2.3 ALIGNMENT WITH GLOBAL AND LOCAL STANDARDS

<p><b>GRI standards</b></p>	<p>ADIB’s non-financial reporting is presented in the Bank’s annual ESG report, in accordance with the GRI Standards – Core option.</p>
<p><b>ADX</b></p>	<p>Abu Dhabi Securities Exchange (ADX) is a market for trading securities, including shares issued by public joint stock companies, bonds issued by governments or corporations, exchange traded funds, and any other financial instruments approved by the UAE Securities and Commodities Authority (SCA). ADIB is committed to disclose its ESG performance in alignment with ADX ESG guidelines and the recommendations of the sustainable stock exchanges.</p>
<p><b>Alignment with the United Nations Sustainable Development Goals (UN’s SDGs)</b></p>	<p>The UN SDGs provides a call for action through a global partnership between all UN Member States. ADIB aligns its business practices and sustainability performance to relevant SDGs guidelines.</p>
<p><b>Abu Dhabi Economic Vision 2030/UAE Vision 2021/ UAE Green Agenda 2030</b></p>	<p>ADIB is committed to the growth and prosperity of Abu Dhabi and the UAE. Supporting the UAE’s sustainability objectives included in the UAE Vision 2021, the UAE Green Agenda 2015-2030, and the Abu Dhabi Economic Vision 2030 is a priority for us.</p> <p>ADIB is a signatory to the Abu Dhabi Sustainable Finance Declaration to support sustainable financing for economic development.</p>

## ALIGNMENT WITH THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN'S SDGS)



## ALIGNMENT WITH THE UAE VISION 2021



## 2.4 MATERIALITY AND STAKEHOLDER ENGAGEMENT

(102-21), (102-31), (102-40), (102-42), (102-43), (102-44)

### Listening to Our Stakeholders

As a financial service provider, everything we do revolves around the needs and expectations of the entities and communities we serve. Having a clear understanding of our different stakeholders' needs is therefore crucial to the success and continuity of our business. To ensure effective engagement with our diverse stakeholders we customise our methods and frequency of communication as per stakeholder type.

STAKEHOLDER GROUP	ENGAGEMENT METHOD & FREQUENCY
 <p><b>Customer</b></p>	<ul style="list-style-type: none"> <li>○ Daily face-to-face interactions when customers visit our branches</li> <li>○ Call centers, emails</li> <li>○ Press releases</li> <li>○ Social Media</li> <li>○ Brand activations</li> <li>○ Account relationship management</li> <li>○ Customer satisfaction surveys</li> <li>○ Other service channels (phone banking, internet banking, SMS)</li> </ul>
 <p><b>Supplier</b></p>	<ul style="list-style-type: none"> <li>○ Pre-tendering meetings</li> <li>○ Quarterly town hall meetings for approved vendors</li> <li>○ Project-based satisfaction surveys</li> <li>○ Debriefing reports after each tendering stage</li> <li>○ Tailored communication plan for critical suppliers</li> </ul>
 <p><b>Environment</b></p>	<ul style="list-style-type: none"> <li>○ Compliance with the US Green Business Council to acquire the Leadership in Energy and Environment Design (LEED) certificate</li> <li>○ Press releases</li> <li>○ Project partnerships to benefit the local community</li> </ul>
 <p><b>The Local Community</b></p>	<ul style="list-style-type: none"> <li>○ Partnerships with non-profit organisations and civil society groups</li> <li>○ Roll out social investment programmes and initiatives</li> <li>○ Cultural and social events</li> <li>○ Sponsorships and donations</li> </ul>

## MATERIALITY MATRIX

(102-47)

In 2019, we conducted a materiality assessment for our sustainability strategy. The assessment is the process of surveying our stakeholders on the levels of importance they assign to each topic. To execute this process, we followed the Global Reporting Initiative (GRI) to identify material environmental, social and governance topics. In 2021, we revisited our assessment to make sure it is aligned with our ESG pillars and we found that there was a strong alignment between our materiality assessment and the area of focus for the bank.

The below matrix displays the results of our assessment, with the topics deemed most important by both stakeholders and top management listed in the top right quadrant.

Out of all the topics mentioned, six were deemed material (Financial Performance, governance and accountability, anti-corruption, Business Ethics and Compliance, Customer Experience and Risk Management).

The graph below shows the importance of each topic both to internal and external stakeholders and to ADIB management, based on the assessments previously described.

In 2022, we will conduct a new materiality assessment to ensure that our material topics remain relevant.





## 2.5 OUR FOCUS IN 2022

### Enhancing our Governance model:

- Ensuring all our transactions are compliant with the principle of Shari'a
- Focus on providing responsible banking
- Ensuring compliance with all laws and regulations
- Embedding ESG into our risk policy
- Ensuring customer privacy and data security
- Enabling business continuity
- Continue with our digitalisation journey
- Enabling innovation
- Fraud management

### Leveraging our social work:

- Continue with our financial education programme
- Launch products to ensure financial inclusion and accessibility
- Enhance customer experience
- Focus on employee wellbeing
- Ensure diversity and women's representation in our workforce
- Focus on Emiratisation and talent development
- Ensure that there is socially responsible procurement
- Continue our investment and donation to the community

### Transitioning to a Low Carbon operation:

- Assess the impact of our operation on the environment
- Announce carbon emission targets
- Ensure that new premises are following the Leed criteria Enable green finance and investment



## GOVERNANCE & **INTEGRITY**

(102-18), (102-19), (102-22), (102-23)

### **3.1 ADIB GOVERNANCE MODEL**

At ADIB, we are committed to the highest governance standards as we believe it is crucial for us to act in a responsible and effective manner. Our corporate governance model is built in a way that ensures transparency, accountability and resilience. ADIB has an established corporate governance framework that is regularly reviewed to reflect changes in our business model, regulation and the rapidly changing external environment. Our approach to corporate governance seeks to promote greater transparency in line with our values and enhance our reputation with our multiple stakeholders.

The corporate governance framework is aligned with the principles prescribed by the Basel Committee on Banking Supervision (BCBS), the Central Bank of UAE (CBUAE) Corporate Governance Regulations and Standards for Banks 83/2020, and the Standards of Institutional Discipline and Governance of Public Shareholding Companies issued by the Securities and Commodities Authority (SCA).

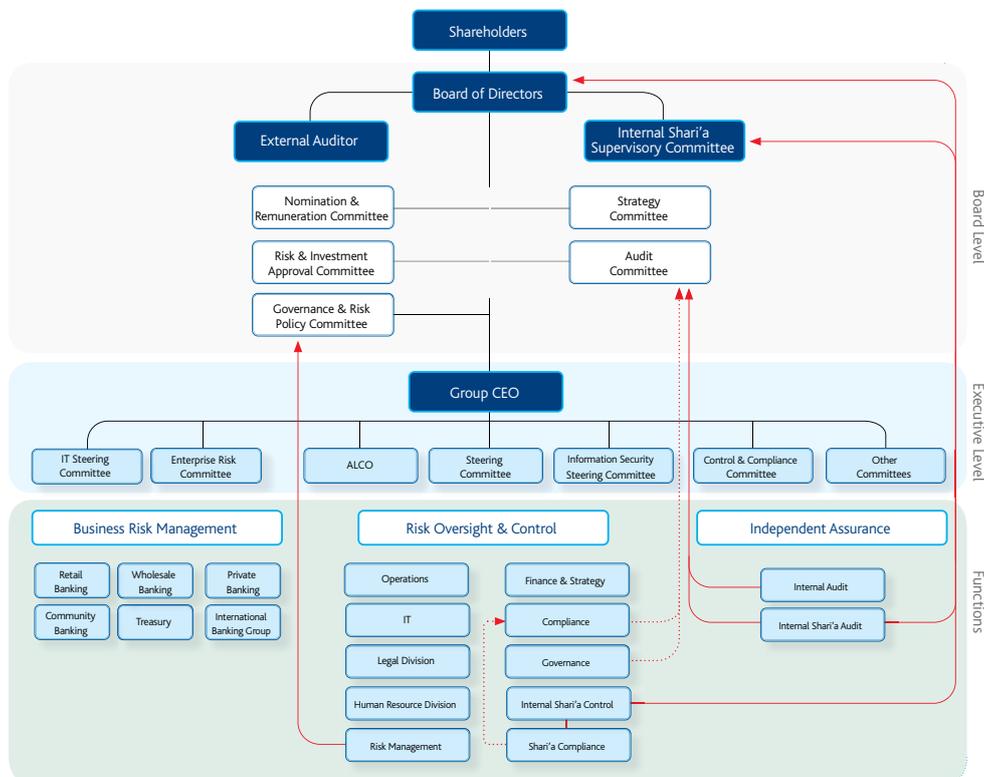
## ADIB Board of Directors

The Board derives its authority to act from the Bank’s Memorandum and Articles of Association and other laws governing companies and banks in the UAE and Emirate of Abu Dhabi. Its responsibilities include supervision of the management of the business affairs of ADIB; providing leadership in the development and implementation of the group’s vision and mission, both within the UAE and as the Group expands abroad. The Board is also responsible for the establishment and oversight of the Bank’s Risk Governance Framework, as well as approving the Bank’s overall risk appetite and ensuring that business is conducted within this framework.

In 2021, the ADIB Board of Directors consisted of 6 board members with 4 independents and two non-executives.

ADIB board members come from a diversity of backgrounds aimed at ensuring that no undue reliance is placed on any one individual. Currently, there is no female representation, however, ADIB has established a policy that requires at least 20 per cent of candidates for consideration to the Board be female, and has already assigned a female representative in the new board elected in the annual general meeting for the year 2022.

To deliver on our mission and be able to respond to the evolving nature of our business and needs of our clients, we built our governance framework to meet international and national standards and recommendations. ADIB’s Corporate Governance structure including the Board, Board committees, Management committees and various functions are shown in the following graph:



For more information on the Banks Governance practices, please refer to our 2021 annual report

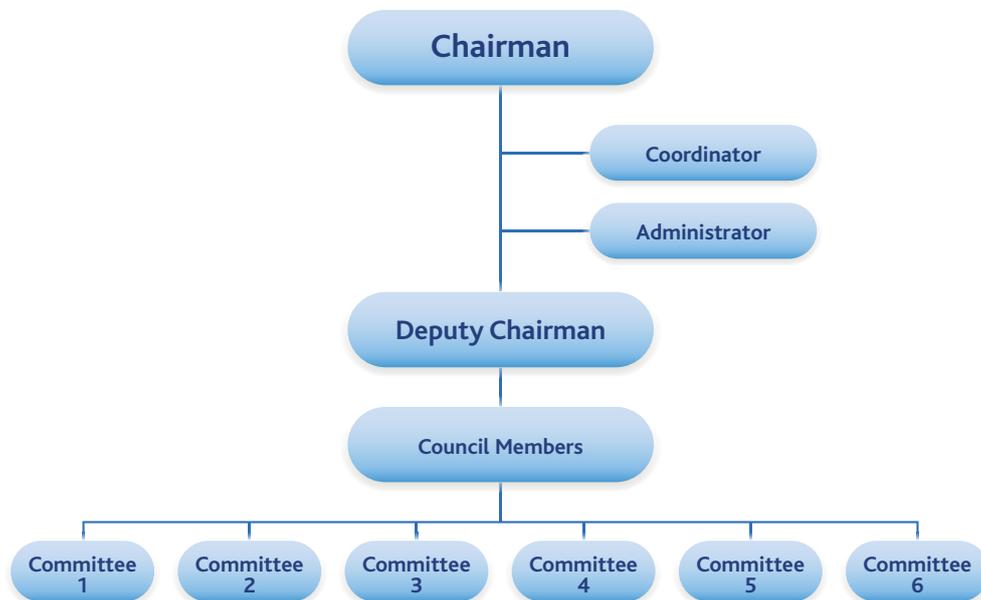
### 3.2 GOVERNING SUSTAINABILITY AT ADIB

(102-20)

Given the strategic importance of sustainability at ADIB, the Bank has established a sustainability council, or Estidama council, that is responsible for the management and decision-making of all sustainability-related activities.



The structure of our Estidama Council is composed of individuals from different functions in the bank to ensure inclusivity and representation. The council holds monthly meetings to discuss performance, goal achievement, and innovations. In addition to the latter there is a frequent update to GCEO and EXCO committee to show and highlight the achievements and activities of the council.





## ESTIDAMA COMMITTEES

To ensure proper implementation of the Council's objectives and its programmes, the council has established six committees, each with a specific focus area. Each committee is responsible for planning, implementing and monitoring one of the main pillars of our sustainability framework. Committees are defined in the following table:



## ESTIDAMA FRAMEWORK

ADIB Estidama Council established a framework that enables the achievement of its vision and mission. The framework consists of five pillars, with key areas identified under each one. The below pillars and key areas were identified in accordance with their importance to ADIB and to our stakeholders:



- National Celebrations announcements
- Senior Citizens
- People of Determination
- Sports
- Environment
- Mass Weddings
- Labors
- Other Sponsorships



- Listen to our Customers
- Engage customers in the community
- Financial literacy (Money Smart)
- Innovative products and services



- System Optimization
- Responsibility supply chain
- Waste management and recycling
- Sustainability Reporting



- Responsible financing
- Support local economy



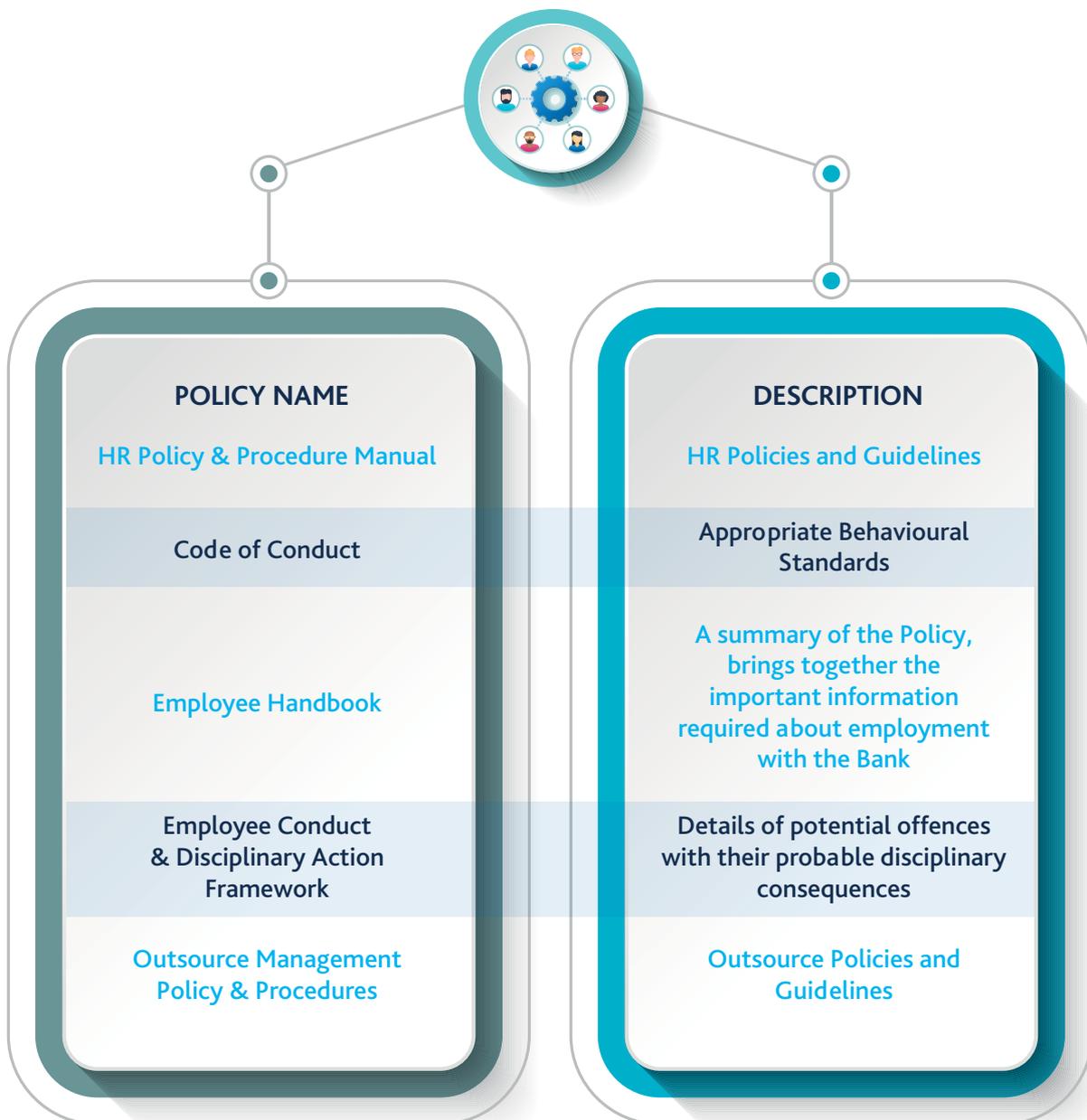
- Occupational Health and Wellbeing
- Volunteering
- Employee Empowerment
- Happiness

In 2022, the above pillars will be adjusted to match our ESG agenda and strategy.

### 3.3 BUSINESS ETHICS

The employee Code of Conduct sets the expectations of appropriate behaviour for all ADIB employees. Driven by our Islamic values, we adopt a culture of zero tolerance when it comes to unethical behaviour by one of our employees. We ensure through proper channels and training that all our staff adhere to our code of conduct and other compliance requirements. Employees are encouraged to report unethical practices and behaviours with our compliance teams through the dedicated help desk and respective line managers. Employees not complying with the Code of Conduct and other applicable laws subject to disciplinary actions.

Below, we highlight the different policies put in place to maintain our high ethical standards.



## WHISTLEBLOWING POLICIES

(102-17)

At ADIB, we continuously educate our staff on our Group Whistleblower Policy, which has been developed to foster a culture of transparency and trust. A range of secure and protected channels are available for reporting incidents of whistleblowing. The reporting mechanism allows employees to raise serious concerns without any fear. A preliminary investigation will be carried out in order to assess whether or not a complete inquiry should be carried out, and by whom.

We also ensure that our employees have a direct channel to share their concerns and raise any complaints they may have. Our grievance procedure is transparent, efficient, and shared with all employees.

Examples of misconduct include:

- **Workplace misconduct** – matters related to Human Resources and Environment Health, and Safety.
- **Fraud including financial related misconduct** – theft, abuse of assets and other general/financial related fraud matters.
- **Bribery/Corruption misconduct** – Including giving or receiving bribes or other improper benefits.
- **Regulatory and business misconduct** – compliance issues, conflict of interests and other regulatory violations.
- **Data and Security misconduct** – information security, data privacy and other cyber security-related matters.

<b>EMPLOYEE GRIEVANCES</b>	Number of grievances received	43
	Number of solved grievances	21
	Number of out of scope grievances	17
	Number of grievances still under investigation	5

## Anti-money laundering and anti-corruption

(103-1) (103-2) (103-3) (205-1) (205-2)

ADIB has a zero tolerance policy for actions and activities that are in violation of Anti-Money Laundering (AML), Counter Terrorist Financing (CTF), Sanctions and Anti Bribery and Corruption (AB&C) laws and regulations. It has put together policies and a framework to identify and mitigate financial crime risks; and comply with the applicable laws & regulations. ADIB is committed to complying with international sanction laws and regulations AND is also committed to full compliance with all applicable anti-bribery and corruption laws and regulations.



### 3.4 RISK MANAGEMENT

(102-11), (102-30), (102-33)

Managing risks lies at the core of our activities. As we continue to manage inherent and traditional risks, we also recognise how the risk landscape is constantly changing with modern-day risks emerging such as climate change and cyber-security related risks that threaten our business and our stakeholders. Therefore, our enterprise-wide Risk Governance Framework enables robust risk management through ongoing evaluation and assessment of our techniques and methodologies and adaptation of new tools and practices.

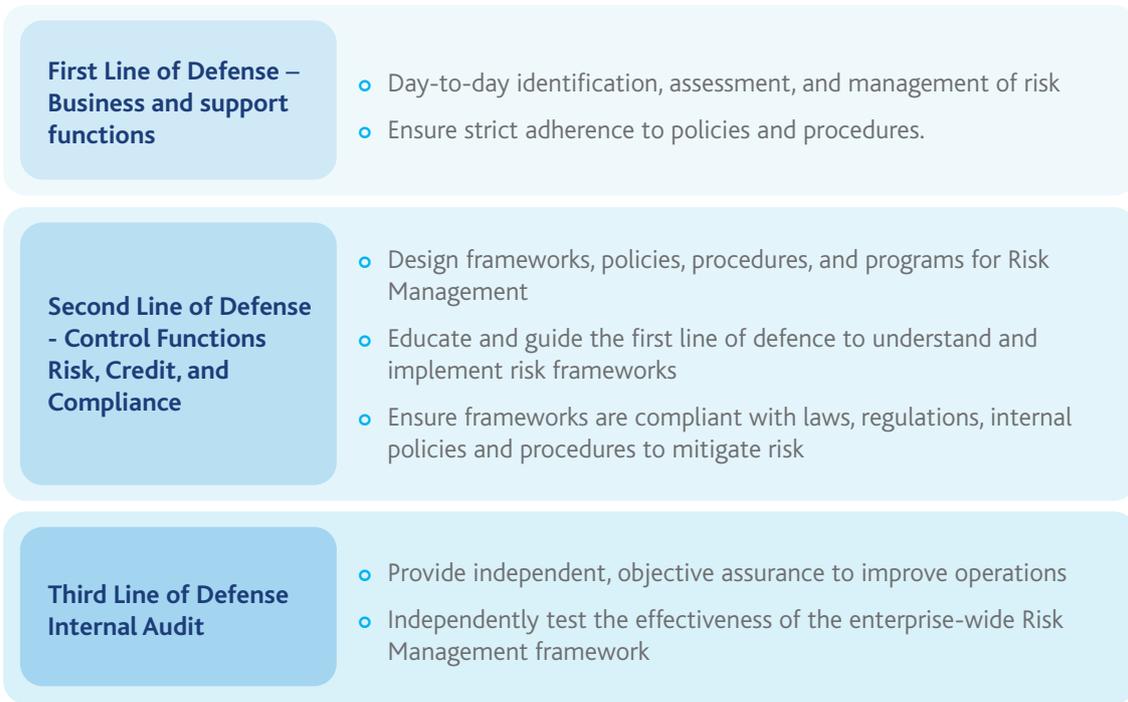
Going forward and for 2022, we will be gradually introducing an ESG lens into the risk management processes to minimise exposure to potential losses resulting from ESG issues and develop opportunities that have an environmental and social impact through the business of financial products and services.

We will be working on embedding ESG risk within the entire bank's operations, working on defining the ESG risk metrics and KPIs that are relevant to us and developing an ESG risk assessment methodology that will help us assess our customers.

## Our Risk Management Framework

Our risk management framework is built on solid fundamentals in order to prevent financial and non-financial loss. It is aligned and compliant with regulatory requirements and contains a comprehensive list of risk policies. ADIB’s risk is managed through the “three lines of defense” mode. The Group’s Chief Risk Officer handles risk management at the Bank and has identified seven key types of risk that are reviewed on an ongoing basis at both management and Board level.

Credit	Franchising Reputation
Operational	Cyber-Security
Market	Digital Risk
Regulatory	



For more details on our Risk Governance and committees, Risk Review, Risk Appetite, Stress Testing, and our Three-line Model, please refer to our 2021 [Annual Report](#)

## Compliance

We ensure compliance with the applicable laws and regulations of the Central Bank of the United Arab Emirates (CBUAE), and other regional and international government authorities. We have a zero-tolerance policy for instances of non-compliance. Education and continuous communication are key to ensuring that we embed compliance responsibility across our organisation. All matters regarding compliance are reported on a quarterly basis to the Compliance and control Committee (3Cs).

### 3.5 BUSINESS CONTINUITY

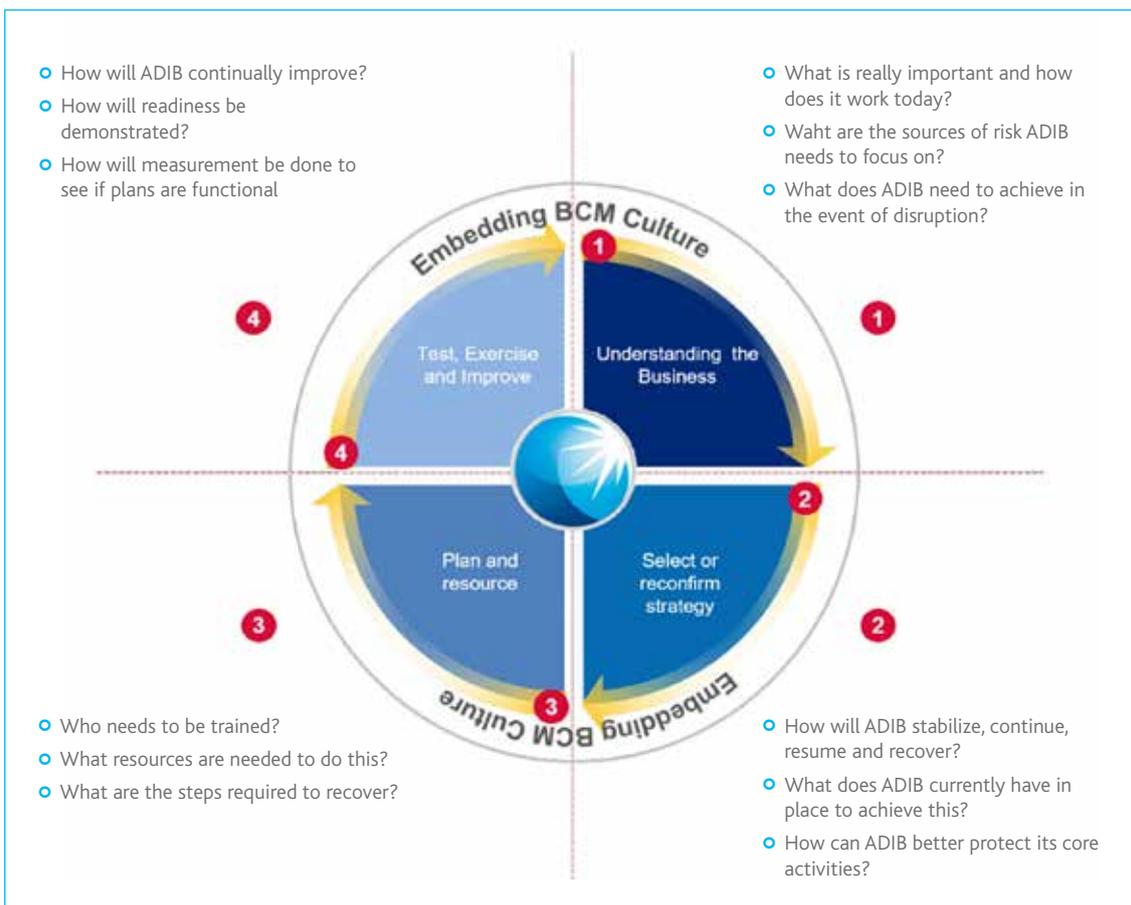
At ADIB, our commitment to protecting our employees and other stakeholders, ensuring the continuity of critical businesses and functions, mitigating risks, safeguarding revenues, and sustaining both a stable financial market and customer confidence has led to continued implementation, validation and maintenance of a tested Global Business Continuity Management Programme that has proven essential in sustaining these objectives.

The BCM Programme is managed by a dedicated team of qualified and certified BCM practitioners with oversight from the senior leadership. Periodic BCM Programme reporting to the Compliance and Controls Committee (3C) ensures BCM Programme oversight and that the Group BCM Department continues to comply with local and international BCM specifications.

#### BCM Framework

ADIB’s BCM programme provides the roadmap for implementing and navigating through the business continuity process, and a means for monitoring status and driving continual improvement. Although ADIB’s BCM Methodology embraces local and international standards and best practices, it speaks to the unique environment in which ADIB operates.

The below Figure illustrates how best the BCM approach is applied at ADIB with the aim of improving organisational resilience by responding to, managing, and recovering from any major disruption.



## COVID-19 Driven Efforts

2 years into the pandemic, organisations globally continue to grapple with tough questions and tough choices. However, ADIB took a ‘forward-thinking’ approach to what is next by anticipating how the forces of change will shape the new reality and adapt. This did not come without the possible impacts that we faced at the beginning of COVID-19, categorised below under five major domains:



### 3.6 CYBER SECURITY

(103-1), (103-2), (103-3), (418-1)

As the world continues to opt for a digital way of transacting, we realise that cyber security and privacy risks are evolving and disrupting so many businesses around the world.

#### Cyber Security Management

To manage and mitigate any Cyber Security and Privacy related risks, ADIB developed and implemented an information security risk management framework to manage the life cycle of cyber security risks from identification to mitigation and reporting. We have a robust data protection procedure in place to ensure that data is protected during its full life cycle. The information security department is responsible for overseeing the data privacy and security programme, which includes employee training and awareness. The info-sec team keeps track of the data security controls and ensures ADIB is able to offer customers a safe and secure banking experience while also protecting their sensitive information.

#### Cyber Security Policies

The Bank has also developed an Information Security Policy and Data Privacy Policy. Both policies are implemented by integrating information security and privacy controls in business processes.

#### Cyber Security Compliance

ADIB is compliant with information security regulations and standards such as the UAE Central Consumer Protection Regulations, SWIFT, National Electronic Security Authorities, Payment Card Industry Data Security Standard (PCI DSS) Issuing and Acquiring. In addition, information security has adopted the CyberM3 based on the NIST Cybersecurity Framework to measure the maturity of information security controls.





## Employee Training on Cyber-Security

ADIB provides mandatory training to all employees on Data Security requirements through different channels such as e-learning, workshops, and emailers. As the training is conducted annually, the courses are updated to cover the latest information regarding security threats and risks. In addition to mandatory training, awareness sessions and events are organised to increase staff information security awareness and vigilance.

## Anti-Fraud Awareness

ADIB provides customers with constant access to information on fraud through a dedicated section on our website, where we share tutorials and tips to educate customers on how to spot and protect themselves against fraudulent activities.



## OUR COMMITMENT TO **SOCIETY**

### **4.1 EMPLOYEE EMPOWERMENT**

Our strength is and will always be our people. It's why we remain focused on attracting and retaining talent, creating enriching experiences that enable growth, continuing to enhance the brand our people represent and fostering a diverse and inclusive culture.

COVID-19 pandemic accelerated change across our personal and professional lives but we found new ways to listen, engage and support our workforce. We quickly introduced a broad range of health, safety and wellness programmes to support our employees. In addition to making significant investments in technology to enable our virtual workplace, we have updated our flexible work options to reimagine both how and where work gets done in the future.

## Diversity & Inclusion

(102-8), (103-1), (103-2), (103-3)

The United Arab Emirates takes great pride in being recognised as an international model for cultural diversity and social cohesion with over 80% of the population composed of expatriates. This national diversity is also reflected in our Bank with 60% of our workforce being expatriates from more than 50 countries. We believe diversity and inclusion is an engine of innovation and resilience.

Throughout 2021, we continued to reinforce the value of diversity and inclusion at ADIB by establishing a workforce that represents the communities in which we operate. As a leading financial organisation, we recognize our opportunity and responsibility to act, drive change and create a more inclusive workplace and society.

We also have been making steady progress on the representation of women in executive roles. In line with the National Strategy for Empowerment of Emirati Women in the UAE for the years 2015-2021, ADIB worked on creating an empowering work environment for women by providing them with the necessary training and facilities to accommodate their personal and professional needs. The percentage of female employees has been steadily increasing in the past two years with women representing 35% of our total workforce.

### Full-Time Employees - Broken Down by Nationality

	2018	2019	2020	2021
Number of countries	51	53	53	53
UAE	36%	36%	40%	40%
Jordanian	12%	13%	12%	12%
Indian	11%	13%	12%	11%
Pakistani	9%	8%	8%	8%
Egyptian	7%	7%	7%	8%
Other	24%	24%	21%	22%



## Female workforce

(405-1)

Full-Time Employees - Broken Down by Gender	2018	2019	2020	2021
Number of Full-time Employees	2,021	2,070	1,943	1,852
Female	32%	32%	34%	35%
Male	68%	68%	66%	65%

## Women in top management

Top Management - Broken Down by Gender	2018	2019	2020	2021
% of Females in Top Management	9%	9%	8%	8%
% of Males in Top Management	91%	91%	92%	92%

## Attracting and Retaining Talents

At ADIB, we believe that our employees are an integral asset to the success of our bank. Providing our employees with cutting-edge training to improve the skills they need to learn and grow today and for the future ensures a continuous flow of innovations and the sustainability and growth of the Bank's operations. We are seizing every opportunity to attract diverse talent, deepen a learning culture and provide an effortless path so employees can develop the skills needed both today and tomorrow.

In 2021 we continued to recruit candidates through external markets, internal talent pool and referral. We managed to achieve this in a virtual environment while maintaining the health and safety of our staff and new recruits during the pandemic.

### Talents attracted in 2021

(401-1)

Newly Hired Employees Annually - Broken Down by Gender	2018	2019	2020	2021
New Hires	260	216	107	168
% of Female New Hires	42%	33%	49%	32%
% of Male New Hires	58%	67%	58%	68%

## 4.2 LEARNING AND DEVELOPMENT

(103-1), (103-2), (103-3), (404-1), (404-2)

At ADIB, we are continuously looking for new ways to inspire and enable our people to be their best. Our training programmes aim to help employees keep pace with the changing world of work and gain experiences and skills.

Our learning and development strategy assists our employees to enhance their talents and realise their potential. At ADIB, we ensure that all our employees receive a comprehensive understanding of our operations, including Islamic banking, and ethical Conduct Training.

We collaborate with external partners to fill relevant skill gaps. The shift to e-learning grew in popularity during the pandemic and has become beneficial to employees’ training process. As a result, workers spend less time away from work and benefit from a more personalised learning experience.



## ADIB Banking Academy

Through ADIB Banking Academy, we have developed a digital learning strategy through an integrated, innovative digital learning solution, focusing on five principles of learning. In 2021, The Banking Academy had completed its digital transformation by pivoting its learning channels using multiple agile platforms such as e-learning, mobile learning, LinkedIn Learning, and automating over 90% of its internal process.

In addition, in partnership with the world-class Harvard Business Publishing, ADIB Banking Academy developed various training courses for ADIB national staff. The Bank has also partnered with LinkedIn, the world’s largest professional network, to bring the LinkedIn Learning platform to its 5,000 employees in support of their learning and development journey. With LinkedIn Learning, ADIB employees have access to custom-curated content from the comprehensive library of more than 16,000 courses across three main categories: Business — which includes business analysis and strategy transformation, leadership and management, professional development, customer service, and financial knowledge; Technology— which includes cloud computing, web and mobile development, and database management; and Certification programmes in project management, human resource management, and other technology certifications.

	2020	2021
Number of unique learners	3,051 Learners	2,874 Learners
Number of male learners	2,158 Learners	1,960 Learners
Number of female learners	893 Learners	887 Learners
Average of man-days per employee	5.63 Days	5.9 Days
Average of man-days for male learners	5.14 Days	5.6 Days
Average of man-days for female learners	4.6 Days	6.4 Days
Number of unique programmes	561 Programmes	1,362 Programmes
Number of sessions	470 Sessions	1,547 Sessions
Percentage of e-learning / online & blended/ workshops	E-Learning: 54% Online & Blended: 24% Workshops: 22%	E-learning: 70% Online & Blended: 30%

### Our learning is empowered by





## External Training

We enable our best talent to take their career to another level by acquiring international certifications and accreditations through local and international training and certificate providers.

Programme	Description	2020	2021
HIPO	This programme is to undergo UAEN high potential development centre to identify their learning gaps and upskill them for future roles	21	50
Islamic Banking Certification-AIOFI	Islamic Banking Certification in Accounting and Finance for our UAEN banking professionals	20	21
Digital First Banker	Digital Banking programme for new joiners	0	41
Future Proof Banker	Retail Banking programme for new joiners	104	77
ACAMS	Compliance Certification programme	31	0
6 Sigma black belt	Quality Management Certification for our Retail UAEN banking professionals	0	25
6 Sigma green belt	Quality Management Certification for our Retail UAEN banking professionals	0	13
Certificate in FinTech	FineTech Certification for our UAEN banking professionals	0	19
Certified Banking Operations	Certification in Banking back-office operations from the Hong Kong Banking Association	21	18

## Key providers of our external training and certifications



Emirates Institute for Banking and Financial Studies



Harvard University



CFA Institute



PricewaterhouseCoopers



Chartered Institute for Securities & Investment



Accounting and Auditing Organisation for Islamic Financial Institutions

## Youth Empowerment

It goes without saying that the youth are an integral part of society and the future of our nation, consequently, we realise that the youth of today represent the future innovators, achievers, and talents of tomorrow. By this token, ADIB provides acutely designed internship opportunities to students and young professionals to prepare them for their professional careers. In 2021, we provided 89 internship opportunities across functions in the bank.

## UAE NATIONAL TALENT EMPOWERMENT

Following the national Emiratisation strategy set in 2017, ADIB actively invests in professionally empowering Emirati talents through customised talent attraction and development programmes under our Emiratisation Strategy.

As part of the UAE Government’s efforts to increase awareness and encourage further localization in the financial services sector, ADIB continues to implement an active and dynamic Emiratisation strategy. ADIB seeks to unlock the potential of UAE Nationals to enable them to become a driving force for our Bank’s growth. We are committed to cultivating Emirati talent by providing rewarding career opportunities to graduates up to all senior roles.

A key initiative implemented was the HID (High in Demand) programme, which targets mid-senior Emirati candidates for top positions at the Bank. With the help of ADIB’s extensive community network and professional ties, we identified exceptional Emirati talent from outside the banking world who, regardless of whether there was a vacancy at the time or not, would be a good match for the Bank. Following a thorough screening process, the HR team finds potential career options for the candidates who have been shortlisted. In 2021, the total number of national employees increased by 12.4% relative to 2020.

## 4.3 EMIRATISATION STRATEGY

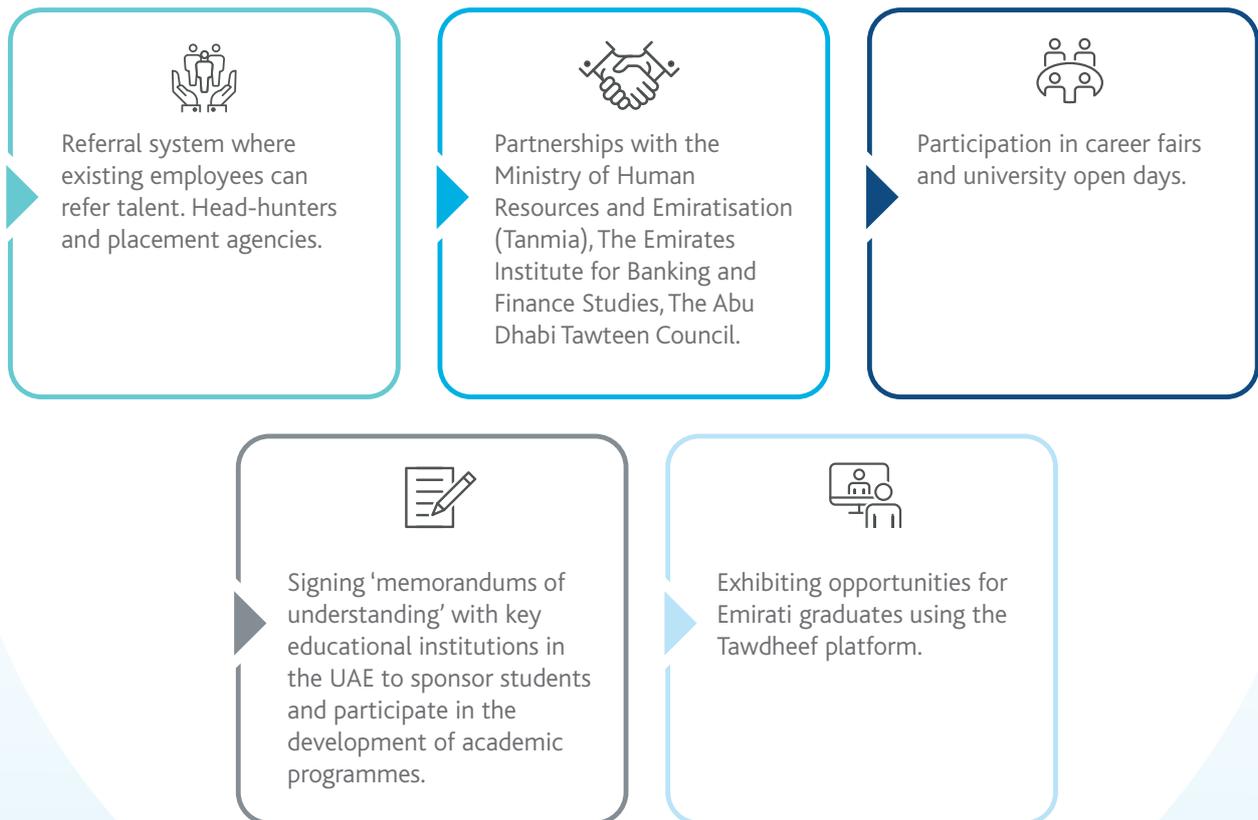
ADIB has created a 2022 Emiratisation strategy that not only strengthens our commitment to attracting, retaining, and developing local talent, but also ensures that we are transparent and accountable for our commitments.

**To achieve this, a set of objectives has been established, including:**

1. To be an industry leader in Emiratisation
2. To become an increasingly learning-oriented organisation
3. To be recognised as having the best work environment for UAE nationals

### Recruitment Mechanisms

Attracting high calibre Emirati talent is a priority at ADIB. To do this, we have created a set of tools and fostered partnerships predominantly within government and higher education institutes, which enables us to engage with a broad spectrum of local talent.





## The Central Bank Points Scheme

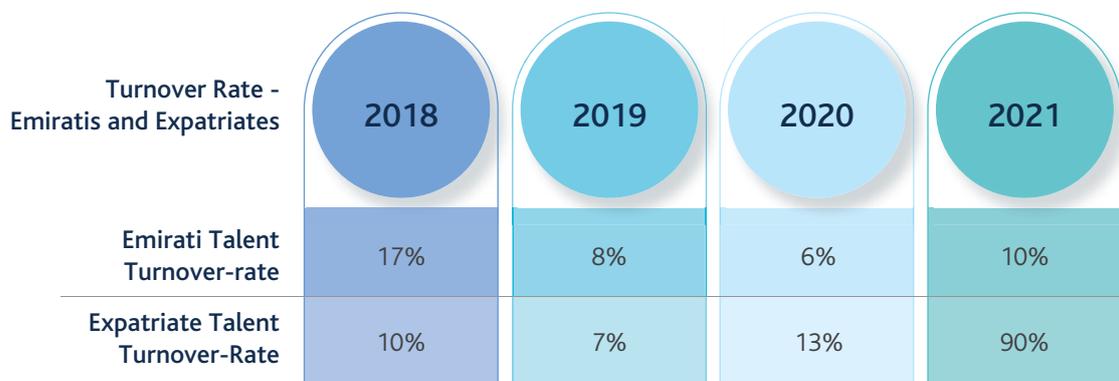
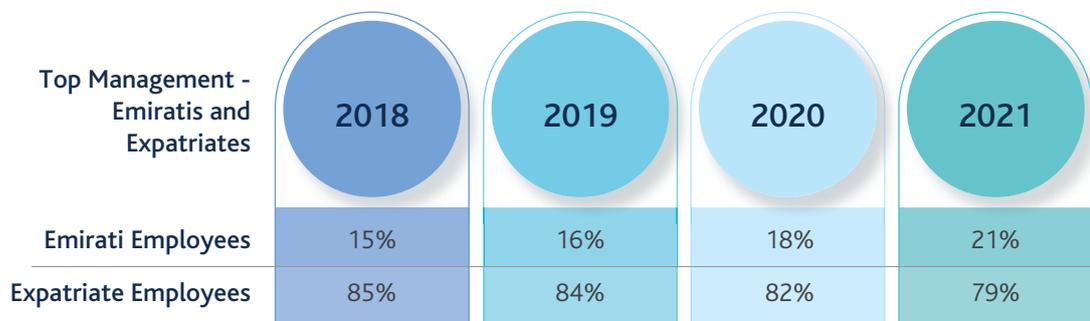
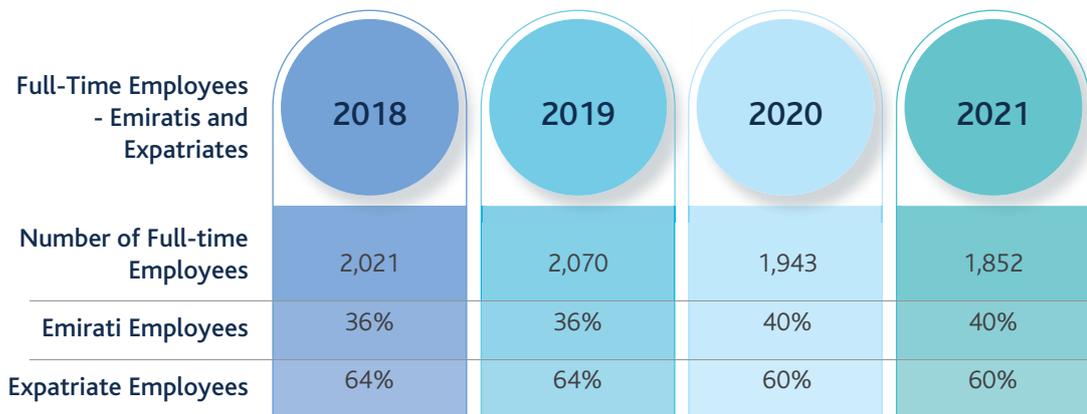
(103-1) (103-2) (103-3) (202-2)

To ensure tangible impact and contribution to the UAE Government’s National Agenda, ADIB has adopted the Central Bank’s points-based system to meet Emiratisation goals.

As demonstrated in the following table, we have exceeded the required targets every year since we embarked on this initiative.

	2018	2019	2020
Target Points by the Central Bank	2,673	2,569	3,408
Achieved Points	2940	2823	3,458
Achievement Ratio	110%	110%	101%

\*The bank did not receive any targets for 2021



\*Total percentage may exceed 100% due to rounding up

## Emiratisation Programmes

ADIB provides annually tailored learning and development content for the various job levels for our UAE National talent to up-skill and re-skill them for their current roles and future competencies needed in the digital financial transformation of the Banking and Finance industry. Our Emiratisation development goals are aligned with direct reports from the CEO on annual performance scorecards, which are reviewed on a bi-annual basis.

### Our goals for Emiratisation ensure that:

1. Each individual is able to reach his/her full potential through excellent training and development programmes.
2. Efficient succession planning, with priority given to UAE nationals.
3. Retaining local talent by providing them with personal and professional development opportunities, a great work-life balance, and a rewarding career path.

### Programmes to Offer Support:



### Programmes to Attract Talents:





## 4.4 EMPLOYEE WELL-BEING

### MISSION

To enhance employee satisfaction and well-being by promoting a healthy, safe, responsible, and engaging work environment.



The ADIB Club Committee aims to enhance employee engagement and satisfaction by engaging them with the community. Our committee is in charge of four main programmes: staff health & wellness, staff happiness, sports cups and a safe work environment.

We highlight in the following table our 2021 activities and achievements under each programme.

### Health & Wellness

**Hefz of the Holy Quran Award Ramadan 2021:** On the occasion of the holy month of Ramadan, ADIB has launched "ADIB's Hefz of the Holy Quran Recognition Award, total participants were 10 staff, participants were asked to memorise at least 3 Chapters of the Holy Quran of their preference, participants had to be proficient in intonation (Telawat). Competition took place via MS Teams on May in attendance of members from Awqaf who evaluated and scored the participants' intonation & Hefz. Cash prizes were distributed to the first three winners.

**Arabic Language Competition:** ADIB had arranged for 3 Categories to encourage ADIB staff to practice their Arabic Language. Category 1: The best essay on ADIB Establishment, Category 2: The best Essay on UAE History celebrating 50 years, Category 3: The best paragraph Translation from English to Arabic. The submissions were reviewed and evaluated by an assigned panel from ADIB in addition to an external specialist, 3 Winners were announced in October each awarded a 2000 AED Amazon Voucher.

**Benefits of Covid-19 Vaccine:** ADIB has arranged for a webinar on the benefits of Covid-19 vaccine, 105 ADIB staff attended this webinar over 2 sessions during May 2021.

### Sports Cups

**Football and Cricket tournaments:** ADIB Club Committee organises football and cricket tournaments for employees to increase our community bond and create an amicable environment for our employees where they can share their passions out-side the workplace. In 2021, tournaments were postponed due to the pandemic.



**Happiness**

**International Day of Happiness:** ADIB celebrated International Day of Happiness by holding a happiness webinar in March. The 'happiness' webinar focused on well-being in the context of work. During the webinar, the speaker explored a few directions with regards to happiness in the office: how to use positivity for effective communication with colleagues; how to use optimism for career progression, and how to maintain balance between personal and professional life. A quiz was conducted after the webinar and 2 winners received an AED 300 Amazon voucher. In addition, all ADIB staff were automatically entered into a draw and 20 winners received AED 500 Amazon vouchers.

**Safe Work Environment**

**First Aid & Fire Warden:** During 2021, we continued to deliver our training online to equip our employees with First Aid & Fire Warden skills, 76 Staff completed training on Fire Warden & 78 staff completed Training on First Aid.



## Employee Engagement

To enhance staff engagement, ADIB club has arranged for a Nature Through My Lens competition, where participants were asked to share photos taken for beautiful nature locations around the UAE. The photos were evaluated & reviewed by Estidama Council members, 3 winners were announced by end of March with AED 1,000 Danata travel vouchers for each.

## Volunteering

Supporting the various local community segments and engaging our employees to create positive impact has always been a core value of ADIB. After being disrupted by the pandemic in 2020, we were able to resume our volunteering activities in 2021. Together with ADIB Estidama Council, our HR department worked to provide our employees with volunteering activities to engage with and positively impact the local community. We break down our volunteering programmes and engagements in the following table.

Volunteering Initiative	Description	Number of Volunteers
Blood donation (SEHA)	In collaboration with SEHA ADIB Estidama council sponsored blood donation campaign across its branches in the UAE	823
Ramadan Iftar Box Distribution	In collaboration with the Ministry of Interior and the Police HQs ADIB staff volunteered to distribute Iftar Boxes in the main entrance checkpoints across the UAE	115
Long Service Award	ADIB Estidama council employee empowerment committee held an awards ceremony to award long service staff	36
Labour initiative	In collaboration with MOCD ADIB Estidama Council distributed Covid-19 hygiene boxes in labour Tasheel centres	6
Senior Citizens	In collaboration with MOCD ADIB Estidama Council Distributed Eid gifts and Eidiya in senior citizens care centres	3
POD	Al Noor Training Centre – Visit to class of POD students	3
Emirate Genome	In Collaboration with SEHA ADIB Estidama Council hosted the UAE Genome in the HQ to increase participation and number of donors	10
AQADAR	AQDAR 50 K plantation Campaign in Jubail Island	45
WWF	ADIB Estidama Council gathered a group of ADIB Staff volunteers to do a cleaning campaign in Fujairah	12
Flag Day	A celebration in ADIB HQ and main branches of flag day	14
National Day	A national day celebration in ADIB HQ and branches where they hosted police k9 show and heritage activities	72
Commemoration Day	ADIB Estidama Council Invited ADIB Staff to stand for a moment of silence to honour the UAE martyrs	5
CEO Town Hall	was organized on the 12 <sup>th</sup> of October of 2021 where the new strategy was launched to realize our vision of being the world's most innovative Islamic Bank. It outlined key strategic initiatives that will shape the future of ADIB and allow us to generate the returns our shareholders expect	10
EFICA	ADIB Hosted the 6 <sup>th</sup> edition of Ethical Finance Innovation Challenge and Awards (EFICA), recognizing companies and individuals that successfully develop ground-breaking solutions for the Islamic finance industry to showcase the very best of the Islamic finance industry and to provide innovative and ethical solutions that address our development and social challenge	10
<b>Total Number of Volunteers</b>		<b>1,164 Volunteers</b>

## 4.5 REWARDS, RECOGNITION & BENEFITS

(404-3)

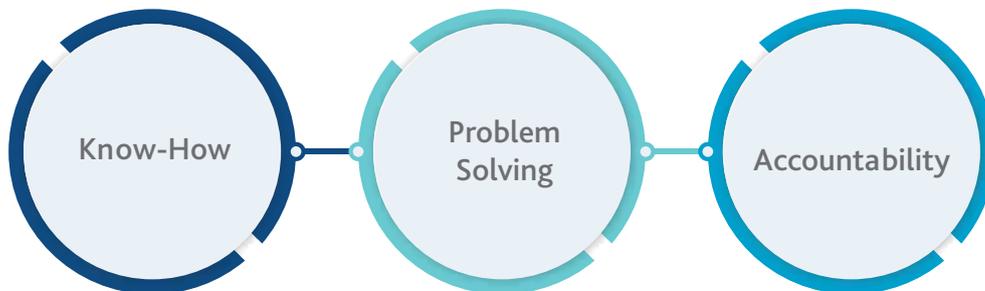
### Grading System

Our grading system is based on a job evaluation methodology that is comprised of three pillars:



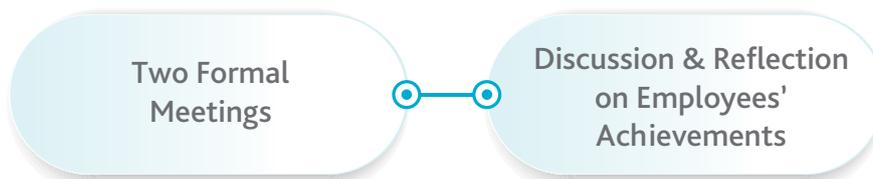
Each level of the organisation consists of roles that require a certain level of knowledge and professional experience. Roles vary in accountability when working towards certain results, taking into consideration individual contribution and impact. The combination of these factors provides the 'weighting' of various roles and levels within the Bank.

Using this method, each level is differentiated by three factors:



### Performance Management

The performance assessment process is a part of our Performance Management policy, and it involves:





## Revision of Job Profiles

To ensure that our talents are rewarded in a consistently competitive way and in alignment with market developments, our Group Remuneration and Nomination Committee conducts an annual review of our policy for compensation, benefits, incentives, and salaries for employees at every level.

## Rewards and Recognitions

We believe that recognising and rewarding our employees for their efforts and achievements is imperative as it contributes positively to strengthen employee engagement, increases productivity, increased retention, and a dynamic workplace. Therefore, ADIB implements different categories for reward and recognition highlighted below.

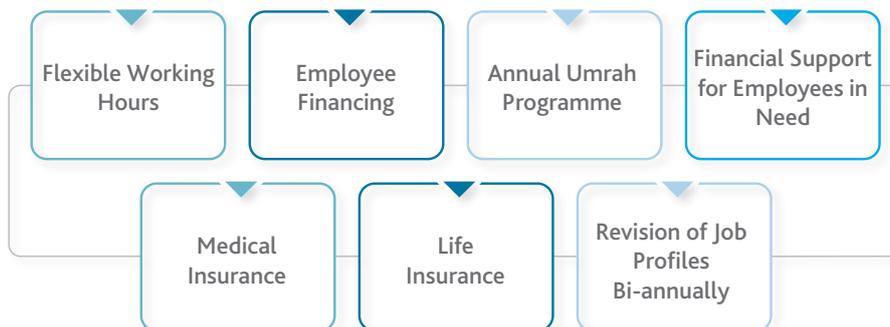


The bank’s reward and recognition process is transparent and inclusive. All employees with a good performance record are eligible to be nominated including outsourced employees. Nominations are conducted by line managers and business heads where any line manager or business head gets to nominate employees who did major achievements from their departments as well as other departments. To ensure that our reward and recognition system incentivises employees and contributes to increase their productivity, the bank conducts this ceremony on a quarterly basis with the engagement of our CEO and top management.



In 2021, the bank awarded 293 of its employees who served the bank for over 15 years with gold coins, this ceremony falls under the Al Fakher - long service - Award programme.

## Employee Benefits (401-2)



## Leave

To make sure our employees can maintain a healthy work-life balance, we provide them with different types of leave depending on their needs.



## Parental Leave

(401-3)



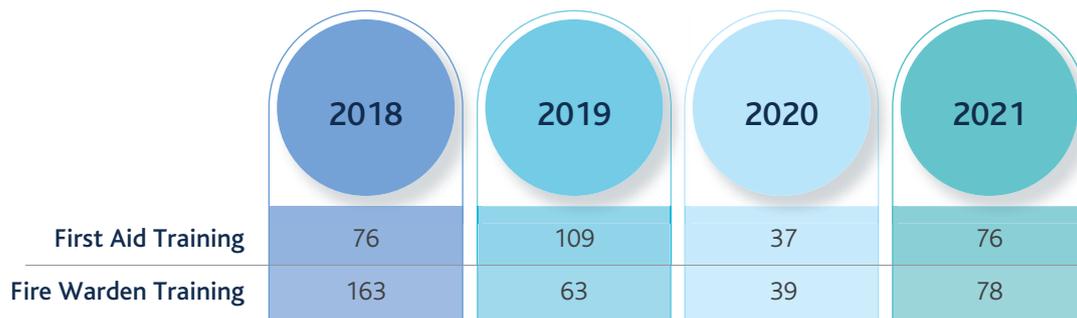
Year	2019		2020		2021	
Gender	Female	Male	Female	Male	Female	Male
Employees entitled to parental leave	343	1,257	333	1,155	333	1,092
Employees who took parental leave	53	70	55	71	57	46
Employees who came back to work after parental leave	53	70	55	71	57	46
Employees who came back to work after parental leave and were still employed 12 months later	52	68	55	70	50	42

## 4.6 HEALTH & SAFETY

(103-1), (103-2), (103-3), (403-1), (403-2), (403-3), (403-4), (403-5), (403-6), (403-7)

### A Safe Work Environment

ADIB Remains focused on employee safety, security, and overall well-being together with customer well-being. Several initiatives have been put in place to safeguard employee and customer well-being against Covid 19 and in full compliance to all requirements of occupational health and safety. We continue to maintain ISO 45001:2018 for Occupational health and safety whereby we are focused on preventative measures of staff safety, as well as corrective actions for all incidents and accidents.



### Protected Workforce

In continuous efforts to protect our employees against COVID-19, the bank established vaccination and booster drive-throughs within our premises. In 2021, we vaccinated 2,619 individuals and provided 1,408 booster shots. We also made available seven PCR testing facilities where a total of 3,430 tests were provided. In addition to the latter, ADIB continued executing its protective measures by distributing masks and gloves in branches, controlling air quality and daily sanitisation of offices, and full-tracking of Covid cases within our workforce.



# CUSTOMER FOCUS

(103-1), (103-2), (103-3)

The reality of the pandemic meant that we had to reach even higher to actively support our customers and help them navigate this unprecedented environment. In many ways, the pandemic has accelerated us toward a future we have long been preparing for, as our customers seek out new ways to bank and be served. It has accelerated digital adoption and our transition to a more digitally scaled operations.

## 5.1. DIGITAL AND INNOVATION FOR BETTER CUSTOMER SERVICE

At ADIB, we are committed to designing and building products, processes, technology and services in faster, simpler and more cost-effective ways. In 2021, ADIB invested heavily in areas that will help the bank achieve further growth in the future, including launching new products and advancing digital capabilities in line with its vision to become the world's most innovative Islamic bank.

This ongoing transition and automation of our services saw a further migration of volumes to digital channels and a reduction in teller-transactions in our branches with 70% of ADIB's customers digitally active. Around 40% of digital account opening are taking place on our digital channels with 30% of personal finance application sold through digital channels with high levels of STP, while financial transactions are at 97.8% STP. In addition to this and as part of our ongoing transformation of processes and procedures to achieve additional internal efficiencies, ADIB employed 66 robotics process automation to automate certain services.

ADIB was honored to take the lead in the UAE banking sector by launching new digital and innovative initiatives

## Remote sales platform

ADIB launched UAE's first virtual banking sales platform, a pioneering remote sales platform allowing customers to converse with ADIB and apply for personal finance, covered cards, takaful, and other banking products without having to leave their homes. A first of its kind in the UAE, the platform is equipped with virtual banking tools, including online application and electronic signature services, providing customers with a seamless and convenient banking experience. The platform also integrates virtual communications tools, including video conferencing and real-time screen sharing, to boost collaboration between customers and sales representatives. Since its launch, over half of ADIB card sales are being conducted on the remote sales platform.



### ADIB Chat Banking

## ADIB Chat Banking

ADIB launched ADIB Chat Banking, the UAE's first Emirati customer care chatbot. The service is equipped with the unique ability to understand and respond to the Emirati Arabic dialect, in addition to classical Arabic. ADIB Chat Banking, which is accessible through WhatsApp, will support customers with general requests, offering instant access to key information about their account and finances. This includes providing customers with guidance on locating the nearest ATM or ADIB branch, updates on their account balances, existing card features and offers, or even issuing commands such as activating or freezing debit and covered cards. This is all achieved through a simple interface integrated with Artificial Intelligence. There are now 150,000 customers with a verified chatbot account, with more than 350,000 queries put through to the chatbot 85% of these queries were resolved without human interaction, with the rest being directed to ADIB customer care representatives for more specialized support queries. This has enabled the call Center to reduce call volume by 20%.





BACKED BY DATA, ON TIME, EVERY TIME

## Analytics Center of Excellence (ACE)

ADIB launched its new Analytics Center of Excellence (ACE), a fully integrated, real-time data analysis & visualization center. ACE will enable ADIB to driver greater efficiencies, optimize performance and respond to complex market dynamics with agility and speed. ACE is a core part of the journey, especially as it serves to aggregate real-time information across all business units and uses smart analytical models, AI and big data to generate operational insights and recommendations. ADIB will continue to advance projects for the next phase of its digital journey, including expanding its solution and products and rolling out new capabilities on its app.



## Turbo

ADIB has become the world's first Islamic bank and the first bank in the region to launch a digital ecosystem for auto-related needs "Turbo". Turbo launched in collaboration with Drive Ninja, a fintech company, brings together several auto-industry partners on one digital platform to facilitate and centralize all consumers' car-related needs including buying and selling cars, takaful car insurance, car finance, car maintenance and accessories, export and import of cars, fuel and car ride, traffic payment and car registration. The launch of Turbo will mark UAE's first online consumer ecosystem helped by a bank that combines several service providers on one platform to deliver their services to match customer auto-related needs.



## Cyber security

### 2020 Highlights

Globally, the volume and sophistication of cyber-attacks continue to evolve and increase; the resulting implications could include business interruptions, service disruptions, financial loss, theft of intellectual property and confidential information, litigation, enhanced regulatory attention and penalties, and reputational damage.

We continue to enhance our security capabilities, educate our customers and workforce, and deepen our relationships with governments, law enforcement and academia to ensure our cyber defenses remain effective in thwarting the threats targeting the financial sector. We have a dedicated team of technology and cyber security professionals that manage a comprehensive programme to help protect the organization against breaches and other incidents by ensuring appropriate security and operational controls are in place. We continue to strengthen our cybercontrol framework and improve our resilience and cyber security capabilities, including 24-hour monitoring and alerting of potentially suspicious security events and incidents. Throughout the year, we continued to make investments in the programme and conducted multiple scenarios and simulations to test our resiliency strategy.

## 5.2 EMPOWERING OUR CUSTOMERS

### Empowering Our Female Customers - Dana

At ADIB, we believe that empowering women means empowering families and the future generations. We understand the imperative role of females in the overall socio and economic development of this nation. Therefore, we focus on ensuring that we design products and services that allow us to be inclusive to female customers, enabling them to participate equally in the economic development and the long term and sustainable growth of our society. Currently, ADIB has two DANA branches and 14 Sections Specialised for Female Customers.

#### DANA achievements in 2021

Due to ADIB digitalisation achievements, female customers are able to independently open accounts with no need to visit branches. There are no barriers for women to open this account as it has no minimum balance requirements encouraging them to save at their own pace.

ADIB held Breast cancer awareness sessions to educate and encourage women to look after their health and wellbeing and to promote early detection, a total of 800 females registering to the event.



We hosted several seminars on the International Women's day in March where staff and customers have participated to talk about issues surrounding females.

With its strong commitment to women's development, ADIB was also one of the main sponsors for the Unified Women's Sports Day in collaboration with the Fatima Bint Mubarak Ladies Sports academy.

## Empowering Our Youth

ADIB has been building up its youth banking segment over the last decade. We now have over 100,000 customers under the age of 24 banking with us and our goal is to expand youth access to personalised and safe financial products and services as well as to empower them to establish a disciplined culture with regards to managing their finances.

In 2021, ADIB Launched Amwali, the world’s first Islamic Digital proposition targeting GenZ. Amwali is a ground-breaking proposition that brings together an entire suite of banking products and innovative technology to enable young customers to enjoy a whole new way of banking that is paperless, signatureless and branchless. Co-created with the Founders Club, a cohort of Emirati youth and their parents, the all-in-one banking solution is designed to empower young customers with a dedicated digital banking experience, access to financial knowledge, and personalised offers that fit their lifestyle, all under the parental control. Account-opening can be done easily and effortlessly.



## Empowering Our SMEs

### Our Approach To empowering SMEs

An empowered SMEs sector is a key component for economic growth. According to the UAE Government, the SMEs operating in the UAE represent over 94% of all companies, employ over 86% of the labour force in the private sector and make up over 60% of the GDP.

ADIB Business, as one of the key players of the SME Banking in the UAE, provides tailored state-of-the-art banking services delivered through ADIB digital solutions and the support of dedicated business banking experts. We bring this experience to bear through UAE-focused and relevant solutions that really work. These wide range of Shari'a compliant solutions meet any business requirement through special features tailored to starting a new business or maintaining and growing an existing business.



**ADIB Business offers a wide array of Shari'a compliant banking solutions:**

- Business Account Packages (Business Elite, Business Premium, Business One, and Business Merchant)
- Savings & Investments (Business Savings Account, Short Term Investment Account, Business Time Deposit, Business Wakala Deposit, and other Investment Solutions)
- ADIB Office Banking Cash Management Solutions
- Working Capital Finance
- Trade Finance Solutions
- CAPEX Finance
- Real Estate Finance

In 2021, we developed a new strategy to further expand the Business Banking segment with a long-term view aiming to offer diversified SME finance solutions, aspiring to offer long term win-win relationships, and mitigating risk cyclicality. The new strategy will be focusing of the following KPIs:

- Revamp the relationship management model to include more SMEs to benefit from the small business finance solutions
- Build data driven risk capabilities
- Develop Digital onboarding solutions

# All about supporting our customers to grow



## Our 2021 Achievements

### Innovative Products - Business Connect

In our endeavour to be financially inclusive of all categories of SMEs with competitive financial solutions, ADIB launched a new Account package "Business Connect" targeting businesses that would prefer doing digital banking transactions. In return, the targeted SME customers will benefit from the following:

- No minimum balance or average balance
- Fixed monthly charges of AED 100
- Current Account available in AED currency only
- Lower fees for doing transactions through digital banking platform- ADIB Direct
- Free Debit card
- Account to be opened in 48 hours



### Financial Relief - TESS Programme

In 2021, we continued supporting our SME customers impacted by the pandemic. This support comes under the UAE Central Bank's economic support program, Targeted Economic Support Scheme (TESS), that was introduced in 2020 and extended to 2021.

In general, we offered the following types of reliefs to eligible SMEs in 2021:

- Extend / Change maturities
- Restructure repayment instalments
- Revise profit rate
- Postpone repayment instalments
- Reverse / waive fees and commissions



### SME Engagement

In 2021, ADIB Business organised three webinars for SME customers:

- Business Finance for SMEs - Number of participants was ~ 212
- Trade Finance Hacks for SMEs - Number of participants was ~ 139
- Smart Manufacturing Programme - Number of participants was ~ 80



### Digital Elevation - ADIB Direct

Due to the digital enablement initiatives that we exploited in 2021 to encourage SME customers to adopt digital transactions via ADIB Direct we achieved the following:

- The number of online payment customers on ADIB Direct reached ~ 12,781 as of the end of Dec 2021, which is a 57% increase compared to 2020
- The number of Internal, domestic and international transfers reached ~ 565,702 transactions as of the end of Dec 2021, which is 57% increase compared to 2020
- The Digital transactions ratio (online & ATM/CCDM transactions) reached 84% in 2021 compared to 78% in 2020 from the total BBD transactions



## 5.3 ENGAGING WITH OUR CUSTOMERS

### Customer Excellence Department

As a financial service provider, we put customers at the heart of everything we do. Being close to our customers and gaining their trust is imperative to the success and continuity of our business. The bank created the “Customer Excellence” department to improve customer satisfaction through process optimisation, customer innovation, reporting and data analytics, and complaints management for the entire organisation.

VISION	To be the best customer experience bank in UAE and best customer experience Islamic bank in the region.
MISSION	Handling customer experience and service quality for the entire bank to ensure that we keep customers at the heart of everything we do, as we are a customer-centric organisation.

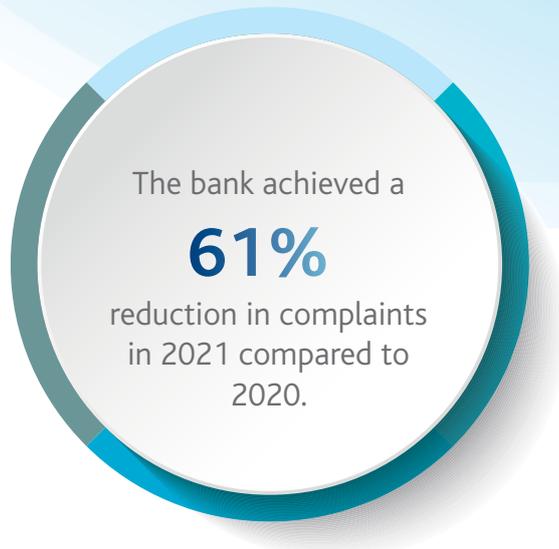
### Our 2021 Achievements

In its second year of existence the department was able to accomplish numerous achievements that improved our customer experience across segments.

<b>Call Centre Service Improvement:</b>	<b>Smart Banking Gen-Y Onboarding Enhancement:</b> Enhanced customer experience by eliminating process issues that delay the account opening, better upfront screening and qualifying happening. As a result, we observed a reduction in complaints.
<b>Optimised Processes:</b> <ul style="list-style-type: none"> <li>◦ Individual Account opening overall time reduced from 5.5 hours to 5 minutes only</li> <li>◦ Issuance of cheque book reduced from an average 2-3 weeks to a max of 2 days</li> <li>◦ Home finance release for settled finance reduced from 2-4 weeks to 7 days</li> <li>◦ Turnaround time on card cancellation requests dropped to 3-4 days in addition to reduction of complaints due to process and capacity</li> </ul>	



## CUSTOMER SATISFACTION



ADIB ensures a high level of transparency and communication with its customers, particularly when it comes to customer satisfaction and complaints. The bank publicly shares its Customer Complaints Service Charter for customers in our branches and website to access and be aware of their rights and what action they can take. To access our charter, click [HERE](#).

KPI	Performance
Number of customer complaints received in 2021	6,528
Number of solved customer complaints in 2021	6,401
Customer Satisfaction score	56



## 5.4 FINANCIAL LITERACY

The pandemic and its subsequent financial and economic uncertainty have emphasised the importance of having the knowledge and resources to make good financial decisions and achieve financial security.

As a bank, we recognise our responsibility to educate our customers and community on financial issues. Making better financial decisions leads to successful lives, which is why we are committed to equipping our customers and community with the tools they need. Our programmes cover a wide range of topics and target audiences from different backgrounds and ages.



**Mission:** Increase our stakeholders' knowledge and skills to enable them to make informed, structured and effective financial decisions.



### moneysmart Community

Providing financial education in order to help people make good financial decisions, achieve a good quality of life, and a secure future has been a standing commitment for us.

In 2017, we embarked on a journey to upgrade our financial education initiatives through our moneysmart community. One of the most unique digital communities in the region, moneysmart is a platform that connects people with different financial experiences to exchange knowledge and insights. Moreover, members will be able to exchange saving tips, discuss financial and banking products and services, and talk directly with financial experts in the field.



# RESPONSIBLE PROCUREMENT

(103-1), (103-2), (103-3), (102-9) (204-1), (308-1), (308-2), (414-1), (414-2)

## 6.1 SUPPLIER ENGAGEMENT

To ensure responsible procurement, we have implemented a due diligence process for our suppliers to make sure they are in line with our beliefs and commitments, and that allows us to monitor regulatory and reputational risks associated with our supply chain.

We provide an online self-service registration process for all vendors seeking to do business with us. This process allows us to assess the following criteria:



ADIB empowers SMEs in different ways, besides our services, we make sure to work with SMEs for our procurement needs. In 2021, we increased our procurement spending on SMEs by 6% and increased the number of SMEs we work with by 20% to represent 45% of our total suppliers.

ADIB has always supported local businesses, as they are critical drivers of the local economy. In 2021, we spent approximately 65% of our budget on suppliers with addresses registered in the UAE.

ADIB strives to empower female entrepreneurs and business owners by conducting business with them. In 2021, ADIB allocated 7% of our budget to female owned businesses with a total number of 98 suppliers.

## 6.2. SUPPLIER ASSESSMENT

Sustainability is addressed in the bank's Procurement Policy, which aims to ensure the delivery of procurement best practices in line with VMCP's vision and mission statements, which in turn aligns with the bank's strategy. Furthermore, ADIB is committed to the systematic consideration of the environmental, social, cultural, and economic impact of our 'purchasing decisions' including sustainability, human rights, labor and community relations, and vendor relations.

Through our purchasing power, ADIB will create long-term business value and will positively contribute to:

- a) Economic sustainability: Profitability and sustainable economic performance and its' beneficial impact on society such as employment security, access to Goods and Services, payment of Taxes, community investment, and so on.
- b) Environmental sustainability: Sustainable environment practices such as recycling, waste management, pollution, deforestation, and so on aim to minimize any ADIB negative impact on the environment.
- c) Social sustainability: Supporting minority-owned businesses, identifying and repudiating unethical vendor employment practices, improving working conditions, business safety, and health & quality requirements.

# COMMUNITY EMPOWERMENT

(103-1), (103-2), (103-3), (413-1), (413-2)

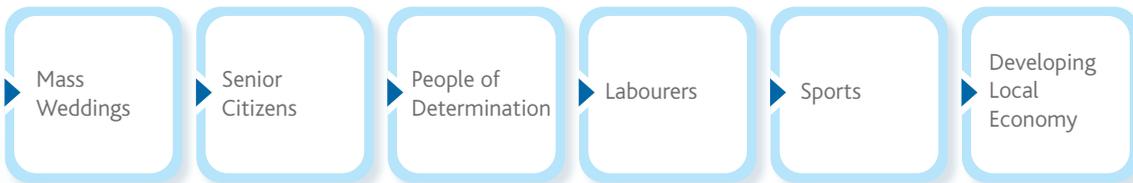


Our Corporate Social Responsibility department functions under the directions of our Estidama Council, hence, the department shares the same vision of the council.

**MISSION**

To provide sustainable and customer-focused financial solutions by integrating responsible social, environmental and governance commitments into our operations, aiming to create value for our stakeholders.

To enable our Estidama Council's mission, our CSR Committee oversees six main programmes:



### Mass Weddings

Marriage represents a fundamental pillar of Emirati culture. Having large and strongly connected families is imperative to preserving and flourishing our Emirati identity in an ever-changing world. As an Emirati bank, ADIB takes pride in empowering our identity in different ways, one of which is to enable young people to come together under the union of god. We understand that marriage can be financially exhaustive for young people, therefore, we support them by planning mass weddings.

	Couples
<b>2019</b>	139
<b>2020</b>	110
<b>2021</b>	100



## International Labourers Day

The pandemic has emphasised the essential role labourers play in our daily lives and the dependencies of our communities on the services they provide. ADIB has always valued our workers by celebrating the International Labourers Day every year where we provide gifts and material support to labourers in Abu Dhabi. In 2021, the bank provided 1,500 workers with boxes containing items to help protect them against COVID-19 in their daily work. The boxes contained sanitisers, face masks, hand soap, water cooler, and instructions on how to protect themselves and the people around them from COVID-19.

## Senior Citizens

Our senior citizens represent the guardians of our values, their presence and integration is important to preserve our authentic identity and traditions and ensure its passing from generation to another. In 2021, ADIB gifted 63 senior citizens with cash gift cards amounting to AED 12,884.

## Nurturing Islamic Value

As an Islamic bank, ADIB makes sure to support and contribute to initiatives that reinforce and foster Islamic values and principles in our communities. We highlight below some of the initiatives supported by ADIB in 2021 and their impact.

Initiative	Ramadan Meer - GWU	Break Your Fast Initiative	Stay Safe Always
Description	In collaboration with the General Women's Union, ADIB sponsored Ramadan Meer.	In collaboration with the Ministry of Interior, ADIB distributed iftar boxes during the holy month of Ramadan.	In collaboration with the AWQAF, ADIB distributed 75,000 disposable masks and 50,000 prayer mats in 50 mosques across the UAE.
Impact	100 families	32,080 boxes	50 Mosques

## Community Investment

Driven by our Islamic values, ADIB is committed to creating positive social impact by working with and supporting several organisations and social initiatives. We highlight our social financial investments for 2021 in the following table.

Name of organisation	Name of Event
Dubai Police General Headquarter	International Happiness Day
Al Noor Training Center	Adopting One classroom for POD
SAAED Association for Prevention of Traffic Crashes	UAE Armed Forces Unification - Saaed Magazine
SAAED Association for Prevention of Traffic Crashes	Zayed Humanitarian Day
Zayed Intl Prize for the Environment	Environment & Society - Monthly Magazine
Zakat Fund	Financial donation
Emirates Red Crescent	Ataya Exhibition
	Al Ghadeer UAE Crafts
	ADAHI Campaign
Ministry Of Interior	AQDAR Summit
	999 Magazines
Faraj Fund	Financial donation
Ministry of Presential Affairs	Sheikh Zayed Festival
Baniyas Club	Baniyas Football Club





## Breast Cancer

Since 2015, ADIB has been a strong advocate of breast cancer awareness through conducting awareness campaigns and workshops in collaboration with different organisations that support the same cause. In 2021 we organised the following campaigns impacting over 980 females.

Name of Initiative/activity	Brief Description
Breast Cancer Awareness (Seminar - Online)	ADIB Estidama council organised, in collaboration with DANA team, online seminars
Breast Cancer Awareness (Seminar - Online) - Med Clinic	In collaboration with Med Clinic ADIB Estidama council sponsored online seminar
Breast Cancer Awareness (Seminar - Online / Physical ) - Pink caravan	In collaboration with Pink Caravan ADIB Estidama council organised seminar and free testing with giveaways distribution
ADIB Estidama Council Distributed Breast cancer Giveaways	ADIB Estidama Council Distributed Breast Cancer 222 giveaways in all branches
Breast Cancer Awareness (Open Day - live) - Abu Dhabi Ladies Club	In collaboration with General Women's Union and FBMA ADIB Estidama Council sponsored an open day with seminars and giveaways distribution



# OUR COMMITMENT TO THE ENVIRONMENT

(103-1) (103-2) (103-3)

As climate change issues keep escalating, we realise the impact it will have on the world and specifically here in the Gulf region. Environmental conditions have always been a challenge for this part of the world; hence, it stands on top of governments' agendas in the region including the UAE. At ADIB, we recognise these challenges and take responsibility in tackling them by supporting our customers in financing projects targeting at solving environmental and social issues. We have taken a significant step in this regard as we believe that Shari'a-led Islamic finance has much in common with environmental, social, and governance (ESG) considerations and the broader aim of sustainable finance. With zero exposure to industries that harm our societies, Islamic banks including ADIB remain protected from sectors that are considered at "high risk" of failing to meet ESG criteria. Through Shari'a guidelines, Islamic banks perform a culturally distinct form of ethical investing or ESG investment. By following Shari'a rules, ADIB has always integrated a range of ESG matters in its decision-making, including how it evaluates risks and opportunities.

For 2022, ADIB will be focusing its efforts to transit to a Net Zero economy. We will work on

- Integrating ESG factors into our investment policy
- Launch new products in alignment with ESG framework
- Reviewing our portfolio from an ESG perspective
- Using stewardship to verify that the firms
- Commit to sustainable financing
- Define clear targets for carbon emissions

## 8.1 DIRECT ENVIRONMENTAL IMPACT OF OPERATIONS

### Resource Consumption

(302-1), (302-3), (303-4)

	2020	2021
Electricity Consumption (Kwh)	32,659,238	34,375,777
Electricity Consumption per Employee (Kwh)	16,808	18,561
Fuel Consumption by vehicles owned or leased by the Bank (Petrol, Litres)	55,571	67,555

### Greenhouse Gas (GHG) Emissions

(305-1), (305-2), (305-3), (305-4) (305-5)

	2020	2021
<b>Scope 1:</b> Direct Emissions - Fuel Consumption by Vehicles Owned or Leased (tCO <sub>2</sub> )	129	167
<b>Scope 2:</b> Indirect Emissions - Electricity Consumption (tCO <sub>2</sub> )	21,000	22,104
<b>Total Emissions (tCO<sub>2</sub>)</b>	21,158	22,280
<b>Average Emissions per Employee (tCO<sub>2</sub>)</b>	10.9	12

With the gradual return of our employees to office, we saw a slight increase in carbon dioxide emissions in comparison with 2020.

## Water Consumption

(303-1) (303-4) (303-5)

	2020	2021
Utility Water Consumption (Imperial Gallons)	14,220,117	20,065,072
Average Water Consumption per Employee (Imperial Gallons)	7,933	10,893

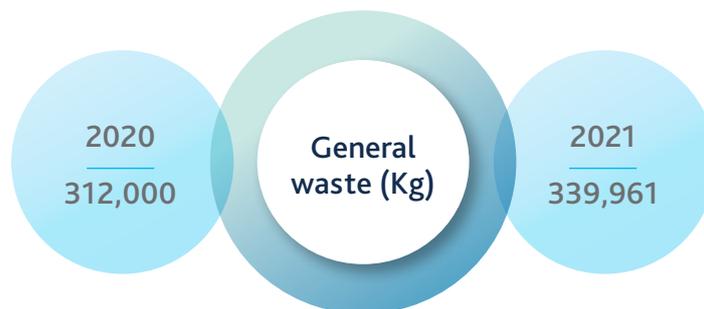
The water consumption in 2021 increased in comparison to 2020. This is mainly due to the gradual return of our employees to offices

## Waste Management

(306-3) (306-4) (306-5)

### Recycling Bins

In 2019, we started installing recycling bins at our HQ and in selected branches. Today, we have 150 bins enabling us to increase our recycling capacity:



A breakdown of materials recycled in 2021:





## 8.2 GREEN FINANCING AND INVESTING

(103-1) (103-2) (103-3) (203-1) (203-2)

At ADIB, we aim to be recognised as a regional Islamic bank leader in sustainable finance and work with our customers and partners towards a net zero economy. We are committed to financing and supporting environmental and sustainable initiatives while strengthening our partnerships with stakeholders and market participants.

As part of our new ESG strategy, we will be taken into consideration ESG risk assessment in both our financing and investment portfolio. We will be looking at undertaking ESG due diligence and screening in customers' financing and project finance. We will be announcing new targets related to financing and investing in activities focused on environmental and socially responsible solutions.

All our project finance deals do follow the Equator Principles (EP) which is a risk management framework, adopted by financial institutions, for determining, assessing, and managing environmental and social risk in project finance and other eligible financings.

### Case Studies

Below are some of the key projects we enabled and contributed to in 2020 and 2021.



## DEWA Solar Project

ADIB took part in funding a solar project for DEWA, named DEWA 900 MW photovoltaic V, where the bank's contribution amounted to USD 103.5 million. The Project is located in the Mohamed Bin Rashid Al Maktoum Solar Park within an area called Saih al Dahal, about 50 km South from the city of Dubai, in the United Arab Emirates (UAE). This area is characterised to be surrounded by desert, with no settlements in the surroundings, and no shading objects or other obstacles near the Project's site.

As per ACWA POWER, the project is expected to power 270,000 homes and offset carbon emissions amounting to 1.18 million tons per year in Dubai. Further, the project will use the latest bifacial photovoltaic solar panels, which capture sunlight on both sides of the panel and produce energy with an advanced solar tracking system to increase generation efficiency.

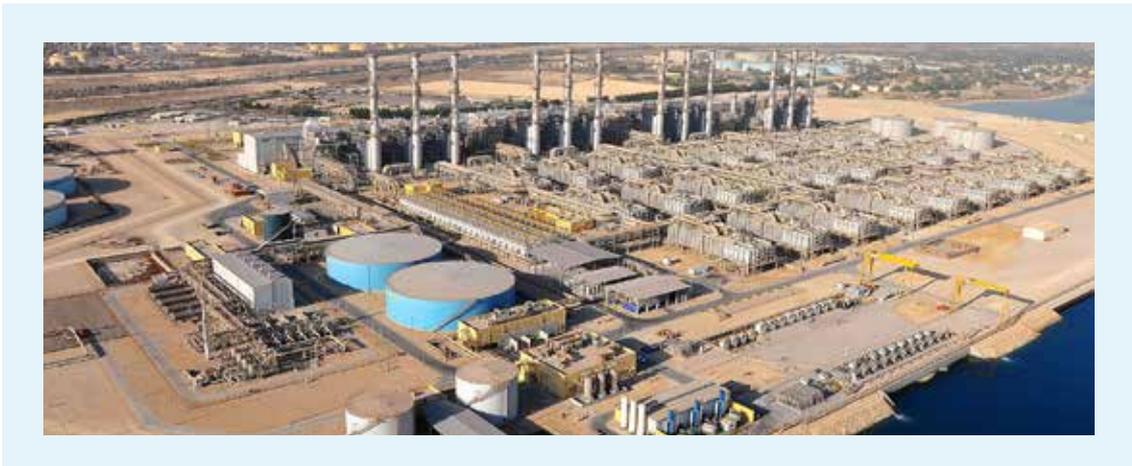
## Al Dharfa Project

ADIB financially enabled the government of Abu Dhabi, alongside other international banks, to launch the world's largest single-site solar power plant by providing an Equity Bridge Loan for the project financing. The project, named Al Dharfa Solar Photovoltaic (PV) Independent Power Producer (IPP) project, is located 35 kilometres from Abu Dhabi city, will be supplying power to Emirates Water and Electricity Company (EWEC), will have a capacity of 2 gigawatts (GW), will use approximately 4 million solar panels to generate enough electricity for approximately 160,000 homes, and will help achieve a reduction of 2.4 metric tonnes of CO<sub>2</sub> emissions per year.



## Government Participation in the project

### Jubail Water Treatment



ADIB has participated in financing a water treatment project in the Kingdom of Saudi Arabia, named the Jubail 3A SWRO IWP (Independent Water Plant), by contributing USD 95 million to the project. The project site is located in Jubail in the Eastern Region of Saudi Arabia, approximately 65 kilometres north of the King Fahd International Airport in Dammam.

This project will substantially contribute to KSA’s efforts to ensure water security. The project consists of the installation of a Sea Water Reverse Osmosis (SWRO) plant with a total installed capacity of 600,000 m<sup>3</sup>/day with Potable Water Storage Facilities for a capacity of 600,000 m<sup>3</sup>, a Solar PV plant of capacity 37.444 MWp, and an Electrical Special Facilities in the Kingdom of Saudi Arabia on the shoreline of the Arabian Gulf, situated between the SWCC Al Jubail complex and a military restricted zone.

### 8.3 ENVIRONMENTAL ACHIEVEMENTS:

<p><b>Green Building - LEED Certificate</b></p>	<p>ADIB has been investing to transform more of its buildings into LEED certified establishments, the following are current certified ones:</p> <ul style="list-style-type: none"> <li>○ ADIB HQ for Shell &amp; Core - LEED Gold</li> <li>○ ADIB Delma Mall Branch - LEED Gold</li> <li>○ Bawadi Mall</li> <li>○ Rahmania Mall Sharjah</li> </ul>
<p><b>Environmental Awareness and Training</b></p>	<p>In 2021 we conducted the following training sessions</p> <ul style="list-style-type: none"> <li>○ A training session for our 32 Ambassadors.</li> <li>○ A session conducted by WWF to raise awareness on the importance of environmental responsibilities.</li> </ul>
<p><b>Energy Efficiency</b></p>	<p>All new branches and renovations are conducted as per the sustainable measurements where we installed aerators and energy saving lightings in all new branches and renovated branches as 2 of the main solutions.</p>
<p><b>Electric Vehicles Chargers</b></p>	<p>To incentivise our clients to be more sustainable and opt for greener solutions, ADIB has been working on installing electric charging stations at different locations to make owning electric vehicles more convenient. In 2021 we installed two electric charging stations for our privileged customers and overall we have four stations in our HQ basement and two in HQ’s priority banking parking area. 1200 electric vehicles benefited from our stations in 2021.</p>

### Environmental Champions Initiative

ADIB encourages employees to learn and take action on environmental issues by engaging them in different programmes and initiatives. In 2021, we have partnered with the World Wildlife Fund to provide our employees with access to a diverse bouquet of online courses on environmental protection and climate change. A total of 84 employees registered to this online learning programme.

Furthermore, we organised a field trip where a total of 21 participants had the chance to explore the Falaj system and surrounding area of Wadi Ham to identify the nature and heritage trail. This expedition was conducted under the supervision of experts from Fujairah Adventures.



## AQDAR Initiative

ADIB was the main sponsor of AQDAR Adventures, an initiative launched by the Khalifa Empowerment programme and in collaboration with the Environment Agency to plant 50,000 mangrove trees on the Jubail island of Abu Dhabi. In addition to financially supporting the project, a total of 50 employees volunteered to take part in the planting activities.

## ADIB Green Initiative

As a financial institution, our consumption of energy is not as exhaustive as other industries. However, we realise that we can always be better by installing good habits in our employees. To do so, the bank launched the ADIB Green Initiative. The initiative consists of four main commitments; to make sure room temperatures are set and kept at 24 degrees, all lights are turned off when natural light is available, all computers and screens are shut down when not in use and finally, to operate electrical appliances only when required. These commitments were shared with our employees through awareness campaigns to incentivise them to make small but impactful changes. Further, we believe that these habits will extend to be reflected in their homes and day-to-day lives.



## Al Ghaf Initiative

In alignment with achieving the bank’s environmental mission, we launched the Al Ghaf Paperless Initiative in 2021. As a financial institution, our daily operations rely heavily on the consumption of paper, therefore this initiative will have a tangible impact in reducing our carbon footprint as well as enhance our customer experience and ensure further security and efficiency in banking operations due to digitalisation advancements.

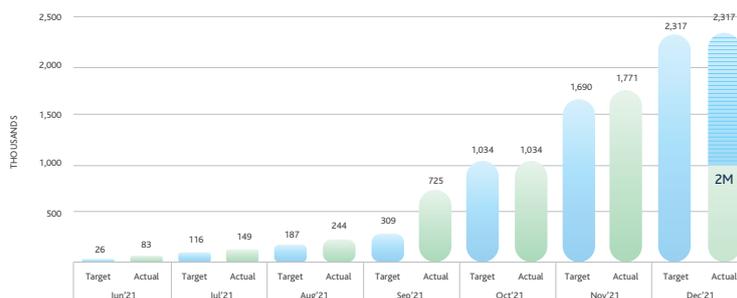
**The initiative is built on three key pillars:** Process Improvement by redesigning and simplifying process workflows, Automation of sales and service processes by digitising document management, and Migration of traditional processes to mobile or chat banking services. It features new digital initiatives including the introduction of chatbots which would eliminate the printing of tokens and encourage customers to use the ADIB Mobile App and smart tellers, in efforts to enhance user experience. The following graph highlights our performance for 2021 where the initiative helped save over 2 millions sheets of paper in its first year of implementation.

### AL GHAF PAPERLESS UPDATES

Total saving MTD-15/12/2021  
**2,004,034 SHEETS**

+

Additional Program Achievement  
**1,470,237 ATM RECEIPT PAPERS**





# GRI CONTENT INDEX

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. The service was performed on the English version of the report.



GRI Standards			
GRI Standard	Disclosure	Page Number(S), URL Reference, or Notes	
GRI 101: Foundation 2016			
GRI 102: General Disclosures 2016			
Organizational Profile	102-1	Name of the organization	9
	102-2	Activities, brands, products, and services	9
	102-3	Location of headquarters	9
	102-4	Location of operations	9
	102-5	Ownership and legal form	11
	102-6	Markets served	9
	102-7	Scale of the organization	9
	102-8	Information on employees and other workers	43
	102-9	Supply chain	76
	102-10	Significant changes to the organization and its supply chain	No significant changes occurred to adib bank or its supply chain during the reporting period.
	102-11	Precautionary principle or approach	36
	102-12	External initiatives	12
	102-13	Membership of associations	12
Strategy	102-14	Statement from senior decision-maker	6
	102-15	Key impacts, risks, and opportunities	20
Ethics and Integrity	102-16	Values, principles, standards, and norms of behavior	9
	102-17	Mechanisms for advice and concerns about ethics	35
Governance	102-18	Governance structure	29
	102-19	Delegating authority	29
	102-20	Executive-level responsibility for economic, environmental, and social topics	31
	102-21	Consulting stakeholders on economic, environmental, and social topics	25
	102-22	Composition of the highest governance body and its committees	29
	102-23	Chair of the highest governance body	29
	102-24	Nominating and selecting the highest governance body	For more information please refer to our Annual Report at ADIB.ae
	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	
	102-30	Effectiveness of risk management processes	
	102-31	Review of economic, environmental, and social topics	25
	102-32	Highest governance body's role in sustainability reporting	For more information please refer to our Annual Report at ADIB.ae
102-33	Communicating critical concerns		
102-34	Nature and total number of critical concerns		
102-35	Remuneration policies		
102-36	Process for determining remuneration		
Stakeholder Engagement	102-40	List of stakeholder groups	25
	102-41	Collective bargaining agreements	Collective Bargaining is not permitted in the UAE.
	102-42	Identifying and selecting stakeholders	25
	102-43	Approach to stakeholder engagement	25
	102-44	Key topics and concerns raised	25
Reporting Practices	102-45	Entities included in the consolidated financial statements	8
	102-46	Defining report content and topic boundaries	8
	102-47	List of material topics	26
	102-48	Restatements of information	8
	102-49	Changes in reporting	8
	102-50	Reporting period	8
	102-51	Date of most recent report	8
	102-52	Reporting cycle	8
	102-53	Contact point for questions regarding the report	8
	102-54	Claims of reporting in accordance with the GRI Standards	8
	102-55	GRI content index	93
	102-56	External assurance	8

Material Topics			
GRI 200 Economic Standard Series			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	14
	103-2	The management approach and its components	14
	103-3	Evaluation of the management approach	14
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	14
	201-4	Financial assistance received from government	No Financial assistance received from the government by ADIB during the reporting period.
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	50
	103-2	The management approach and its components	50
	103-3	Evaluation of the management approach	50
GRI 202: Market Presence 2016	202-2	Proportion of senior management hired from the local community	50
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	87
	103-2	The management approach and its components	87
	103-3	Evaluation of the management approach	87
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	87
	203-2	Significant indirect economic impacts	87
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	76
	103-2	The management approach and its components	76
	103-3	Evaluation of the management approach	76
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	76
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	35
	103-2	The management approach and its components	35
	103-3	Evaluation of the management approach	35
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	35
	205-2	Communication and training about anti-corruption policies and procedures	35
	205-3	Confirmed incidents of corruption and actions taken	No incidents of corruption were recorded by ADIB during the reporting period.
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	The bank was not subject to any legal actions for anti-competitive behaviour, anti-trust, and monopoly during the reporting period.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	
GRI 300 Environmental Standard Series			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	84
	103-2	The management approach and its components	84
	103-3	Evaluation of the management approach	84
GRI 302: Energy 2016	302-1	Energy consumption within the organization	85
	302-2	Energy consumption outside of the organization	85
	302-3	Energy intensity	85
	302-4	Reduction of energy consumption	85
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	84
	103-2	The management approach and its components	84
	103-3	Evaluation of the management approach	84
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	86
	303-4	Water discharge	86
	303-5	Water consumption	86
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	84
	103-2	The management approach and its components	84
	103-3	Evaluation of the management approach	84

<b>GRI 305: Emissions 2016</b>	305-1	Direct (Scope 1) GHG emissions	85
	305-2	Energy indirect (Scope 2) GHG emissions	85
	305-3	Other indirect (Scope 3) GHG emissions	85
	305-4	GHG emissions intensity	85
	305-5	Reduction of GHG emissions	85
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	84
	103-2	The management approach and its components	84
	103-3	Evaluation of the management approach	84
<b>GRI 306: Waste 2020</b>	306-1	Waste generation and significant waste-related impacts	Waste generated by ADIB facilities consists of paper, plastic, and electronics and does not represent any significant impact on the environment and surrounding communities.
	306-2	Management of significant waste-related impacts	
	306-3	Waste generated	86
	306-4	Waste diverted from disposal	86
	306-5	Waste directed to disposal	86
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	No incidents of non-compliance with environmental laws and regulations were recorded by ADIB during the reporting period.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
<b>GRI 307: Environmental Compliance 2016</b>	307-1	Non-compliance with environmental laws and regulations	
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	
	103-2	The management approach and its components	76
	103-3	Evaluation of the management approach	76
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1	New suppliers that were screened using environmental criteria	76
	308-2	Negative environmental impacts in the supply chain and actions taken	76
<b>GRI 400 Social Standard Series</b>			
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	43
	103-2	The management approach and its components	43
	103-3	Evaluation of the management approach	43
<b>GRI 401: Employment 2016</b>	401-1	New employee hires and employee turnover	45
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	59
	401-3	Parental leave	60
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	61
	103-2	The management approach and its components	61
	103-3	Evaluation of the management approach	61
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1	Occupational health and safety management system	61
	403-2	Hazard identification, risk assessment, and incident investigation	61
	403-3	Occupational health services	61
	403-4	Worker participation, consultation, and communication on occupational health and safety	61
	403-5	Worker training on occupational health and safety	61
	403-6	Promotion of worker health	61
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	61
	403-8	Workers covered by an occupational health and safety management system	All employees are covered by bank insurance.
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	45
	103-2	The management approach and its components	45
	103-3	Evaluation of the management approach	45
<b>GRI 404: Training and Education 2016</b>	404-1	Average hours of training per year per employee	45
	404-2	Programs for upgrading employee skills and transition assistance programs	45
	404-3	Percentage of employees receiving regular performance and career development reviews	58

GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	43
	103-2	The management approach and its components	43
	103-3	Evaluation of the management approach	43
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	44
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	No incidents of discrimination were recorded at ADIB during the reporting period.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Freedom of association and collective bargaining is not permitted in the United Arab Emirates.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	None of ADIB suppliers are identified to be at risk of, directly or indirectly practicing, child labor.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	None of ADIB suppliers are identified to be at risk of, directly or indirectly practicing, forced or compulsory labor.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	None of ADIB employees are identified as indigenous people. No Incidents of violations involving the rights of indigenous peoples.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	78
	103-2	The management approach and its components	78
	103-3	Evaluation of the management approach	78
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	78
	413-2	Operations with significant actual and potential negative impacts on local communities	78
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	76
	103-2	The management approach and its components	76
	103-3	Evaluation of the management approach	76
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	76
	414-2	Negative social impacts in the supply chain and actions taken	76
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Not applicable in the UAE. Political parties do not exist in the UAE.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
GRI 415: Public Policy 2016	415-1	Political contributions	

<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	No incidents of non-compliance concerning the health and safety impacts of products and services recorded during the reporting period.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
<b>GRI 416: Customer Health and Safety 2016</b>	416-1	Assessment of the health and safety impacts of product and service categories	No incidents of non-compliance concerning the health and safety impacts of products and services recorded during the reporting period.
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	As a financial institution our products inherently do not carry any environmental, social, or health threats to our customers.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
<b>GRI 417: Marketing and Labeling 2016</b>	417-1	Requirements for product and service information and labeling	No incidents of non-compliance concerning product and service information and labeling recorded during the reporting period.
	417-2	Incidents of non-compliance concerning product and service information and labeling	
	417-3	Incidents of non-compliance concerning marketing communications	
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	40
	103-2	The management approach and its components	40
	103-3	Evaluation of the management approach	40
<b>GRI 418: Customer Privacy 2016</b>	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	40
<b>GRI 103: Management Approach 2016</b>	103-1	Explanation of the material topic and its Boundary	No incidents of Non-compliance with laws and regulations in the social and economic area recorded during the reporting period.
	103-2	The management approach and its components	
	103-3	Evaluation of the management approach	
<b>GRI 419: Socioeconomic Compliance 2016</b>	419-1	Non-compliance with laws and regulations in the social and economic area	



# ABU DHABI SECURITIES EXCHANGE ESG DISCLOSURE

Metric	Calculation	Page Number
G1. Board Diversity	G1.1) Percentage: Total board seats occupied by men and women	For this information please refer to our Annual Report
	G1.2) Percentage: Committee chairs occupied by men and women	
G2. Board Independence	G2.1) Does the company prohibit the CEO from serving as board chair?	For this information please refer to our Annual Report
	G2.2) Percentage: Total board seats occupied by independent board members	
G4. Supplier Code of Conduct	G4.1) Are your vendors or suppliers required to follow a code of conduct?	Yes, for more details please refer to Responsible Procurement Chapter
	G4.2) If yes, what percentage of your suppliers have formally certified their compliance with the code?	
G5. Ethics and Prevention of Corruption	G5.1) Does the bank follow an Ethics and/or Prevention of Corruption policy?	Yes, for more details please refer to the Governance & Integrity Chapter
	G5.2) If yes, what percentage of your workforce has formally certified its compliance with the policy?	
G6. Data Privacy	G6.1) Does your company follow a data privacy policy?	Yes, for more details please refer to the Governance & Integrity Chapter
	G6.2) Has your company taken steps to comply with GDPR rules?	
G7. Sustainability Reporting	Does the bank publish a sustainability report?	Yes, ADIB has been publishing Sustainability Reports since 2017

G8. Disclosure Practices	G8.1) Does your company provide sustainability data to sustainability reporting Frameworks?	Yes, all sustainability reports published by ADIB are prepared in accordance with the GRI Standards: Core option.
	G8.2) Does your company focus on specific UN Sustainable Development Goals (SDGs)?	
	G8.3) Does your company set targets and report progress on the UN SDGs?	Yes, please refer to the Our Commitment to Sustainability Chapter
G9. External Assurance	Are your sustainability disclosures assured or verified by a third-party audit firm?	No, ADIB's sustainability reports are not assured by a third-party audit firm. We aspire to integrate this process into our sustainability reporting practices in the near future.

### SOCIAL METRICS

Metric	Calculation	Page Number
S3. Employee Turnover	S3.1) Percentage: Year-over-year change for full-time employees	Please refer to the Our Commitment to Society Chapter
	S3.2) Percentage: Year-over-year change for part-time employees	
	S3.3) Percentage: Year-over-year change for contractors/consultants	
S4. Gender Diversity	S4.1) Percentage: Total bank headcount held by men and women	Please refer to the Our Commitment to Society Chapter
	S4.2) Percentage: Entry- and mid-level positions held by men and women	
	S4.3) Percentage: Senior- and executive-level positions held by men and women	
S6. Non-Discrimination	Does the bank follow a non-discrimination policy?	ADIB ensures that all employees are respected and treated equally whilst ensuring accountability in case of the occurrence of such incidents through its employee code of conduct
S7. Injury Rate	Percentage: Frequency of injury events relative to total workforce time	As a financial service provider, the nature of our work does not put employees in danger of any physical injuries
S8. Global Health & Safety	Does the bank follow occupational health and/or global health & safety policy?	Please refer to the Our Commitment to Society Chapter
S9. Child & Forced labor	S9.1) Does the bank follow a child and/or forced labor policy?	The bank currently does not follow a child and/or forced labor policy, however, the bank ensures due diligence processes are in place to ensure compliance with local regulations on the topic.
S10. Human Rights	S10.1) Does the bank follow a human rights policy?	
S11. Nationalization	Percentage of national employees	Please refer to Our Commitment to Society Chapter

### ENVIRONMENTAL METRICS

Metric	Calculation	Page Number
E1. GHG Emissions	E1.1) Total amount in CO2 equivalents, scope 1	Please refer to the Our Commitment To The Environment Chapter
	E1.2) Total amount in CO2 equivalent, scope 2	
	E1.3) Total amount, in CO2 equivalents, scope 3 (if applicable)	
E2. Emission Intensity	E2.1) Total GHG emissions per output scaling factor	
	E2.2) Total non-GHG emissions per output scaling factor	
E3. Energy Usage	E3.1) Total amount of energy directly consumed	
	E3.2) Total amount of energy indirectly consumed	
E4. Energy Intensity	Total direct energy usage per output scaling factor	
E5. Energy Mix	Percentage: Energy usage per generation type	
E6. Water usage	E6.1) Total amount of water consumed	
	E6.2) Total amount of water reclaimed	
E7. Environmental Operation	E7.1) Does the bank follow an environmental policy?	
	E7.2) Does the bank follow specific waste, water, energy, and/or recycling policies?	
	E7.3) Does the bank use a recognized energy management system?	
E8. Environmental Oversight	Does the management team oversee and/or manage sustainability issues?	
E9. Environmental Oversight	Does the board oversee and/or manage sustainability issues?	
E10. Climate Risk Mitigation	Total amount invested annually in climate-related infrastructure resilience, and product development	

“Our environmental, social and governance (ESG) agenda is not a separate layer in the Bank; it is embedded in what we do and we have concrete examples of the empathy I see in our firm every day as we work to serve our clients, customers and communities.”

**Nasser Al Awadhi,**

Group Chief Executive Officer

