



**Creating Opportunities to Prosper**  
for our Customers, People, and Communities

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## 1. Message from the Group CEO

Emirates NBD is proud to present its sixth Annual ESG Report (formerly Sustainability Report,) reflecting our Environmental, Social, and Governance (ESG) performance and achievements in 2021. Despite the challenges posed by the ongoing COVID-19 pandemic, 2021 was an eventful and rewarding year for the Group as we navigated the changing global economic landscape. We were able to increase our business activities and net profit by 34% to AED 9.3 billion, demonstrating the resilience of the Group's diversified business model.

Throughout the year, we continued to support our customers impacted by COVID-19 with timely financial relief measures to help ease their burdens and avoid credit issues developing in the future. In total, we provided 27,929 customers with deferrals amounting to AED 1.5 billion.

We further pushed boundaries as a leader in digitisation by offering safe and innovative digital banking services that are both inclusive and environmentally responsible. Our passion for innovation and unlocking opportunities is also aligned with being the Official Banking Partner for Expo 2020. Future Banking exhibits are on display at our onsite branch, demonstrating how advances in technology, robotics, and artificial intelligence will impact the future of the global financial services sector. We have confirmed our engagement as a participant in the United Nations (UN) Global Compact, the world's biggest corporate sustainability project, to reaffirm our strong commitment to adopting and integrating ESG best practises across the Group. Emirates NBD Asset Management has also become a signatory to the United Nations Principles of Responsible Investment (UN PRI). Our advances in ESG finance and investments are based on sustainable finance guiding principles. Notably, we are structuring and managing the first sustainable Real Estate Investment Trust (REIT) in the UAE alongside Masdar, amounting to AED 949 million. In addition, we are developing a Wealth Management and Sustainable Investment

Framework taking into account the long-term impact on future generations. Further, Emirates NBD Capital (EmCap) led 24 landmark offerings such as the debut Sustainability Re-linked Notes from Bank of China, the first sustainable Bond from Axis Bank (India), as well as the debut green loan from the Arab Republic of Egypt.

In our international operations, we are making significant contributions to the agriculture sector in Turkey through DenizBank, who has a 43% market share in agricultural banking. Its nationwide presence allows the Bank to access producers throughout Turkey who require banking services for their operations, with a particular focus on women.

These achievements would not have been possible without the contributions and efforts of our diverse workforce as well as our supportive stakeholders. In particular, our employees have proven essential to our growth, not only through their commitment to developing sustainable and innovative banking, but also through their participation in the Group's activities, such as volunteering at the Expo 2020 Dubai and the Emirates Nature-World Wildlife Fund (WWF) Programme.

As we look forward, we recognise both the challenges as well as the opportunities in integrating ESG into our business. With our long history of being an innovator and staying ahead of the curve as the industry changes, I am optimistic that we will be able to harness this strength to address the many challenges that we face as a global community.

**Shayne Nelson**  
Group CEO, Emirates NBD



## 2. Our Approach

The standards established by the GRI Reporting Framework guide our approach to sustainability reporting. We focus on our environmental, social, and governance (ESG) practices, policies, and performance aligned to the UAE Vision as well as the UN Sustainable Development Goals (SDG). Moreover, in accordance with the GRI requirements, we have conducted a materiality assessment aimed to identify the ESG topics that our internal and external stakeholders consider most important.

### 2.1. About this Report



#### GRI Accordance

This report has been prepared in accordance with the GRI Standards, Core Option.



#### Alignments

The report aligns with the United Nations Global Compact (UNGC) Principles, the United Nations Sustainable Development Goals (SDGs), and the Dubai Financial Market (DFM) ESG Reporting Guide.



#### Comparable Data

The figures accompanying disclosures showcase our performance across 2021, as well as 2020 and 2019 wherever possible, recognizing both achievements and areas of improvement.



#### Contact Point

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The Bank's previous sustainability reports can be found on our website at <https://www.emiratesnbd.com/en/about-us/>.

### 2.2. Scope of this Report

#### Year

The report covers our environmental, social, and governance performance for the year 2021. Unless otherwise stated, all data is as of December 31, 2021.

#### Entities

The entities included are:

- Emirates NBD Bank
- Tanfeeth
- Emirates Islamic
- Emirates NBD Asset Management
- Emirates NBD Capital
- Emirates NBD International Offices
- DenizBank A.S.

#### Countries

The report covers our operations in the United Arab Emirates only, unless otherwise indicated.

#### Financial Performance Scope

For the Financial Performance and Economic Impact figures, the report includes all of Emirates NBD Group's subsidiaries. For more information about our financial performance, please check our [financial statement](#).

#### Monetary Values

All monetary values in this report are expressed in United Arab Emirates Dirhams (AED), unless otherwise specified.

#### Terminology

The use of the name "Emirates NBD" or "the Bank" in this report refers to Emirates NBD, Tanfeeth, and Emirates Islamic in the UAE, unless otherwise stated. The use of "Emirates NBD Group" refers to the entire group globally, with all its subsidiaries.





## 2.3. Materiality Analysis

Periodically, we conduct a Materiality Analysis exercise to keep up to date on our stakeholders' views of various environmental, social, and governance concerns that may have an impact on the our operations. This practice is not only supported by the GRI Standards, but it also inspires internal-external discussions and emphasizes new and diverse perspectives in order to identify and address issues that are important to us now and in the future.

We re-prioritized the topics in our materiality analysis in 2019. We aim to conduct the materiality assessment once every three years.



### 2.3.1. Materiality Matrix

Below is our Materiality Matrix, which reflects the importance of each topic to our stakeholders and our business.



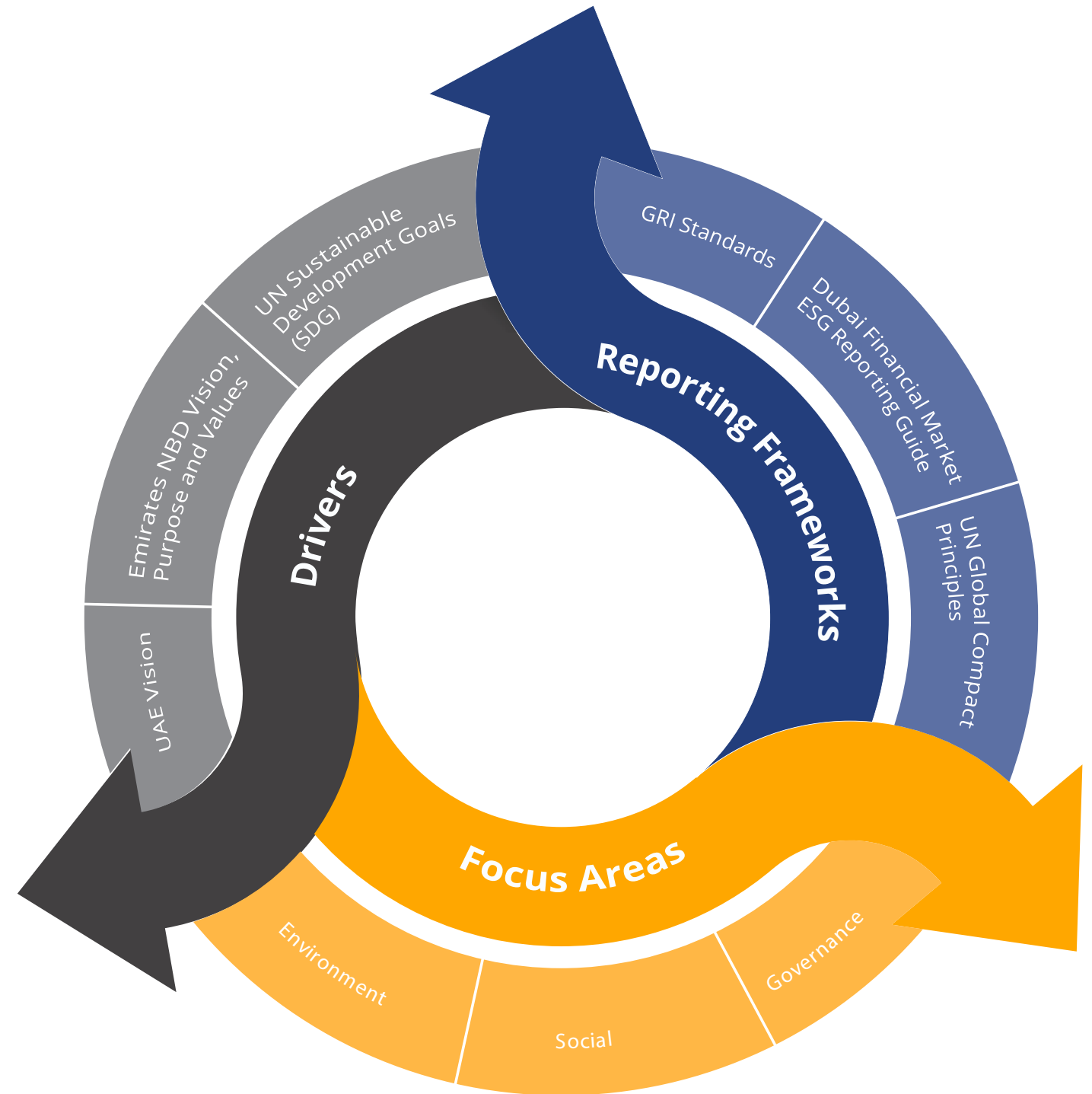
The topics in the top right corner of the matrix are determined as our most material topics. Throughout the report, we demonstrate how we are taking action on our commitment to being a sustainable financial institution by creating long-term value.

### 2.3.2. Stakeholder Engagement

We agree that engaging with our comprehensive set of stakeholders is critical to monitoring and preparing for sustainability challenges and mitigations. Listed below are our key stakeholder groups, our key engagement methods, and frequency of engagement:

Stakeholders	Engagement Methods	Key Topics Raised
Employees 	Bank's Intranet and In-Person engagement	Latest news, appreciations, learning and development, internal vacancies, referrals, employee management, service charter, etc.
Board of Directors 	Board of Directors meetings held bi-monthly	Strategy planning and oversight
Investors 	Investors Relations Team and website section	Financial and non-financial performance
Customers 	Voice of Customer' satisfaction surveys	Exceptional customer experience
Suppliers 	Tenders and RFPs	Fair suppliers' selection and partnership
Local Community 	Partnerships with community organisations	Empowering local communities
Government 	Compliance with the UAE Central Bank, Dubai Financial Services Authority and other regulator's directives. Alignment with the Government's vision and strategic objectives.	Creating long-term socio-economic impact
Environment 	Partnerships with environmental organisations, both locally and globally	Reduce emissions and carbon footprint, actively contribute to improving the environmental impact
Media 	Radio/TV interviews, daily market commentary, weekly and monthly newsletters and press releases.	Keep the public and our customers informed about our activities, products and services as well as create awareness about cyber security topics

### 2.4. ESG Reporting Framework



### 3. Key Highlights

#### Environment

**4 LEED GOLD**

certified branches in the UAE

**First**

LEED GOLD certified bank branch in Saudi Arabia (Al Quds branch, Riyadh)

**6**

LEED certified engineers in Procurement and Facility Management

**ISO 14001:2015**

certified for our environmental management system.

We reduced our total Greenhouse Gas (GHG) emissions by

**6%**

between 2020 and 2021.

#### Social

**78**

nationalities make up our diverse workforce of 9,825 full-time employees.

The percentage of Emiratis in senior management:

**31%**

Emirates NBD

**40%**

Tanfeeth

**50%**

Emirates Islamic

**41%**

of our employees are women

**49**

People with Disabilities (PwD) employed

Flexible working hours and increased parental leave.

**902**

volunteer deployments with Exchanger, our award-winning corporate volunteering programme

Over

**AED 64 million**

in social contributions

#### Governance

Board and Board Committee oversight

Code of Conduct

Data and Cyber Security Policy

Fraud Management, Anti-Bribery, Whistleblowing Policies

Business Continuity and Crisis Management Plans

Sustainable Procurement Policy

Alignment with globally recognized ESG frameworks

#### Financial

**AED 9.3 billion**

Net profit, up 34% y-o-y.

**AED 16.9 billion**

Net Interest Income, remained stable amid low interest rates

**AED 23.8 billion**

Total Income, improved 3% y-o-y

**2.53%**

Net Interest Margin, remained strong in low interest rate environment

**AED 687 billion**

of Total Assets

The financials represent the performance of the Emirates NBD Group as a whole, including all subsidiaries.

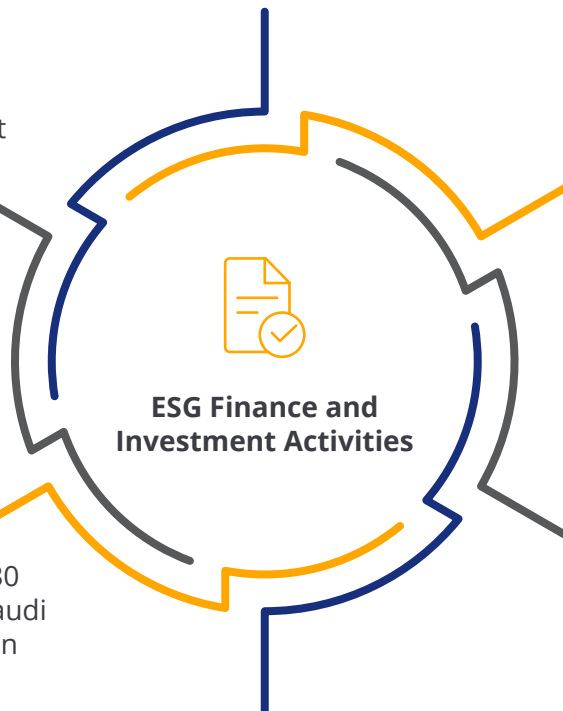


Raised Gulf's first **Sustainability-Linked Loan**

- KPI 1: Gender Diversity in Senior Management
- KPI 2: Reduction in Water Consumption

Emirates NBD Asset Management is contracted to provide asset management services to **Masdar Green REIT** - UAE's first 'green' Real Estate Investment Trust (REIT).

**Wealth Management and Sustainable Investment Framework** development.



**ESG Certification**

Candriam Academy ESG Certification for more than 130 employees across the UAE, Saudi Arabia, Singapore, and London which include:

- All Relationship and Investment Advisory teams of our Private Banking unit.
- Selected employees from Wealth Management and Private Banking CX team
- All Emirates NBD Asset Management employees have completed ESG trainings from the Chartered Institute for Securities and Investments (CISI), Candriam Academy or CFA Institute.

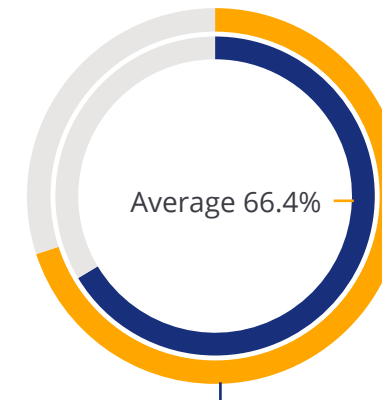
Emirates NBD Capital helped our clients in China, Egypt, India, Russia and the UAE raise over USD 18.75 billion (~AED 69 billion) worth of **sustainable capital in the loan and debt capital markets** across 24 transactions.

Emirates NBD Asset Management signed up to the **UN Principles for Responsible Investment (PRI)**.

**3.1 Dubai Chamber CSR Label**

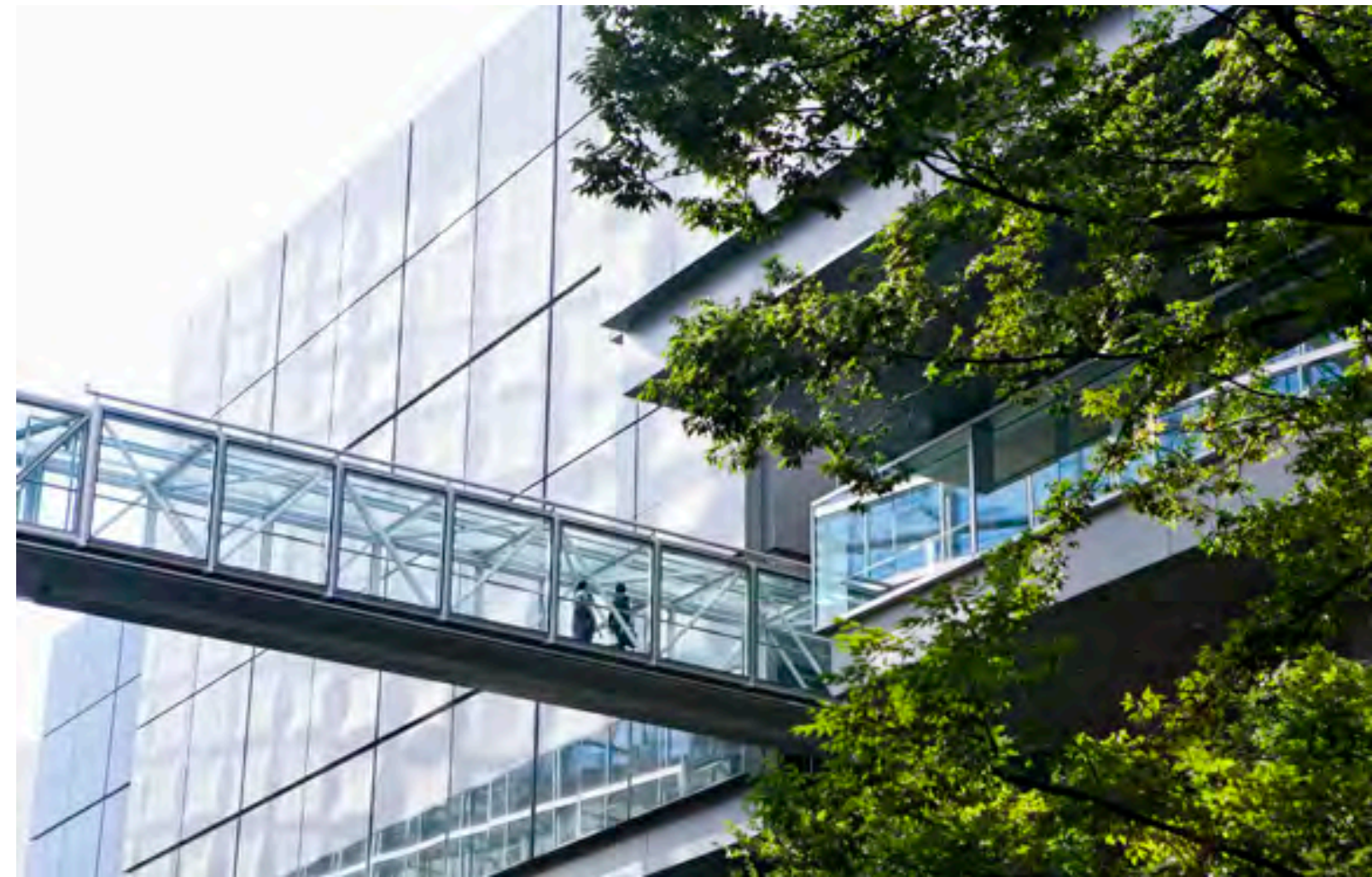


We received our first CSR Label accreditation in 2021 from the Dubai Chamber. The Label is one of the highest levels of recognition for Corporate Social Responsibility (CSR) efforts of businesses in the Middle East. The label aims to support organisations in developing ground-breaking CSR programmes and policies across four impact areas: Workplace, Marketplace, Community and Environment.



**Key strength Community**

Scored **70%** overall in our first application, above the average of 66.4%







## 4. Creating opportunities to prosper for our customers, people, and communities

As the UAE celebrates the Year of the 50th, we took the opportunity to refocus our vision of what we want to achieve, to refresh our purpose, the driving force behind all our actions, and redefine our values which outline our principles and standards.

– all to improve our processes, our products, and most importantly, our place. Together, these inspire our actions beyond banking services and solutions, to create a positive and sustainable impact for each of our stakeholders and the communities in which we operate.

Our renewed Vision is to **be the most innovative bank for our customers, people and communities.**

Our Values on our new journey are **Collaboration, Ownership, Drive and Enterprising.**

Innovation is in our DNA. We have transformed our business, inside and out, to improve our technological capabilities and mindset. We constantly iterate and invent to improve the lives of our customers, employees or communities. We put people at the centre of our innovation by understanding their needs and challenges, looking beyond the surface to identify what's next.

Our **CODE** brings us together as one team to collaborate and take ownership, drive energy and passion into our work every day and remain enterprising, while continuing to learn new skills and find new opportunities to grow our business and contribute meaningfully to our communities. Our values guide us in all our actions, from strategic decisions to interaction with our customers and each other. Our culture also ensures that the community is at the heart of our values and principles.

Our Purpose is to **create opportunities to prosper.**

By embracing our new Vision, Purpose and Values, we strengthen our position as an innovation-driven financial services provider that epitomizes a new way of banking, matching the energy, ambition, and the enterprising drive of our great nation.

Our goal is progress, but our centre of gravity is people. We listen first – guided by service, yet relentless in our pursuit of better. We are driven by finding new opportunities





## 5. Expo 2020 Dubai Official Banking Partner

With Emirates NBD, Emirates Islamic, and Liv., our Group's partnership with Expo 2020 Dubai brings a unique opportunity to showcase our innovations in smart technology, digital banking and global best practice through our site-wide presence and our Bank of the Future. The Bank's passion for innovation and unlocking opportunity is aligned with Expo 2020 Dubai's sub-themes of **Opportunity, Mobility, and Sustainability.**

As the Official Banking Partner, we ensured access to conventional and Islamic banking catering to all Expo 2020 country participants and visitors. Bespoke banking products have been created such as Expo 2020 SME account, Emirates Islamic Business Banking package for Expo 2020, Emirates NBD Expo 2020 Prepaid Card on the JOYN app, Emirates Islamic Expo 2020 Credit Card. Moreover, we supported Expo 2020 in several marketing activations as well as sustainability initiatives.



### Future Banking by Emirates NBD and Emirates Islamic

In the spirit of Expo 2020's main theme '**Connecting Minds, Creating the Future**', our onsite branch showcases Future Banking exhibits, which depict how the future will be changed by advancements in technology, robotics, and artificial intelligence. These Five distinct immersive and interactive exhibits correspond with foundational social needs and their fulfilment in the generations to come.



#### Urban Farming

The Urban Farming exhibit features a hydroponic vertical farm powered by smart technology as well as E20, the digital business bank by Emirates NBD, to assist new farmers in monitoring crop health, selling farm harvest to B2B clients through an online marketplace, and contributing to the UAE's food security agenda.



#### Music Marketplace

The Music Marketplace assists gig economy musicians in leveraging real-time data trends of public choice segmented by past releases, popular genres, and forecast revenues to help them monetise their music through a subscription model.



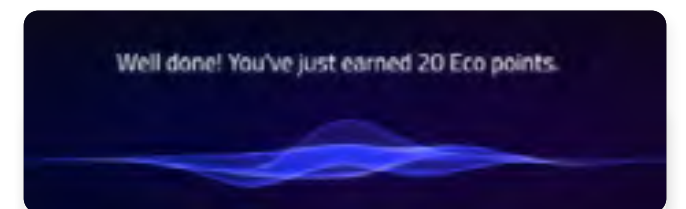
#### Quantum Computing

The Quantum Computing exhibit is a gamified educational concept allowing visitors to take on the persona of the bank's fraud prevention officer and learn how to recognise and respond to real-life fraudster tactics.



#### Personal Data Economy

The Personal Data Economy concept reimagines digitally active customers as controllers and beneficiaries of the use of their private data.



#### Green Citizenship

The Green Citizenship concept enables visitors to envision how their daily individual choices can contribute to collective action that will benefit both their own health and that of the planet.





## 6. Overview of Emirates NBD Group entities

The Group has a significant retail banking franchise in the UAE and is a key participant in the global digital banking industry with 94% of all financial transactions and requests conducted outside of its branches. The Group operates Liv. the lifestyle digital bank for millennials, which continues to be the fastest growing retail proposition in the UAE and KSA.

Emirates NBD Group serves customers, businesses, governments, and institutions with a range of financial products and services including retail banking, corporate and institutional banking, Islamic banking, investment banking,

private banking, asset management, global markets and treasury, and brokerage operations.

The Group has operations in the UAE, Egypt, India, Turkey, the Kingdom of Saudi Arabia, Singapore, the United Kingdom, Austria, Germany, Russia and Bahrain and representative offices in China and Indonesia with a total of 900 branches and 4,079 ATMs / SDMs.

On Forbes' list of 2021 World's Best Banks - UAE, Emirates NBD is placed second, and Emirates Islamic is ranked ninth.

### 6.1. Emirates Islamic

#### VISION:

**To be the most innovative Shariah-compliant bank for our customers, people, and communities.**

Established in 2004 as Emirates Islamic Bank, the bank has established itself as a major player in the highly competitive financial services sector in the UAE.




Emirates Islamic (EI) offers a comprehensive range of Shariah compliant products and services across the personal, business and corporate banking spectrum with a network of 42 branches and 194 ATMs/CDMs across the UAE. In the fast-growing area of online and mobile banking, Emirates Islamic is an innovator, being the first Islamic bank in the UAE to launch a mobile banking app and offer Apple Pay, as well as being the first Islamic bank in the world to launch Chat services for customers via WhatsApp.

As part of its commitment to the UAE community, the Emirates Islamic Charity Fund provides financial aid to those in need, with a focus on food, shelter, health, education, and social welfare contributions.

As an Islamic bank which operates in a Shariah compliant manner, Emirates Islamic strives to contribute towards society in promoting equitable creation of wealth and a prosperous economy. Emirates Islamic is committed to be a valuable contributor to the society. The bank ensures that it does not participate in any activities or dealings that are socially or morally unacceptable such as Ammunition, Tobacco, Gambling, Pornography or any activities that will cause direct harm to the society or environment.

## 6.2. International offices



-  Emirates NBD
-  DenizBank
-  Representative offices



We have highlighted some key details from a few of our locations below.

### 6.2.1. Egypt

Our bank in Egypt was established in 2013. We are represented by over 68 branches and 187 ATMs/CDMs across Egypt, where we provide various financial products and services.

We comply with the Central Bank of Egypt's directive to promote gender equality in all banking transactions, including loans and credit facilities; address customer complaints in a fair, transparent, and effective manner, without discrimination.

### 6.2.2. Kingdom of Saudi Arabia

Emirates NBD - KSA was established in 2004 as the first UAE-based bank in the Kingdom of Saudi Arabia (KSA) and has grown to be one of the Group's largest banking operations outside the UAE. We are represented by 7 branches across the 5 main cities of the Kingdom (Riyadh, Jeddah, Khobar, Madinah and Makkah), and 29 ATMs across the Kingdom of Saudi Arabia. All branches are fitted with disability friendly elements.

Our Riyadh Al Quds branch in Saudi Arabia (KSA) is **LEED GOLD certified** which makes us the **first bank in KSA** to obtain this prestigious certification.

**Services provided:** full-fledged range of retail, SME, corporate and treasury services targeting various business segments. We also provide Investment banking services via Emirates NBD Capital KSA which is fully licensed and regulated by the Capital Markets Authority (CMA) of KSA.

The bank's products and services are offered through the support of various digital banking platforms such as Emirates NBD Online and Mobile Banking and smartBUSINESS.

Responsible financing practices across all our retail lending and card products are applied in line with Saudi Arabian Monetary Authority (SAMA) requirements.

#### CSR Initiatives

- Donation of SAR 100,000 to the Al Madinah Association for Autism
- Awareness campaign about speed driving during Ramadan's Iftar time. We served drivers at the time of Iftar with a box with some dates, water and some sweets so they can break their fast and drive slowly and arrive safely to their loved ones
- Eid AlFitr gifts distribution for 200 individuals between kids in the orphanage and elderly in the retirement homes
- Debt payment for 5 prisoners with non-criminal record to release them and reunite them with their loved ones, valued at SAR 175,000

### 6.2.3. Singapore

Our Singapore branch was established in 2010. Prior to this, we had a representative office active under the supervision of the Monetary Authority of Singapore.

**Services Provided:** Private Banking, Corporate and Institutional Banking, and Treasury.

Through our Private bank, we offer ESG-related products and funds. All members of the Private bank's team have obtained ESG/ SI-quality accreditation through participation and completion of the Candriam Academy ESG Course.

Emirates NBD Singapore has put in place initiatives to "Reduce, Reuse and Recycle" at the workplace and promote workplace diversity (more than 50% of EXCO are women).

Our offices are at the Ocean Financial Centre, which has received the Green Mark Platinum Award by Singapore's Building and Construction Authority (BCA). This eco-friendly office of the future adopts numerous green features that are incorporated with state-of-the-art technologies to maximise indoor environment quality, employee health and productivity, while minimising energy consumption.

Effective 2021, the Singapore branch has incorporated analysis of environment and climate related aspects into the credit assessment of all Corporate clients. This approach continues to be strengthened through the incorporation of new and evolving assessment criteria and through training. Our approach aligns with the guidance issued by the Monetary Authority of Singapore (MAS) with regard to management of Environmental Risks through the setting up of sound Risk Management practices.



Ocean Financial Centre



### 6.2.4. United Kingdom

Our UK branch was established in 1987, in Knightsbridge, London.

**Services Provided:** Private Banking and Corporate Banking, and Treasury services

In Q1 2020, London EXCO made a commitment to embed climate-related financial risk into our overall risk management framework and strategy. The branch is currently participating in loans with sustainability-linked metrics and plans to increasingly do so in 2021 as the market moves towards adopting more substantial metrics to tackle risks associated with climate change.

In 2022, we plan to develop more ESG sensitivities with London Investments scheduled to conduct an exercise in Q1 2022 to assess the inclusion of ESG-related products in its offering. We already have ESG criteria incorporated in our processes and will be complementing the same.

ENBD London has been mindful of UK requirements to report on the Task Force on Climate-related Financial Disclosures (TCFD) and has been working towards having the information available to understand its total climate exposure and manage it accordingly. Training and awareness sessions have been planned and delivered for branch employees and EXCO members on climate related-issues.

### 6.2.5. India

Our India branch was established in 2017, in Mumbai, India, after having a representative office there since 2000.

**Services Provided:** Retail Banking, Private Banking, Non-Resident-Indian (NRI) Banking, and Wholesale Banking.

We ensure that required environmental clearances are in place for any industry/customer we finance. Any adverse environment-related report / information is monitored on behalf of customers. Together with EmCap, we participated in the Axis Bank green bond.

In 2021, we donated equipment and machines valued at INR 1,621,000 to hospitals in India providing treatment to the underprivileged and needy.

### 6.2.6. China

ENBD China Representative Office has implemented:

- Several energy saving initiatives such as thermal insulation, power-saving LEDs and motion detection lighting.
- We attempt to stay away from colour printing and use recycled paper.
- Instead of single-use cups, visitors are served drinks in glasses and glass jugs.

**Services Provided:**

Facilitate the sale of trade finance products to ACWA and DEWA, both of which have sustainability components.

**Regulations:**

- Issued by China Banking and Insurance Regulatory Commission (CBIRC): China's first Green Finance laws and regulations, as well as the world's first comprehensive bill regulating Green Finance.
- Issued by the Standing Committee of Shenzhen People's Congress: Regulation of Shenzhen Special Economic Zone on Green Finance was officially implemented on 1st March 2021.

## 6.3. DenizBank



Since its inception, DenizBank has made significant investments in technology, R&D, and innovation and has been named the "Most Innovative Bank of the World" multiple times. Through its "phygital" strategy, the bank has integrated all areas of physical and digital contact with customers. The bank launched the fintech NEOHUB as a subsidiary of Intertech in July 2021, with the goal of supporting Turkey's entrepreneurial environment through "ecosystem banking".

DenizBank is committed to the country's and society's futures, assisting in fields such as health, sports clubs, municipalities, shipping, tourism, energy, education, infrastructure and agriculture. It also considers it as a responsibility to address the requirements of SMEs, which are at the heart of the economy and has pioneered financing models for the sector in most of those areas.

In addition to DenizBank, DenizBank Financial Services Group includes six domestic and three international financial subsidiaries, six domestic non-financial subsidiaries and a branch in Bahrain. DenizYatırım, Deniz GYO, DenizPortföy Yönetimi, DenizLeasing, DenizFaktoring, Hızlı Öde, Intertech, NEOHUB, DenizKültür, Ekspres Bilgi İşlem ve Ticaret, Açık Deniz Radyo-TV and Bantaş are the domestic subsidiaries of the Group. Eurodeniz, DenizBank AG and DenizBank Moscow are the foreign subsidiaries.

With a broad service network reaching all parts of society in Turkey, DenizBank has 686 branches in Turkey, one branch in Bahrain, as well as 25 branch locations of its subsidiary DenizBank AG in Austria and Germany. The Group operates in EU countries via DenizBank AG, while CJSC DenizBank Moscow serves existing customers that have trade relations with Russia.





### 6.3.1. Focus on Women

DenizBank has been providing financial products for women to strengthen their economic and social positions. Women account for 54% of DenizBank employees, with women executives accounting for 35% of management positions.

Our efforts on supporting women evolved into the Women Empowerment initiative in 2020, when we signed an agreement with Turkish Industrial Development Bank for \$20 million (approximately TL 160 million), a 6-year loan under a World Bank programme aimed at SMEs that support women's employment and SMEs operating in less developed sub-regions affected by the flow of immigrants under temporary protection. After disbursement of the loan, DenizBank participated in "Unlocking the Power of Female Customers through Better Data: A Kick-off Workshop", where our SME and Micro Divisions actively participated in discussions with other banks in the sector about gender equality and potential women customers.

In 2021, DenizBank took part in EBRD Turkey Women in Business II (TurWiB) Programme and secured a \$50 million, 5-year loan targeted at



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assisting female entrepreneurs in Turkey and female involvement in business by expanding access to finance for women-led SMEs and offering non-financial business development services.

Along with the funds, the facility includes capacity building technical assistance to enhance and enrich DenizBank's know-how and process of serving women including:

- understanding of the financial and non-financial needs of women-led SMEs
- know-how on how to adjust and deliver financial products and services to women and women-led SMEs
- training programmes on raising gender awareness
- training programme/module for field staff on gender-responsive sales and marketing (classroom and/or online)

DenizBank's infrastructure enables it to capitalise on opportunities to deliver instant results to WiB clients, particularly in agriculture.

With our bank's ESG strategy taking off this year, we are in the process of determining our main ESG focus areas. As a financial institution we must integrate financial inclusion and gender equality targets into our business model, with women empowerment being a focal point. Currently, SME and Agri segments are actively involved in multiple projects supporting women. In 2022, we target to consolidate these efforts under Women's Empowerment campaign which will be driven by a common strategy developed by the DenizBank's women-specific sustainability working group, which will be made up of representatives from several divisions.

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### 6.3.2. SME

DenizBank's SME Banking segment provides financial solutions and banking services to companies and sole proprietorships with an annual turnover of less than TL 125 million (~ \$9 million).

It is comprised of two customer segments:



**Medium SMEs** (representing 10% of active SME segment customers) with revenue between TL 10 million (~ \$743k) and TL 125 million (~ \$9million) or loans greater than TL 3 million (~ \$223k);



**Small SMEs** (representing 90% of active SME segment customers) with revenue between TL 1 million (~ \$73k) and TL 10 million (~ \$725k) of cash loans smaller than TL 3 million (~ \$223k).

The SME Banking segment also includes one of the biggest public finance businesses among private banks with almost 550 active customers and TL 4.7 billion of loans (~ \$350 million) - of which none are non-performing. SME Banking's strategy is to fully support SMEs access financing by the Credit Guarantee Fund (KGF) and state backed loan programs. The KGF was established pursuant to Decree No. 93/4496 dated 14 July 1993 in order to provide guarantees for SMEs and other enterprises, in particular, to those that are not able to obtain bank loans due to their insufficient collateral.

There are active KGF and state-backed loans programs which SME Banking participated in 2020. In March 2020, to ease the negative effects of the coronavirus pandemic on SME's, the government has initiated two separate loan programs with state-backed KGF guarantees: one for helping with cheque payments Çek Destek (Cheque Support) and the other for operating expense payments OPEX Destek (OPEX Support). In April 2020, DenizBank launched the most recent state-backed loan program with KGF guarantees, the Nefes-3 (Breath-3), which DenizBank participated in as the only bank. In cooperation with the Union of Chambers and Commodity Exchanges of Turkey (TOBB) and the KGF, the Nefes-3 Loans are provided exclusively for SMEs that are members of the TOBB. It reached 50,000 SMEs, 54% of which are new or inactive customers with a total of loan size of TL 3 billion (~\$223 million).

### 6.3.3. Renewable Energy Financing

DenizBank has played an important role in Turkey's recent power generation capacity expansion, assisting in commissioning approximately 7,800 MW of installed capacity over the last fifteen years. DenizBank has provided over \$5.6 billion in financing to the energy sector, including electricity and natural gas distribution as well as wholesale projects. On the distribution side, it is financing capital expenditures to renew/maintain power lines to reduce electricity losses.

As of year-end 2021, the renewable energy portfolio exposure was \$467 million, accounting for about 26% of total energy financing portfolio (\$1.8 billion). The entire renewable energy portfolio has a total installed power of 876 MW. Hydro Power Plants account for 36% of all financed renewable energy projects, whereas Wind Power Plants account for 23%, Biogas projects 18% and Geothermal projects 4%.





### 6.3.4. Agricultural Segment

#### a. Agriculture in Turkey

Turkey is Europe's 1st and the world's 8th largest agricultural producer. It remains an important and critical aspect of our economy. Agriculture accounts for 7% of Turkey's GDP and 18% of its workforce. Turkey is a world leader in growing many crops.



#### b. Agricultural Segment at DenizBank

Since 2003, DenizBank has been the leading private agricultural bank and the first privately owned bank to focus on agricultural lending through a dedicated branch network. Among private banks, DenizBank has a 43% market share in agricultural banking. DenizBank's Agricultural Banking Department offers financial solutions and banking services to the agricultural sector.

DenizBank considers its support for the agricultural sector as a strong economic opportunity as well as a chance to demonstrate its commitment to social responsibility programs in Turkey. DenizBank's Agricultural Banking Department has grown from 26 branches in 2004 to 365 branches as of 31 December 2021, including 106 "Green Drop" branches in rural areas that specialize in offering agricultural banking as well as SME and retail services to rural communities. DenizBank's Agricultural Banking Department has a dedicated sales team and agricultural engineers with extensive industry knowledge. Its nationwide presence allows it to access producers throughout Turkey who require banking services for their agricultural operations.

DenizBank has a unique in-house scoring system that can calculate financial requirements and prices for all those crop varieties in Turkey. This scoring system allows us to measure how much working capital the farmers have for their production and how much profit they can save after harvest. The system automatically allocates working capital loan limits and investment loan limits compatible with the financial cash flow of a farmer. Our credit methodology supports more than 330 types of crops produced in Turkey, including practically all agricultural products. Building our customers' balance sheets is the first step in serving them. Our R&D team provides valuable parameters such as crop, land type, land size, and location, which are all important in our credit decisions. For 330 crop types, the R&D department identifies regional

parameters that vary by village. Credit calculation is based on these very specific details that cause regional price differences and amount produced.

**DenizBank Agricultural Banking customers are segmented into small-scale and micro producers, medium- and large-scale producers, according to transaction volumes, perceptions of products (needs and requirements), usage frequency, and other behavioural characteristics.**

DenizBank has developed a range of products specifically tailored to the needs of the agricultural sector, recognizing the seasonal cashflow that it generates. It has also formed partnerships with sector-related companies, such as tractor companies like Türk Traktör Finance (which has 50% market share in the tractor loans sector and is its exclusive partner) and Petrol Ofisi (the largest fuel distribution company in Turkey) to generate additional business.

- For **small and micro scale customers** such as farmers and micro producers, the key products are the Producer Card, Farmer Card (debit card) and consumer loans. Products are promoted through campaign management, local marketing activities, fairs and festivals, as well as alternative distribution channels such as the bank's call centre.
- For **medium and large scale customers** such as large scale farmers, investors, agricultural dealers, agricultural unions and cooperatives, the main products are the Agriculture Plus Loan, Project Management, Producer Card (Gold/Platinum), Producer POS, cheque book, letters of guarantee, cash loans as well as projects and process management. Products are promoted through relationship management and customer visits.

Our main goal is to encourage the most effective use of financial instruments that directly



contribute to the economic sustainability of rural life and the social and ecological structure of the sector. We concentrate our efforts on empowering, educating, and promoting small family agribusinesses' access to funding. Women farmers are given special attention, and the following are some of the agricultural initiatives:

- DenizBank pays the first premium payment of the women farmers who apply for the Private Pension System with the Producer Card, which the bank introduced as a major agricultural financing innovation. Women farmers who purchase "Çiftçi Sağlığı Tamam" insurance receive a 150 TL discount from the bank.
- DenizBank offers special KGF secured loans limits to women farmers

### c. Global Problems facing the Agri sector

The pandemic has demonstrated the critical importance of agriculture for both Turkey and humanity. Agricultural production and the global food supply chain face heavy headwinds from growing rural and urban areas infrastructure inequalities, aging farmers' population and global climate change. Economic and social sustainability in agriculture go hand in hand with ecological sustainability. To strengthen and support the agricultural sector, the sector's social canvas, which is made up of family businesses, requires protection and will, in turn, help combat the negative effects of climate change.

With its expanding merchant network, DenizBank Agricultural Banking supported producers with interest free terms of up to six months in agricultural input purchases.

- DenizBank offers special birthday and Women Farmers Day loan, and other product offers
- The DenizBank promotion gift procurement process encourages purchases from women cooperatives, thereby supporting to women's employment
- DenizBank looks after the health of farmers by delivering health services to rural areas; it has been observed that primarily women benefited from these services: we reached 9,000 farmers in 27 villages.

By contacting business partners in key sectors – such as fertilizer, seed, pesticide and fuel – for this purpose, producers' needs were met immediately, and they were able to make their payments with a six-month grace period. The Producer Card enables farmers to obtain instalment loans for their medium/long term finance needs at DenizBank branches, and through DenizBank ATMs and SMS channel on a 24/7 basis with maturity periods of up to three years, and with payment linked to harvest time. This helps to alleviate the financial stress on farmers and enables them to access capital when they need it most.



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### d. DenizBank's Agri Policy

DenizBank adopts a strategy to ensure development of Turkish agriculture in every field where the bank can contribute. Our main mission is to support the most effective use of financial instruments which would directly contribute

### e. Our Targets

Producers on this scale are small in terms of income generation all over the world. As a result, the biggest challenge for these small farmers is financing. DenizBank is the Turkish bank that opened the banking system's doors to producers and provided interest-free financing for input purchases so that manufacturing could continue.

Meanwhile, in a world with a growing population, better resource management is critical for increased production, which can be achieved through smart farming while simultaneously considering environmental implications.

DenizBank aims to offer innovative, tailor-made financing products and services to farmers as an extension of this general vision, with an approach that centres smart agriculture with the use of technology. From an ecological sustainability angle, the main aim of our bank is

- to increase the field efficiency and crop yield,
- to protect natural resources,
- to increase the income of the producers,
- along with the development and protection of the "family farming" model that constitutes the social fabric in rural areas of Turkey.

DenizBank's product segments cater to both the needs of efficient resource utilization and the reduction of environmental impacts to the greatest extent possible. Farmers with limited resources cannot afford to devote a percentage of their earnings to sustainable agriculture. As a result, financing is a significant factor, and banks play an essential part in the transition.

to the economic sustainability of rural life and strengthen the social and ecological structure of the sector. In this context, we focus on efforts to empower, educate and promote access to financing of small family agribusinesses.

Non-financial guidance, on the other hand, is a critically important topic for this segment of the population that is financially illiterate. Improved understanding of sustainable and smart agriculture, as well as access to funding, is considered.

- DenizBank is a proud sponsor of BUYTIP (University of Bosphorus Innovative Agro-Platform), who conduct research and organize workshops to improve the agricultural market.
- DenizBank continuously supports farmers through education. We have published a booklet series about 100 types of crops and distributed them to 500 villages.
- DenizBank has a mobile truck that provides medical services and doctors to rural areas. The truck has visited two regions, reaching out to 9,000 farmers in 27 communities.
- For 11 years, DenizBank, jointly with the Agricultural Ministry of Turkey, has organized a photography contest with a theme of rural life scenes. A contest is an opportunity to introduce agriculture to the awareness of the urban people. Winning photographs are exhibited in city halls and shopping centres every year.



### f. Producer card

The Agricultural Banking Department makes funding available through agricultural business loans, principally through its Producer Card. It is a unique product in Turkey that is designed to meet the specific needs of farmers by linking repayments to the harvest season. The card offers farmers the opportunity to buy fuel from Petrol Ofisi, the largest fuel distribution company in Turkey, with a five-month interest-free grace period. The card offers farmers interest-free financing to purchase fertilizer, feed, pesticides, seed and replacement parts. The maturity of the loan is flexible and can be modified to match the producers' harvest time. Farmers can also pay their social security (Bağ-Kur) premiums automatically via the Producer Card, which is very important in rural areas since delayed payments may result in cancellation of the incentives given to farmers by the social security agency.

Approximately 620,000 Producer Cards were in circulation, while the number of merchants accepting the Producer Card exceeded 17,000.

DenizBank also offers spot/revolving business loans to producers and agricultural investment loans in the form of medium- and long-term project loans to farmers for their agricultural projects, in addition to Producer Card loans. Tractor and equipment loans, greenhouse construction, field purchases, animal husbandry and special project investments are examples of such loans, which normally have a five-year maturity with annual repayments.

Based on the crop, cultivated land size and region; the system behind the card scores determines a harvest period for the farmer and the card's distinctive feature is that it links the harvest time with the loan repayment. As a result, farmers only pay for their agri input when they earn their harvest income.



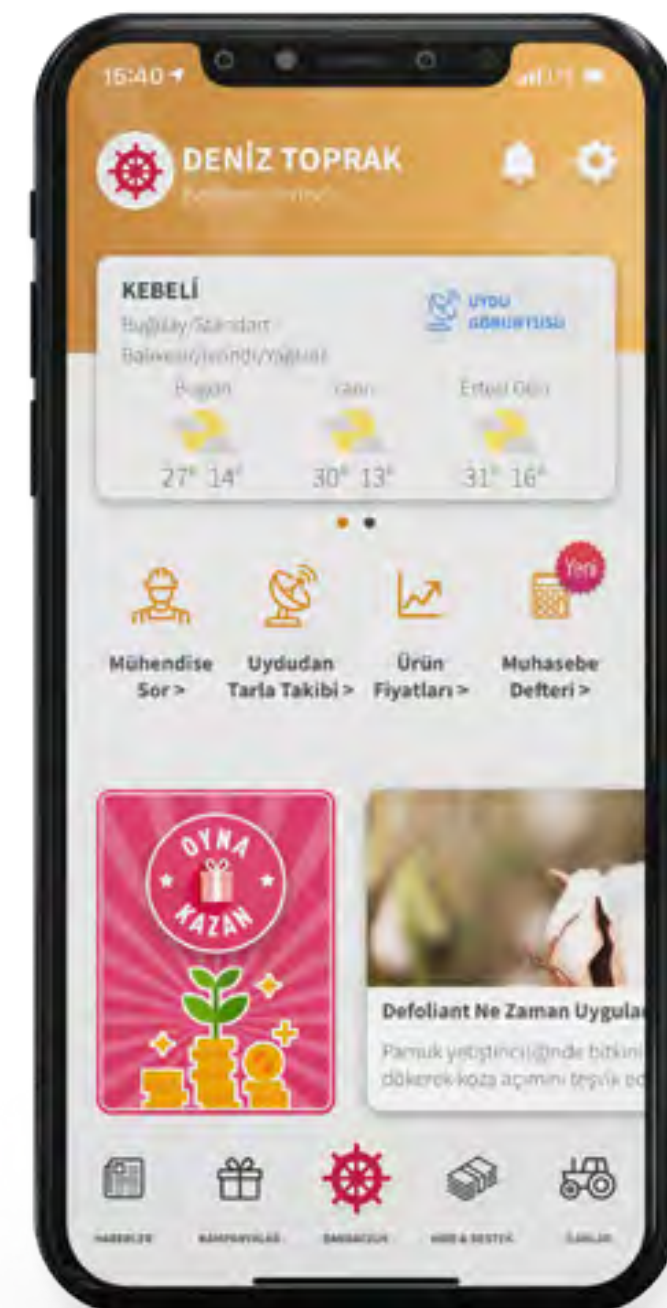
### g. Mobile Application 'Deniz'den Toprağa' - "From Sea to Soil"

DenizBank's Agricultural Banking Department offers the Deniz'den Toprağa mobile application, which, since its launch in September 2017, has represented an additional way for the bank to deepen its engagement with the Turkish farming community. In 2017, at Efma and Accenture's Distribution & Marketing Innovation Awards, the Deniz'den Toprağa application won the "Best New Product or Service" award.

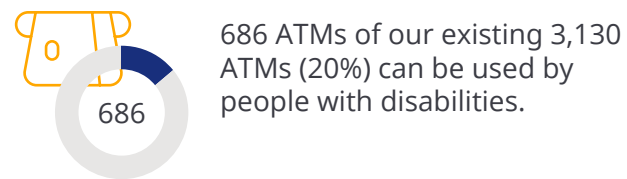
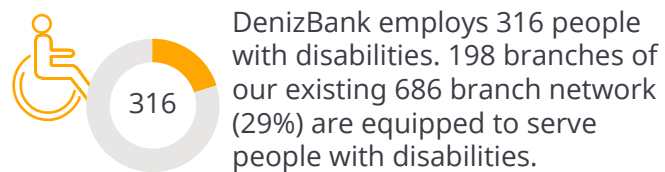
In 2020, DenizBank launched a new version of the Deniz'den Toprağa application which for the first time integrated its agricultural banking offerings, and the strategy is to integrate more diversified banking functions.

- Deniz'den Toprağa is free and accessible to all farmers, regardless of whether they are bank customers, and it provides them with a single location
  - to monitor weather forecasts,
  - review current prices for a variety of agricultural products,
  - ask questions to agricultural engineers,
  - review and post advertisements for land and tractors for sale or to rent.
- Phenology Engine, which has a special algorithm to generate advice to assist in the crop growing process.

- Ask the Engineer: Farmers can ask questions to agricultural engineers 24/7 for free via the mobile application. News, weather forecast, grants & supports announcements and other useful functions are also available on the app.
- Monitoring through Satellites: Farmers can register their farmland through the app, which it then monitors using satellite images to provide farmers with up-to-date information, such as the market value of their crops and whether the crops have been affected by disease. To colourize the image, we use the crops' infrared reflections; farmers see only simple and logical explanations.



### 6.3.5. Disability Friendly Branches



DenizBank is committed to expanding its efforts in serving people with disabilities. We aim to offer ease of access to our branches and ATMs to reduce inequalities and enable our disabled customers to better access our services. Our recent sustainability-linked loan included a KPI to expand our disability-friendly branches by 20 and add 40 ATMs.

### 6.3.6. Syndicated ESG/Sustainability Loans

We have significantly expanded our ESG funding since our acquisition by Emirates NBD. In 2019-2020, DenizBank secured close to \$200 million ESG-linked funding and \$1,090 million in 2021.

Our ESG-linked funding in 2020 includes \$250 million International Finance Corporation (IFC) and European Bank for Reconstruction and Development (EBRD) Diversified Payment Rights (DPR) participation for green projects in renewable energy and energy efficiency and for businesses with limited access to finance, such as women entrepreneurs and farmers, in line with our sustainability policies. In addition, we closed our inaugural \$840 million equivalent dual currency, EUR and USD denominated sustainability-linked syndicated loan, containing 4 KPIs focused on financial inclusion, specifically increased access for people with disabilities and supporting small-scale farmers.

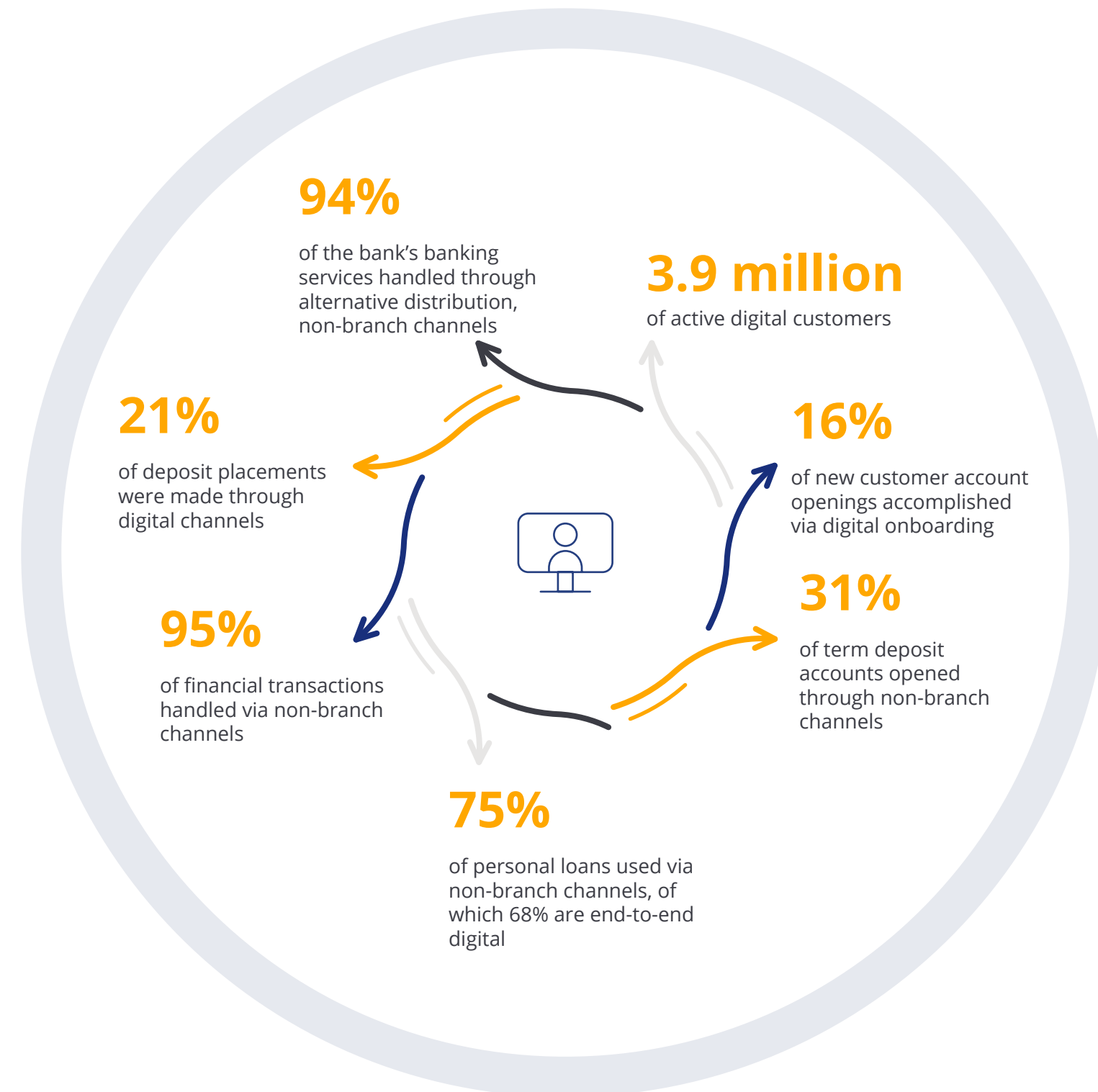
Emirates NBD Capital acted as ESG Coordinator, Mandated Lead Arranger & Bookrunner for the \$840 million ESG-linked syndication with 49 participants from 22 countries and four key performance indicators (KPIs).

DenizBank is the first bank that set a KPI related to sustainable agriculture:

- Within a year, renovate 20 branches to meet the needs of disabled customers
- Convert 40 ATMs to assist disabled customers
- Significantly increase our sustainable agricultural loan assets
- Increase earnings from DenizBank's special sustainability vehicle, the Producer Card, by 10%

### 6.3.7. Digitalisation

We believe in the benefits of digitalisation; banking commissions generated through digital channels are fast increasing, and commission-free digital banking is becoming increasingly popular.







## 7. Responsible Banking and Investment

As one of the leading financial institutions in the UAE, we strive to demonstrate our dedication to conducting banking in a responsible, impactful, and sustainable manner. We believe that sustainable investing is the best way to generate long-term returns and ensure our clients' long-term wellbeing. Our products and service developments, digitalisation, and sustainable finance offerings are aligned with global best practice. We have dedicated ourselves to growing the SME economy in the UAE. Our innovations in customer experience and engagement further solidify our commitment.

In addition to conventional banking, we offer Shariah compliant financing solutions that are rooted in Islamic principles. Within the global business sector, Islamic finance concepts are strongly linked to financial stability and corporate social responsibility. They provide mutuality, sustainability, and a stake in the business of all parties involved, as well as an interest in the end result's success.

### 7.1 Product and Services

Our distinguishing products and services have been outlined below. These reflect our commitment to creating innovative solutions for customers, which are in line with the emerging trend of digitalisation, SMEs, national development, and contactless solutions. Further sections describe how we provide specialized products and services to distinct consumer categories.

#### Memorandum of Understanding



We signed an MoU with the Emirates Development Bank (EDB) to develop the SME ecosystem and economic output in the UAE.

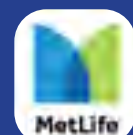
#### 'Get Together. Go Contactless.' campaign

Contactless banking campaign which recorded more than 34 million transactions.

MetLife's customer research found that 60% of UAE residents are under-insured and have inadequate coverage against emergencies such as accidents and critical illnesses, and a growing number are looking to buy a new insurance plan soon.

We provide specialized products and services to distinct consumer categories, covering life, accident and health insurance. Customers will be able to access a range of term plans that provide high protection covers along with options to insure against critical illness and disability.

MetLife





### 7.1.1. Products for Small and Medium Enterprises (SMEs)

Our Business Banking division recognises the importance of empowering SMEs, as emphasised in UAE Vision 2021 pillar **'Competitive Knowledge Economy'**. As fund providers, we are committed to assisting in achieving the pillar's KPIs of increasing the UAE's ranking on the Global Entrepreneurship Indicator and increasing SME Contribution to Non-oil GDP.

We contribute to both by providing products and services to accelerate SME development and diversification. Our package and product suites are designed based on client feedback and key business priorities; propositions are reviewed periodically through benchmarking and client surveys. We have redesigned our product offerings, launched a new online platform for SMEs called **'Business ONLINE,'** and developed segment-specific card products as a result of this.

Furthermore, we provide training to SME clients on topics such as creating opportunities, and effectively using online channels for business development. We incentivise our SMEs clients to use online banking to save paper and reduce negative environmental impacts.



### 7.1.2. Liv.

Liv. is the UAE's first fully digital bank developed with a centred focus on the millennial generation's lifestyle needs and wants. With more than 12,000 new customers joining each month, Liv. has reached over 530,000 customers and released a variety of exciting features in December such as Liv. Young - the first banking proposition for kids, Liv. USD and Liv. Cash.



#### Liv. Prime

The first subscription-based banking programme in the UAE that offers banking and lifestyle benefits. Now open to all users with a monthly and annual pricing plan.

#### Liv. Sure

MetLife general insurance/policies for Liv. users. We have 8 insurance plans already live in the app.

#### Liv. Help centre

Topics related to products, services and FAQ are available on the website and in-app to help customers with their queries.

#### Liv. Young

Digital proposition that allows parents to open a supplementary account for their children and promote healthy financial habits and interactions at a young age from 8 - 18 years

Understanding and addressing our customers' shifting preferences and demands is at the heart of Liv. as a lifestyle banking app, which informs our focus on sustainability.

Liv. is completely digital and online, with no physical locations. It is introducing eco-friendly cards to reduce plastic waste, as well as paperless welcome packs to reduce paper usage.



### 7.1.3. Green Products

Other than introducing green aspects to existing products and services, we have also worked toward developing green-positioned products.

#### Bio Cards

We launched our Bio Debit Card beginning of 2021, the first of its kind in the UAE. The card is made of approximately 85% recycled PVC generated from production waste, is styrene-free, chlorine-free, and has a sustainable and eco - friendly infrastructure that produces no hazardous emissions during recycling. 42% of our total plastic cards are Bio Cards.

#### Green Auto Loan

Our Retail Banking team has been committed to supporting the adoption of Electric Vehicles (EVs) in 2021 by having exclusive marketing activations and showroom events. The team has achieved substantial growth in our Green Auto Loan volumes with an increase of approximately +72% versus 2020.



### 7.1.4. Enhanced Digital Services

As a pioneer in digital banking and payments technologies, we strive to leverage our intellectual and technological assets to innovate and revolutionise the digitisation of banking services in the UAE. We see digitisation as a driver of growth not only because of our ability to innovate, but also because it allows us to be more accessible, available, secure, and environmentally friendly.

#### Contactless Payments

We launched the 'Get Together. Go Contactless.' campaign' to encourage customers to use contactless payments over cash, as a safer and more convenient option. During the campaign, spend per active card has **grown by 67%** year over year. Transactions per active card have **increased by 47%**.



#### Supply Chain Management Solutions

We teamed up with MoniMove to improve the services offered to SMEs through our digital bank, **E20**, allowing SME clients to conduct local and international transactions with ease. Furthermore, using MoniMove's extensive reporting and analysis, we can assess a SMEs' behaviour and develop credit profiles, increasing the bank's lending appetite for SMEs while resulting in better risk management.

#### Remote Cash Deposit

We launched a fully automated remote cash deposits service for Dubai Police customers. This initiative supports the government's safety and precautionary measures to limit the spread of COVID-19 and its mission to digitalise services.



#### UAE PASS

We connected our website with **UAE PASS**, the secure national digital identity and signature solution provided by **Telecommunications Regulatory Authority (TRA)**, Abu Dhabi Digital Authority and Smart Dubai, wherein the app enables users to identify themselves through smartphone-based authentication, as well as sign documents digitally with a high level of security. This initiative aligns with the UAE's goals in realising digital transformation and eliminating paper transactions.



#### truID Digital Identity Verification

We are leveraging the Near-Field Communication (NFC) technology, in collaboration with VisionLabs and Smart Engine, to allow customers to use contactless identity verification when opening a bank account via our Mobile Banking App.



### 7.1.5. Emirates Islamic Products and Services

- Kunooz Savings Account, one of the most popular saving schemes in the UAE rewards winners with Tesla vehicles, thereby promoting sustainable products and services.
- Promoting the purchase of electric vehicles by charging zero processing fee with “Green Auto Finance”.
- Paperless green savings with the “e-savings Account” which is available exclusively through online & mobile banking, offering competitive profit rates.
- Regularly promote the use of mobile wallets for our cardholders with the aim of having a cashless society to limit the environmental impact of printing paper and plastic cards.

#### Digital Services

- Tablet Banking - Introduced instant account opening for UAE Nationals
- Interactive Teller Machines increased to 6, improving the customer experience and digital adoption
- Chat Banking via WhatsApp was enhanced with new services including credit card limit increase and service request inquiry.



## 7.2. Responsible Finance and Investment

The importance of environmental, social, and governance factors to the investor, as well as the market's long-term health and stability, is highlighted in our approach to responsible finance and investment. We recognize that long-term sustainable profitability requires stable, well-functioning, and well-governed social, environmental, and economic systems.

We are further enhancing the knowledge and expertise within the organization to support the transition to a low-carbon economy, address climate-related risk, and explore sustainable, green financing opportunities.

## 7.3. Emirates NBD Asset Management

Emirates NBD Asset Management Limited (Emirates NBD AM) is the dedicated asset management arm of Emirates NBD and is regulated by the Dubai Financial Services Authority (DFSA). We offer both conventional and Shariah compliant funds as well as portfolio management services. Emirates NBD AM manages funds across a broad range of asset classes and geographies some of which are domiciled in the EU hence, these funds are aligned with the Sustainable Finance Disclosure Regulation (SFDR).

### 7.3.1. United Nations Principles for Responsible Investment (UN PRI)



In September 2021 Emirates NBD Asset Management became a signatory to the **United Nations Principles for Responsible Investment (UN PRI)**, joining more than 4,000 other organisations around the world that have publicly demonstrated their commitment to responsible investment. We took this decision after more than a year of consideration and analysis because we believe it demonstrates our

commitment to sustainable investment practices. A committee of senior management members was formed as the first step in our engagement, with the goal of developing and implementing new policies and systems that would include ESG factors into our mode of operations. The committee will focus on the following main pillars:

Policies

Staff Training

New Systems

Implementation and Initiatives

Disclosure and Reporting

Prior to becoming a PRI Signatory, Emirates NBD AM had already begun taking steps towards integrating ESG factors into its operations. There are various initiatives that have already been in place to support the integration process of our ESG policies.





#### Shariah compliant funds and mandates

Around 50% of the funds and mandates that we manage are Shariah compliant which means we screen each underlying security to make sure that no investments are directed towards companies / security issuers which are socially or morally not acceptable, such as Ammunition, Tobacco, Pornography, Gambling, etc.

#### Regulatory

The Sustainable Finance Disclosure Regulation (SFDR) imposes mandatory ESG disclosure obligations for asset managers and other financial markets participants. Given that we manage funds that are domiciled in Luxembourg, we revised our prospectus to include the necessary SFDR disclosure requirements.

#### Training

All employees of Emirates NBD Asset Management have been tasked to attend at least one ESG related course or certification, lasting at least 6 hours. This has been made part of the KPI for all employees and will be part of their performance evaluation at the end of the year.

#### Social initiatives

Emirates NBD AM is committed to catering to the community and has been very active in this regard during the recent COVID-19 pandemic. In its management of Emirates NBD REIT, a publicly listed REIT in NASDAQ Dubai, Emirates NBD AM offered various options of relief to tenants occupying space within its portfolio of buildings, to both individuals and corporates. An annual donation of around \$40,000 is made to our chosen charity, Al Noor Special Needs School in Dubai from proceeds generated from dividend cleansing on our Shariah compliant funds.

### 7.3.2. Masdar Green REIT

At the start of 2021, Emirates NBD AM entered into an agreement with Masdar, a Mubadala company, to structure and help manage the first sustainable real estate investment trust (REIT) in the UAE. Masdar Clean Energy is a leading developer and operator of utility-scale renewable energy projects, community grid projects, and energy services consultancy.

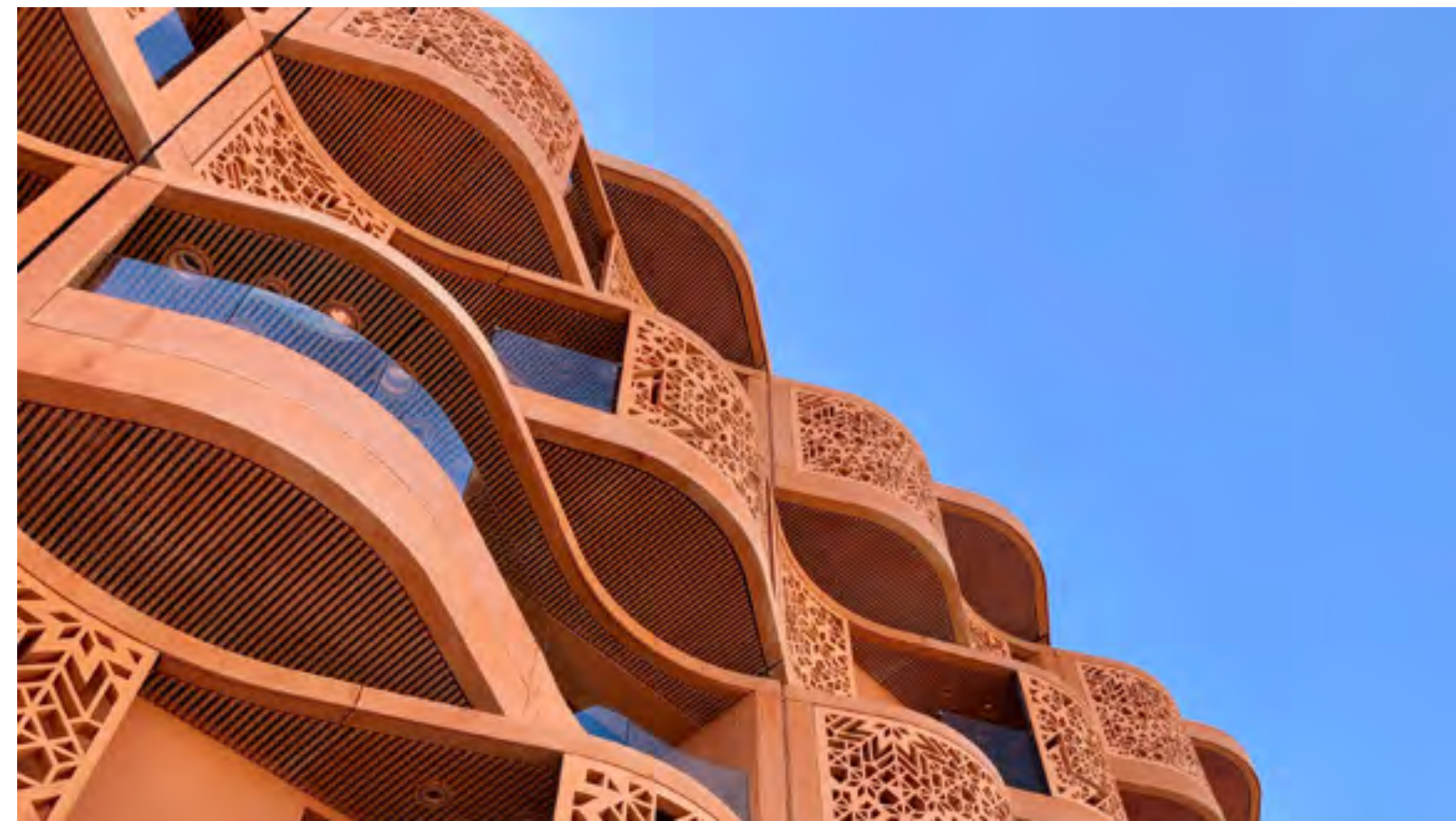
The Masdar Green REIT's mandate is to invest in sustainable real estate assets developed in Masdar City (the world's first sustainable urban development and technology and innovation hub) and the United Arab Emirates. Masdar City is a low-carbon development made up of a rapidly growing clean-tech cluster, a business free zone, and a residential neighbourhood. It is one of the world's most sustainable urban communities.

The firm also manages the Nasdaq Dubai listed, Shariah compliant ENBD REIT and has entered an agreement with the US Green Building Council linked Arc Platform to monitor LEED certification and sustainability of all assets managed with the ENBD REIT portfolio.



Within Masdar City, the REIT's portfolio now consists of four commercial properties with a total net leasable area of 57,262 sqm. As of December 23, 2020, the REIT has been assigned an initial third-party valuation of AED 948,720,000 (US\$258,295,671).

Buildings within Masdar City are designed to reduce energy and water consumption by at least 40% in accordance with LEED and the Estidama Pearl Building Rating System baselines (audited as per Masdar's GRI-based sustainability report), achieving a minimum '3 Pearl' rating under the Estidama guidelines.





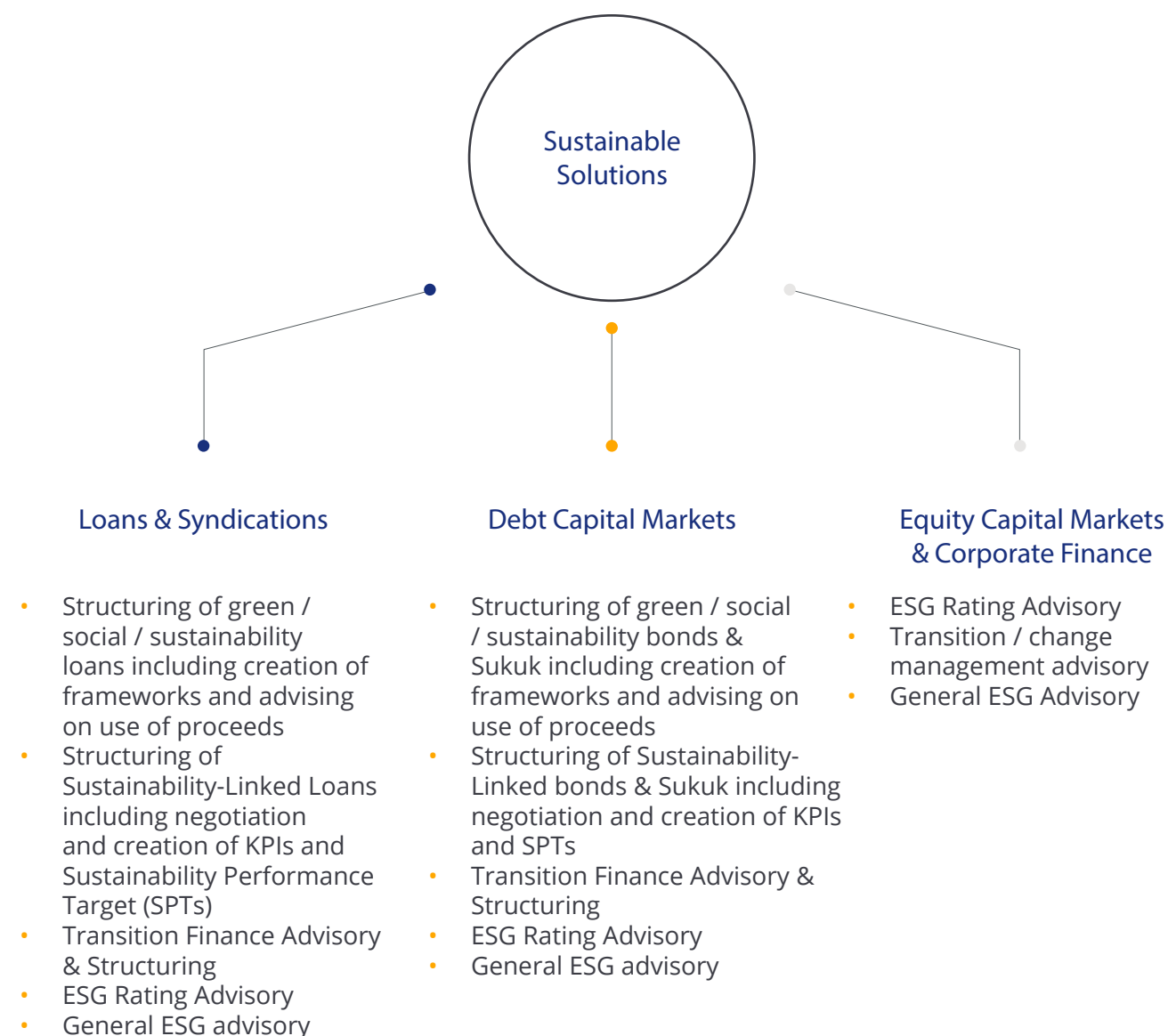
## 7.4. Emirates NBD Capital

Emirates NBD Capital (EmCap) is a full-service, global investment bank for the Emirates NBD Group. Located in the Dubai International Financial Centre (DIFC) and regulated by the Dubai Financial Services Authority (DFSA) and the Securities and Commodities Authority (SCA), for onshore UAE activities, EmCap provides a complete package of solutions to its global clientele across debt and equity. The team in Dubai is supported by EmCap KSA, which is fully licensed by the Capital Markets Authority (CMA) in the Kingdom of Saudi Arabia (KSA) to provide a full suite of investment banking services in KSA.

Over the past three years, EmCap has grown its sustainable finance offering to become a regional leader in sustainable finance. Since 2019, EmCap has led on over 30 sustainable financing transactions in both the loan capital markets and debt capital markets for issuers/borrowers across China, India, Russia, Turkey, and the UAE including notable issuances such as the first ever USD corporate green Sukuk and the first ever COVID-19 Sustainability Sukuk.

### 7.4.1. EmCap's Sustainable Solutions Offering

As part of its continuing commitment to provide best-in-class service, EmCap has established a dedicated desk to provide sustainable financing solutions to its global client base across the entire breadth of its investment banking product offering. A summary of the services provided is set out next:



In 2021 alone, EmCap led on 24 transactions in the loan capital markets and debt capital markets including landmark offerings such as the debut Sustainability Re-linked Notes from Bank of China, the first ever Tier 2 Sustainable Sukuk from Kuveyt Turk, the first Sustainable Bond from an Indian bank from Axis Bank, the first ever Sustainability-linked loans from Emirates NBD Group, Denizbank and Majid Al Futtaim as well as the debut green loan from the Arab Republic of Egypt.



### 7.4.2. Sustainable Debt Capital Market Transactions

In 2021, EmCap helped its clients raise over \$6,000 million in sustainable fixed-income debt.

 <p><b>USD 300m</b> Senior Unsecured Sustainability Re-Linked Notes 1.084% due 2024 A1-/A <b>Joint Bookrunner</b></p> <p>China Oct 2021</p>	 <p><b>USD 350m</b> Additional Tier 1 Sustainable Sukuk 6.125% 10.25yrs NC 5.25yrs Unrated A1-/A <b>Joint Bookrunner</b></p> <p>Turkey Sep 2021</p>	 <p><b>USD 750m</b> Senior Unsecured Green Bond 4.375% due 2024 Ba3/-/ <b>Joint Bookrunner</b></p> <p>India Sep 2021</p>	 <p><b>USD 600m</b> Additional Tier 1 Sustainable Bond 4.100% Perp. NC 5yrs B1/-/ <b>Joint Bookrunner</b></p> <p>India Sep 2021</p>
 <p><b>USD 300m</b> Senior Secured Sustainability Bond 3.867% due 2031 Baa3/BBB- <b>Joint Bookrunner</b></p> <p>India Jul 2021</p>	 <p><b>USD 600m &amp; HK\$ 2.5bn</b> Senior Secured Green Bond USD: 0.87% due 2024 HKD: 0.750% due 2024 Baa2/-/ <b>Joint Bookrunner</b></p> <p>China Jun 2021</p>	 <p><b>USD 500m</b> Senior Secured Green Bond 0.800% due 2024 A1/A/A <b>Joint Bookrunner</b></p> <p>China May 2021</p>	 <p><b>USD 450m</b> Senior Green Bond 6.250% due 2025 Ba3/-/BB <b>Joint Bookrunner</b></p> <p>India Mar 2021</p>
 <p><b>USD 500m</b> Senior Secured Social Bond 4.40% due 2024 -/BB-/BB <b>Joint Bookrunner</b></p> <p>India Mar 2021</p>	 <p><b>USD 561m</b> Senior Secured Green Bond 4.500% 6yrs NC 3yrs Ba2/-/BB+ <b>Joint Bookrunner</b></p> <p>India Feb 2021</p>	 <p><b>USD 300m</b> Senior Unsecured Green Bond 3.400% due 2026 Ba1/-/BB+ <b>Joint Bookrunner</b></p> <p>Russia Jan 2021</p>	 <p><b>USD 500m</b> Senior Secured Social Bond 4.400% due 2024 -/BB-/BB <b>Joint Bookrunner</b></p> <p>India Jan 2021</p>

### 7.4.3. Sustainable Loan Capital Market Transactions


In 2021, EmCap helped its clients raise over \$12,000 million in sustainable fixed-income debt. EmCap has also been driving growth in the sustainability-linked loan market in the UAE and beyond placing it as a regional leader in sustainability-linked loans.

 <p><b>USD 365m &amp; EUR 247m</b> 367-day Sustainability-Linked Term Loan <b>ESG Coordinator Mandated Lead Arranger &amp; Bookrunner</b></p> <p>Turkey Nov 2021</p> <ul style="list-style-type: none"> <li>Growing sustainable financing assets</li> <li>Increasing use of renewable energy</li> </ul>	 <p><b>USD 3,000m</b> 3-year Green/Islamic Loan <b>ESG Coordinator Global Coordinator Mandated Lead Arranger &amp; Bookrunner</b></p> <p>Egypt Nov 2021</p> <ul style="list-style-type: none"> <li>Eligible projects related to sustainable water and wastewater management</li> </ul>	 <p><b>USD 417.5m &amp; EUR 358m</b> 367-day Sustainability-Linked Term Loan <b>ESG Coordinator Mandated Lead Arranger &amp; Bookrunner</b></p> <p>Turkey Oct 2021</p> <ul style="list-style-type: none"> <li>Increasing disabled friendly branches</li> <li>Increasing disabled friendly ATMs</li> <li>Growing sustainable financing assets</li> <li>Increasing use of sustainable-agri cards</li> </ul>	 <p><b>USD 113m &amp; EUR 230.5m</b> 367-day Sustainability-Linked Term Loan <b>ESG Coordinator Mandated Lead Arranger &amp; Bookrunner</b></p> <p>Turkey Oct 2021</p> <ul style="list-style-type: none"> <li>Growing sustainable financing assets</li> <li>Increasing use of aIncreasing ESG training among staff</li> </ul>
 <p><b>USD 460m &amp; EUR 206.8m</b> 367-day Sustainability-Linked Term Loan <b>ESG Coordinator Mandated Lead Arranger &amp; Bookrunner</b></p> <p>Turkey Oct 2021</p> <ul style="list-style-type: none"> <li>Improving staff gender balance</li> <li>Increasing use of renewable energy</li> <li>0% share of any new coal financing</li> </ul>	 <p><b>USD 700m &amp; AED 3,054m</b> Sustainability-Linked Revolving Credit Facilities <b>Mandated Lead Arranger &amp; Bookrunner</b></p> <p>UAE Jul 2021</p> <ul style="list-style-type: none"> <li>Reducing emissions intensity</li> <li>Increasing LEED Certification of malls</li> <li>Increasing women in senior management</li> </ul>	 <p><b>USD 420m</b> 367-day Sustainability-Linked Term Loan <b>ESG Coordinator Mandated Lead Arranger &amp; Bookrunner</b></p> <p>Turkey Jun 2021</p> <ul style="list-style-type: none"> <li>Growing sustainable financing assets</li> <li>Increasing use of renewable energy</li> <li>Improving staff gender balance</li> </ul>	 <p><b>USD 360.5m &amp; EUR 396.5m</b> 367-day Sustainability-Linked Term Loan <b>ESG Coordinator Mandated Lead Arranger &amp; Bookrunner</b></p> <p>Turkey Oct 2021</p> <ul style="list-style-type: none"> <li>Increasing use of renewable energy</li> <li>Improving Sustainability' ESG Risk Management Score</li> </ul>



 <p><b>USD 1,067m</b></p> <p>367-day Sustainability-Linked Term Loan</p> <p><b>ESG Coordinator Mandated Lead Arranger &amp; Bookrunner</b></p> <p>Turkey May 2021</p>	 <p><b>USD 952m eq.</b></p> <p>367-day Sustainability-Linked Term Loan</p> <p><b>Mandated Lead Arranger &amp; Bookrunner</b></p> <p>Turkey May 2021</p>	 <p><b>USD 344.5m &amp; EUR 279m</b></p> <p>367-day Sustainability-Linked Term Loan</p> <p><b>Mandated Lead Arranger &amp; Bookrunner</b></p> <p>Turkey Apr 2021</p>	 <p><b>USD 1,750m</b></p> <p>3-year Sustainability-Linked Term Loan</p> <p><b>ESG Coordinator Mandated Lead Arranger &amp; Bookrunner</b></p> <p>UAE Mar 2021</p>
<ul style="list-style-type: none"> <li>Improving staff gender balance</li> <li>Increasing use of renewable energy</li> <li>Reducing GHG emissions</li> </ul>	<ul style="list-style-type: none"> <li>Increasing use of renewable energy</li> <li>Improving Sustainalytics' ESG Risk Management Score</li> </ul>	<ul style="list-style-type: none"> <li>Improving staff gender balance</li> <li>Increasing use of renewable energy</li> <li>0% share of any new coal financing</li> </ul>	<ul style="list-style-type: none"> <li>Increasing women in senior management</li> <li>Increasing efficiency in water usage</li> </ul>

#### 7.4.4. Debt Capital Markets Study

	
<p><b>USD 300m</b></p> <p>Senior Unsecured Sustainability Re-Linked Notes</p> <p>1.084% due 2024.5 A1/-/A</p> <p><b>Joint Bookrunner</b></p>	
China	Oct 2021

##### Transaction Highlights

- Marked the **debut Sustainability Re-Linked Bond** in the international debt capital markets
- Innovative transaction structure** where the use of proceeds of the bond were to finance and/or re-finance a portfolio of Sustainability-Linked Loans (SLLs)
- The offering enabled fixed income investors to **gain exposure to the SLL market and broaden access to sustainable finance**
- Emirates NBD acted as **Joint Bookrunner**

#### 7.4.5. Loan Capital Markets Study

	
<p><b>USD 3,000m</b></p> <p>3-year Green/Islamic Loan</p> <p><b>ESG Coordinator Global Coordinator Mandated Lead Arranger &amp; Bookrunner</b></p>	
Egypt	Nov 2021

##### Transaction Highlights

- Marked the **debut green loan for the Arab Republic of Egypt** ("Egypt")
- Aimed to **diversify Egypt's sources of funding and its access to international capital** and pave the path for sustainable financing solutions across the country in the future
- Proceeds of the Green Loan will be utilised towards green projects as per Egypt's existing Green Financing Framework** (implemented in September 2020), and the Islamic tranche towards general budgetary requirements, with a view to supporting the country's strong economic trajectory over recent years





## 7.5. Wealth Management

### 7.5.1. First Phase of our Sustainable Investment Framework

We take ownership of our role in transforming our operations to be sustainable, and the impact we can achieve by engaging and providing our clients with sustainable products.

For this purpose, we are currently in the process of developing our Wealth Management and Sustainable Investment Framework. A sustainable investment framework that combines compelling financial attributes with:

- Respect for the environment, the society, and stakeholders
- Funding activities consistent with a safe, healthy, equitable society
- A consideration for the long-term impact and future generations (not borrowing from the future)

We start with a simple yet robust framework of 3 categories - "average", "aware", "engaged" - which apply consistently to all our recommended instruments: stocks, bonds, funds, and structured products. A "not rated" category will apply to assets which are not relevant from a sustainability perspective (cash, typically). In terms of sectors, we exclude companies with a predominant exposure to tobacco and alcohol and may consider additional exclusions in future phases.

Lastly, it's important to highlight that this is merely a starting point from our Wealth Management to provide awareness and guide choices. Our process will be constantly and exhaustively enriched in the years to come with dedicated solutions, reporting, or potentially position papers.

#### Phase 1 – Three ESG categories across instruments



This category includes all our recommended instruments which are not in the two others.

This category relies on specific criteria for each type of instruments (see below).

Investments in this category are explicitly selected by the underlying specialist with a judgmental opinion on top of factual criteria.

### 7.5.2. Enhancing Products and Creating Awareness

All of our recommended investments, whether bonds, stocks, or products, now include sustainability criteria in their selection process.

In terms of the latter, our open architecture fund actively monitors the sustainability approach on two levels: the asset management company and the investment process of the specific products under consideration.

As a result, all of our newly onboarded products for 2021 are managed by UN PRI signatories, who consider sustainability requirements at the firm level. In terms of specific products, half of the products we have recently added to our Focus list were specifically sustainable, with strong ESG standards and thematic selection. We have ESG enhanced or centric products in a variety of segments, including thematic and regional equities, global and regional fixed income, and multi asset funds.

## 7.6. CBUAE Consumer Protection Regulation

The Consumer Protection Regulation and accompanying Standards published by the Central Bank of the UAE (CBUAE) aims to protect the rights and interests of consumers in their use of financial products and services, and in their relationship with licensed financial institutions in the UAE. Key elements of the regulation include

- Setting standards for business and market conduct by banks and financial institutions
- Strengthening governance and oversight over the design, promotion and sale of financial products
- Promoting responsible financing practices to protect consumers from becoming over-indebted
- Ensuring effective and timely disclosure practices, providing consumers with access to the right information at the right time to make informed decisions
- Addressing unreasonable barriers to fair competition and consumer choice
- Implementing clear mechanisms for redressal of consumer complaints
- Improving consumers' knowledge and ability to assess financial services
- Promoting financial inclusion





The other key principles that Licensed Financial Institutions (LFIs) will need to consider when updating their systems and business processes are summarized below.

We are implementing a series of initiatives to ensure alignment and compliance with the regulation.

**Key Facts Statements for all products and services** highlighting important features, benefits, applicable fees and charges are available on the Bank's website and will be shared with customers at the time of application, providing increased transparency.

All customer-facing documents including application forms, advices, letters, etc. have been revised to provide **increased disclosures** and are **available in Arabic** as well.

**Enhanced branch signages** to incorporate required changes.

**Strengthened marketing and advertising guidelines** to ensure required actions are being followed and enforced.

**Revised schedule of fees** to provide visibility on third-party charges.

**Improved account and card statements** to provide additional details and new loan statements are being introduced.

**Cooling-off periods for products**, where applicable, and the Bank's terms and conditions are updated to reflect required changes.

**Extended 60-day notice period** to inform customers if important terms or processes are changed.

Customers will have the ability to easily **opt out of marketing activities**.

Debt collection protocols have been revised to provide customers with more flexibility as well as provide **debt counselling in the early stages**.

**Reinforced data privacy related controls** covering collection, storing, usage and protection of personal data.

Sales incentive programmes have been reviewed to ensure they promote **responsible business and market conduct** and prevent mis-selling.

The Bank's employees, including authorized agents, are being **trained in enhanced sales and service processes** and other aspects of the regulation, along with certification, where applicable.

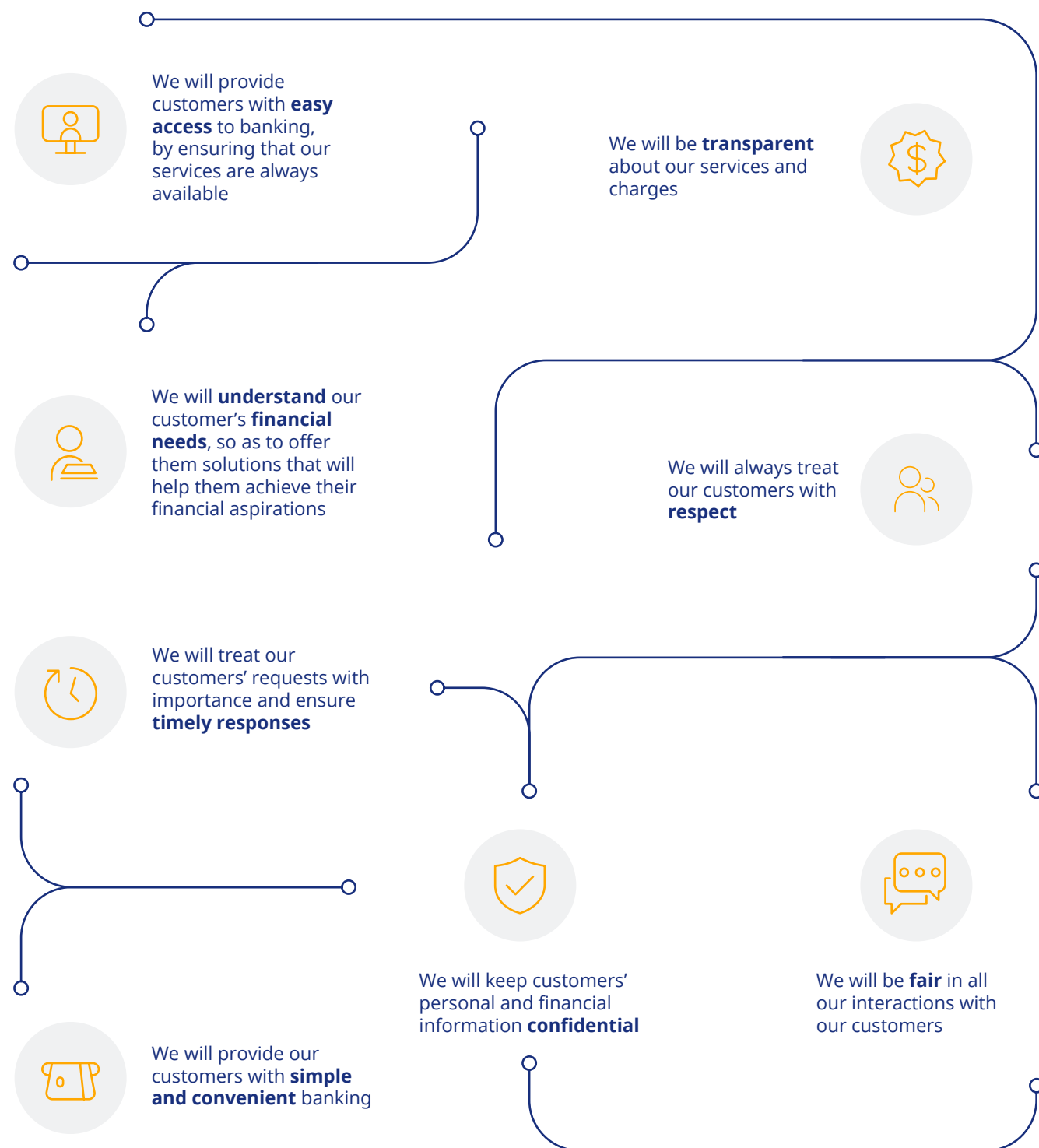
A new **Code of Fair Treatment** has been created. Customer complaints related processes are being enhanced to ensure quicker and more effective resolutions along with implementation of root cause analysis protocols as well as the regular publication of dashboards. A mystery shopping programme has been rolled out with the help of an independent external agency to assess customer satisfaction with the Bank's products and services and obtain feedback for improvement.

**Financial Inclusion related policies** are being strengthened to cover vulnerable consumers such as low-income and senior customers, in addition to People with Disabilities (PwD). The Bank's website is also being updated to comply with Web Content Accessibility Guidelines (WCAG) in order to make content more accessible to PwD customers.



## 7.7. Customer Experience

Driven by our two core organisational values of “customer focus” and “service excellence,” our Customer Experience Unit is dedicated to innovating our engagement methods. For our work toward enhancing customer experiences, we won the customer vote for ‘Most Recommended Retail Bank in the UAE’, and the ‘Most Recommended Bank in the Middle East’ award for Mobile Banking, Personal Loan and Remittances. Our Customer Service Charter consists of eight customer-centric elements:



### 7.7.1. Customer Communication Pathways



	Customers can request information from	Customers can send requests through	Customers can raise complaints through
Our Branches	✓	✓	✓
Call Centre	✓	✓	✓
Website	✓		
Online & Mobile Banking Platforms		✓	✓
Relationship Managers	✓	✓	
Social Media Channels	✓		✓
Central Bank			✓
Media			✓



### 7.7.2. Multiplier Effect Framework

We won the 'Best Customer Experience Business Model' at the Digital CX Awards 2021 for our Multiplier Effect Framework which is dedicated to customer personalisation. It focuses on three key attributes: Customer Preference, Business Profitability and Effective Communication.

### 7.7.3. Service Accessibility and #TogetherLimitless

Under our #TogetherLimitless programme, three out of every five Emirates NBD branches are now disability-friendly, with assistive technologies and solutions to enhance customer experience for People with Disabilities. These branches are equipped with ramps with handrails, and ATMs, teller desks and cheque writing counters at low heights. To improve the ease of direction, tactile floor indicators and Braille signage have been installed; moreover, KinTrans, a technology enabling two-way communication between sign language communicators with hearing disabilities and people who use spoken languages, is also used. Further, more than 2,400 employees have been trained on disability etiquette and understanding sign language across our branches.



### 7.7.4. Customer Journeys

Customer Journeys are designed to enhance the overall customer experience at various touch points. The journeys are mapped based on pain points identified as part of the voice of customer analysis, and further differentiated as per segment/ product value proposition and needs. While designing customer journeys, we focus on creating new user experiences, addressing operational pain points and fixing broken customer experiences.

In 2021, 12 customer journeys were designed due to regulatory requirements with the objective to improve onboarding engagement, self-service and overall customer experience.

Some examples of successfully implemented customer journeys are:

- Applying for supplementary Credit or Debit Cards
- Requesting Bank Reference or Liability/Non-Liability Letters
- Managing Dormant Accounts
- Website Customer Care
- Updating personal information in line with regulatory requirements



### 7.7.5. COVID-19 - Customer Support

We continued our commitment to the Targeted Economic Support Scheme (TESS) in 2021 introduced by the Central Bank of the UAE. The scheme aims to provide financial relief to residents, facing financing challenges caused by the market downturn due to COVID-19, through instalment deferrals.

	Total	Emirates NBD	Emirates Islamic
Deferrals since launch	AED 10.7 billion	AED 8.2 billion	AED 2.5 billion
Deferrals in 2021	AED 1.5 billion	AED 1.3 billion	AED 0.2 billion
Customers benefited since launch	131,023	90,792	40,231
Customers benefited in 2021	27,929	27,912	17

Additionally, in support of the nation’s mission to ensure a decent life for all Emiratis and the highest possible standard of social stability, Emirates Islamic co-operated with **UAE’s Non-performing Debt Relief Fund** to waive debts amounting to approximately AED 4.2 million for 84 UAE National customers.



### 7.7.6. Customer Engagement and Net Promoter Score (NPS)

We conduct one-on-one meetings, focus groups, and discovery sessions with the ‘Better Together’ community to engage our consumers, understand their needs, and incorporate human-centred iterative design in all our products and services. Customer satisfaction with our products and services, as well as with our efforts to provide them with an excellent experience, are measured through the Net Promoter Score (NPS). Customers are divided into three categories by the NPS:

<b>Detractors</b>	<ul style="list-style-type: none"> <li>• Rate us from 0-6</li> <li>• Are not particularly satisfied by the company</li> <li>• Danger of spreading negative word of mouth</li> </ul>
<b>Passives</b>	<ul style="list-style-type: none"> <li>• Rate us between 7-8</li> <li>• Are receptive to competing offers from other companies</li> <li>• Are left out of the NPS calculation</li> </ul>
<b>Promoters</b>	<ul style="list-style-type: none"> <li>• Rate us between 9-10</li> <li>• Are loyal and highly committed to the company</li> <li>• Fuel viral growth through word of mouth</li> </ul>

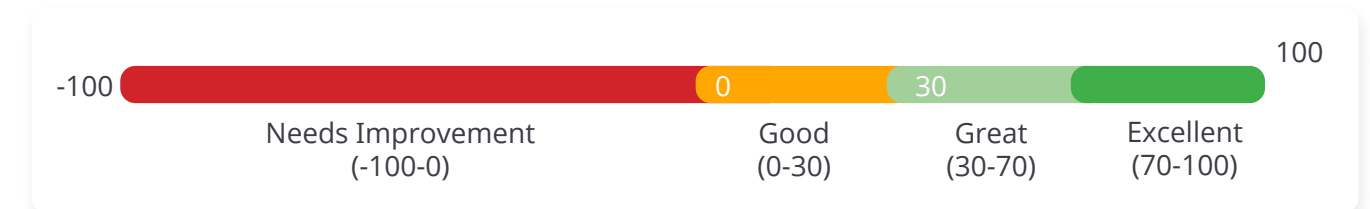
#### Emirates NBD

Year	Detractor	Passive	Promoter	NPS Score
2021	13%	38%	49%	36

#### Emirates Islamic

Year	Detractor	Passive	Promoter	NPS Score
2021	16%	33%	51%	35

#### NET PROMOTER SCORE (NPS) ANALYSIS





### 7.7.7. Customer Experience Month

Customer Service Week is an international celebration that runs in the first week of October each year. While Customer Service Week runs for 1 week internationally, we celebrate for the entire month of October internally.

The concept was initially implemented at the Call Centre and, after year three, in 2017, we implemented it across all Retail Banking units. Over the years, the participation increased and Customer Experience (CX) Month is now celebrated across the 4 brands and 6 countries (UAE, KSA, Egypt, UK, Singapore, India).

In 2021, the CX Month was governed by our new Vision, Purpose and Values and was launched across 14,900+ employees.

The results for Emirates NBD, Liv. and Tanfeeth were:



Emirates Islamic's results:





### 7.7.8. Customer Experience at Emirates Islamic

Staying true to its core objective of providing the best in service excellence to its customers, Emirates Islamic launched a range of initiatives in 2021, including:

- a. Proactive communication to customers
- b. Mystery shopping for call centre agents
- c. Launch of WeConnect Community – a customer community launched for testing the bank’s products and services among loyal customers
- d. Launch of CX Academy, a training platform for CX based training modules including:
  - Customer Service Excellence certification for frontline staff
  - Induction and Onboarding
  - Disability Etiquette Training
  - Meet and Greet Learnings
  - Emirati Culture Learnings
- e. Guidelines for Healthy Customer Happiness Score (CHS)
- f. CX Knowledge Tool – Axonify – expanded across frontline network
- g. Service Request Service Manual
- h. Internal Customer Satisfaction (ICSAT)

The focus on excellence resulted in bank staff getting over **5,300 customer** appreciations from satisfied customers.



## 8. Environment

We are committed to reducing our environmental impacts, both directly as well as indirectly throughout our operations. The UAE Net Zero 2050 strategy, announced in October 2021, is a national drive to achieve net-zero emissions by 2050 and we are excited about playing a significant role in helping the UAE deliver a successful outcome.

We have a record of environmental compliance, and no fines or non-monetary sanctions were imposed on the Bank for non-compliance with environmental laws.

Our commitment to environmentally friendly policies and practices includes both large-scale projects to meet global best standards, and local practices to benefit the regional ecosystem.

### 8.1. LEED Certified Premises

The LEED (Leadership in Energy and Environmental Design) certification by the U.S Green Building Council (USGBC) is a globally recognized symbol of sustainability achievement and leadership. We are proud to be recognized as a leader in sustainable development. Emirates NBD has a total of five branches that are LEED Gold Certified.

- Four Emirates NBD branches in the UAE are gold certified under the LEED v4 Interior Design and Construction - Retail rating system:
  - Burj Khalifa branch
  - Arabian centre branch
  - Um Suqeim branch
  - Nakheel Mall branch
- The Al Quds Branch in Riyadh is the first bank branch in the Kingdom of Saudi Arabia (KSA) to achieve the prestigious gold certification under the LEED v4 Interior Design and Construction - Commercial Interiors rating system with a total of 71 points.

Al Quds Branch, Riyadh, Saudi Arabia



## 8.2. Resource Use

In a time of accelerating natural resource depletion, we are committed to the equitable, prudent, and innovative use of resources, which we have attempted to incorporate into decisions from facility management to paper recycling.

### 8.2.1. Energy Consumption and Efficiency

Internal communications have been sent out to raise awareness of our energy-saving goals and strategies. In 2021, we reduced our energy consumption by 12% and achieved cost savings of AED 3.7 million.

Electricity Consumption	2021	2020	2019
Electricity Consumption (KWH)	63,723,430	72,280,809	88,078,533
Total Number of Employees	12,603	11,184	11,845
Average Electricity Consumption per Employee (KWH)	5,056	6,463	7,436

Data includes Emirates NBD owned buildings, Tanfeeth, Emirates NBD and Emirates Islamic Branches. Total employees include all employees, consultants and contractual staff.

The following processes allow us to set reasonable energy consumption targets, track our performance and define ways for improvements by making data-based decisions:

- Regular monitoring of energy consumption
- Using a digital platform for benchmarking & trend analysis
- Assess if there is a downward trend in utility consumption
- Implement appropriate control measures to reduce consumption
- Motion sensors installed to avoid unnecessary energy consumption
- Governing temperature control through a building management system (BMS) system
- Replacing aged equipment with higher energy-efficient equipment (e. g. chillers, chilled water pumps, Air Handling Unit (AHU), and Fresh Air Handling Unit (FAHU))



### 8.2.2. Fuel Consumption

Fuel Consumption	2021	2020	2019
Fuel Consumption by Vehicles Owned or Leased by the Bank (Petrol in Litres)	147,910	101,627	173,108
Fuel Consumption by Vehicles Outsourced from the Roads & Transport Authority (Diesel in Litres)	804,119	278,093	912,344
Total Fuel Consumption	952,029	379,720	1,085,452

To better manage and monitor our fuel consumption, we have tied up with the Emirates National Oil Company (ENOC) for Group fleet vehicles. Consumption is reported through monthly invoices and monitored regularly by the Emirates NBD Transport Desk through the ENOC Corporate Customer Portal. Furthermore, to encourage our employees to use shared transport, we enable them to choose free of charge shared transportation services.

### 8.2.3. Water Consumption and Efficiency

In alignment with the UAE Water Security Strategy 2036, and in efforts to achieve the KPIs of our Sustainability-Linked Loan to reduce water consumption, we are mindful of our water usage and are committed to adopting sustainable water management practices whilst also tackling water insecurity through our business operations.

Water Consumption	2021	2020	2019
Utility Water Consumption (Litres) – Owned buildings, Emirates NBD & Tanfeeth	72,825,155	99,056,187	135,914,098
Utility Water Consumption (Litres) – Rented buildings/locations, Emirates NBD and Emirates Islamic branches	12,390,123	9,674,149	17,286,876
Total Utility Water Consumption (Litres)	85,215,278	108,730,336	153,200,974
Total Number of Employees	12,603	11,184	11,845
Average Water Consumption per Employee (Litres)	6,761	9,722	12,934

Data includes buildings owned by Emirates NBD and Tanfeeth and rented Emirates NBD and Emirates Islamic branches. Total employees include all employees, consultants and contractual staff.

The following initiatives were undertaken to improve water management:

- Implementation of water aerators
- Installation of water tank leakage sensors
- Pressure reduction in water taps to save water, without impacting the end-user
- Water monitoring meters were installed in the premises to monitor the water consumption through service providers such as irrigation systems, cleaning, car wash, etc.

### 8.2.4. Waste Management and Recycling

The Group Facility Management Department oversees safe and responsible waste management to reduce the environmental impact.

	Waste Type	2021	2020*	2019*
Sent for Recycling	Paper (kg)	2,010	1,721	17,458
	Electronics (kg)	N/A***	11,140	15,975
	Carton (kg)	8,113	5,758	19,289
Donated for Reuse	Electronics (kg)	680	758	N/A
Sent to Landfill	General Waste (m <sup>3</sup> ) **	9,467	11,023	12,799

\*Data for 2019 and 2020 have been updated to reflect year end data.

\*\*Data for general waste collection is limited to Emirates NBD-owned buildings and excludes data from leased branches.

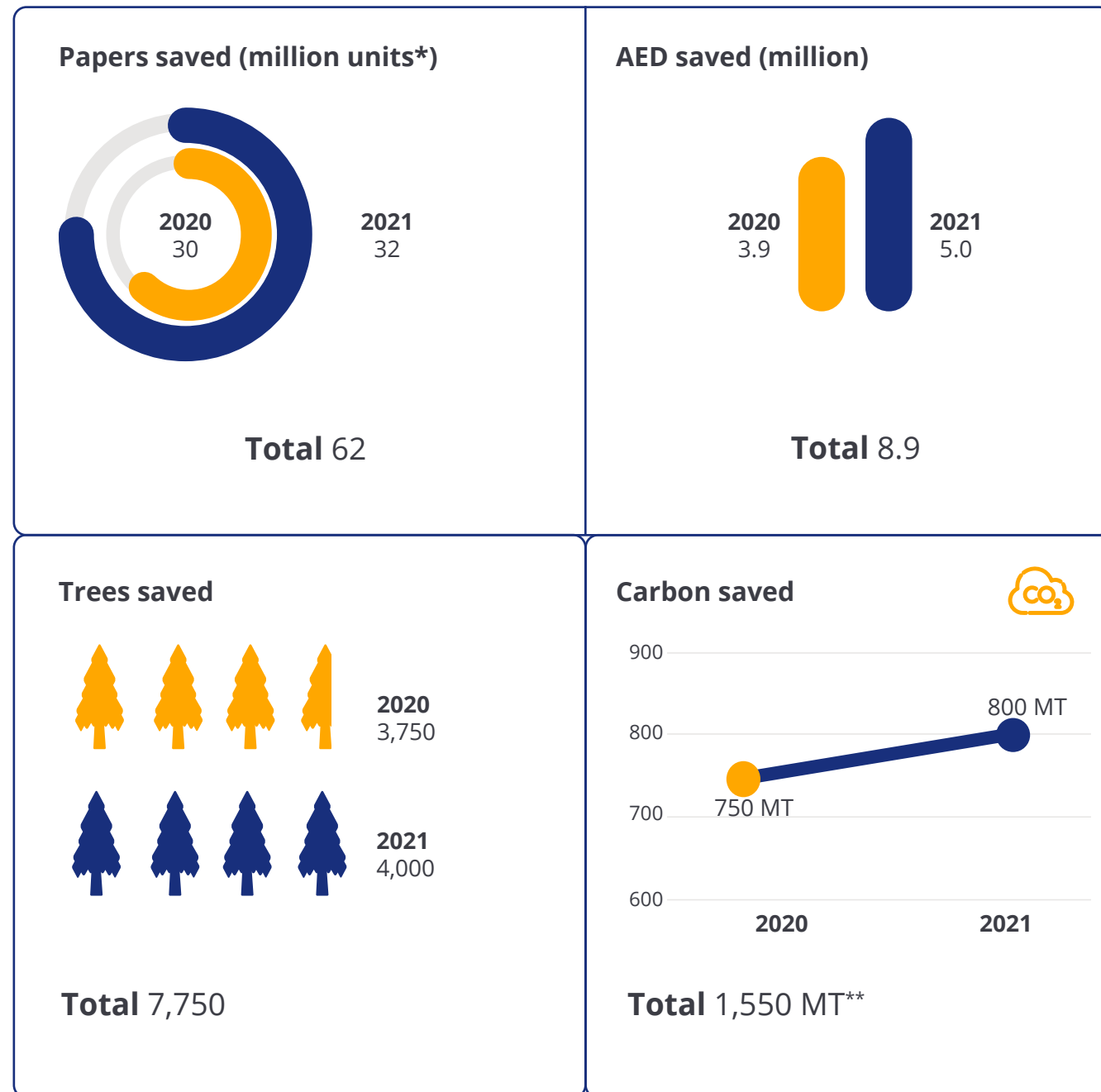
\*\*\* Items were donated for reuse to people in need.



### 8.2.5. Paper Consumption

#### a. Go Paperless Initiative

The Go Paperless initiative was launched in 2020 as part of our sustainability focus. This initiative maps our journey towards environmental sustainability by using paper responsibly, saving trees, and reducing our carbon footprint.

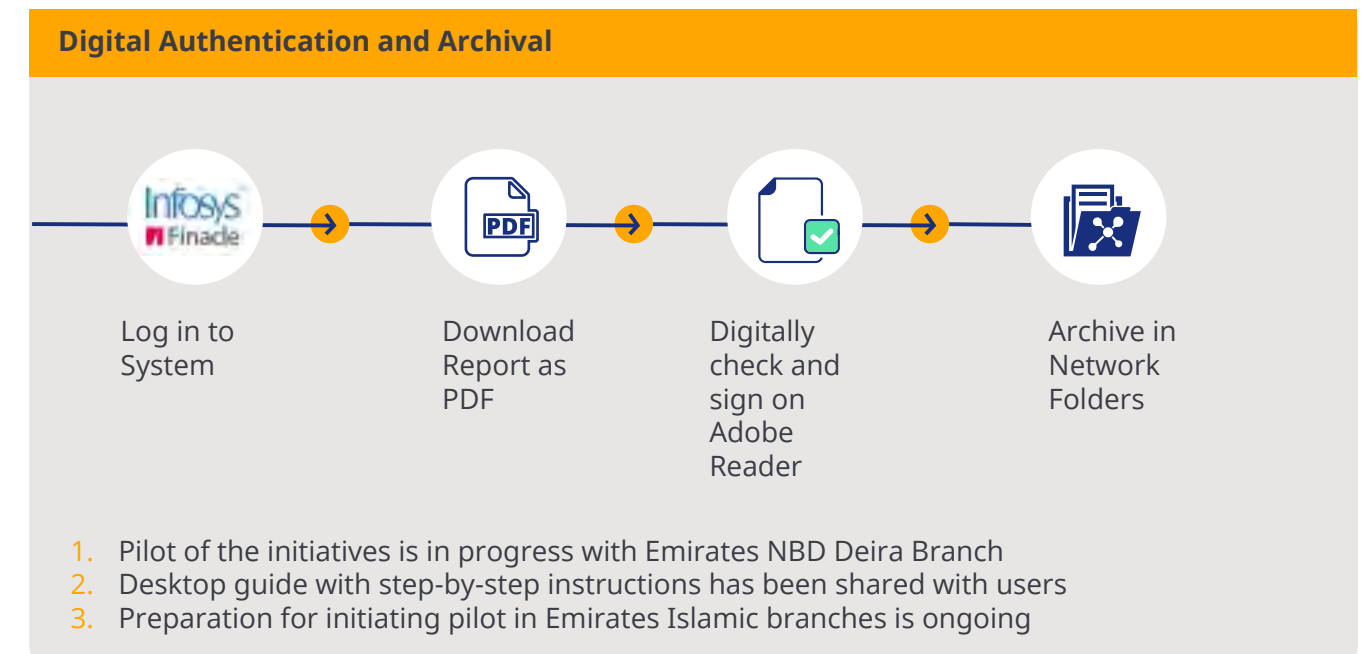


\*unit = sheets of paper  
\*\*MT = metric tons

### Paper Consumption



With the collaborative effort of Emirates NBD, Emirates Islamic, and Tanfeeth, we have launched more than 78 initiatives demonstrating our significant commitment to this issue. The main focus in the year 2021 was to introduce **digital authentication and archival of End of Day reports**.



#### Program Highlight:

Emirates NBD India branch discontinued printing Financial Transaction Reports starting from 1 January 2021. These reports are now digitally authenticated and archived in shared folders resulting in saving approximately 300 sheets of paper daily.





### b. Mobile and Tablet App

Revamped Mobile App and Tablet banking contributed to paper saving:

Service	Number of Accounts Opened	Paper sheets Saved	Trees Saved	Carbon Saved
Accounts Opened	105,889	847,112	106	21 MT
Personal Loan	46,850	749,600	94	19 MT
Credit Card	25,889	207,112	26	5 MT
Approximate Total	178,628	1,803,824	226	45 MT

Paper savings from Mobile and Tablet App are included in the Go Paperless numbers.

### c. DocuSign

To remove physical contracts and save paper, the Procurement Department adopted DocuSign, a digital solution allowing electronic internal approval workflow and ensuring legally valid signed contracts with our strategic vendors. The adoption of this platform has conserved the following environmental resources:



**153,394**  
litres of water



**41**  
trees



**14,652 kg**  
carbon dioxide



**1,014 kg**  
waste

### d. Partnership with the Roads and Transport Authority (RTA)

In accordance with the Dubai Paperless Strategy of the Smart Dubai 2021 Project, we have launched paperless campaigns. In 2021, we partnered with the Roads and Transport Authority (RTA) to provide a Smart Guarantee Trade Finance platform that will cut paper usage by 100% for bank guarantee transactions.

## 8.3. Emissions

### 8.3.1. Greenhouse Gas (GHG) Emissions

Every year, we monitor CO<sub>2</sub> emissions from our operations. This allows us to assess our impact, identify improvements, and plan interventions as needed. Calculations of emissions are constrained by the data available at the time of publishing.

	2021	2020*	2019*
<b>Scope 1 Direct Emissions</b>			
Consumption by Vehicles Owned or Leased (tCO <sub>2</sub> e)	2,707	1,061	3,084
<b>Scope 2 Indirect Emissions</b>			
Electricity Consumption (tCO <sub>2</sub> e)	25,812	29,278	35,677
<b>Scope 3 Other Emissions</b>			
Business Travel (tCO <sub>2</sub> e)	87	21	1,367
<b>Total Emissions (tCO<sub>2</sub>e)</b>	<b>28,606</b>	<b>30,360</b>	<b>40,128</b>

\*The emissions figures for 2019 and 2020 have been revised to reflect the year-end values.  
Scope 1 calculated as per 2006 IPCC Guidelines for National GHG Inventories  
Scope 2 calculated as per 2020 Dubai Electricity and Water Authorities (DEWA) Guidelines  
Scope 3 calculated through The Miles Consultancy (TMC)

We are continuously encouraging our employees to use company transportation instead of using privately owned vehicles. The Group Transportation Unit regularly analyses route optimisation to cater to employee commuting requirements. This does not only benefit the environment, but also provides a reliable and convenient solution to private commuting.

### 8.3.2. ISO 14001

We are certified in the Environmental Management Systems standard ISO 14001:2015. To meet this goal, we are making efforts to improve our environmental management systems through initiatives such as energy and water conservation, green energy stations, plastic consumption reduction and paper waste management, pressure reduction, and leakage sensor installations.

## 8.4. Innovation

### 8.4.1. Charging Stations

We have installed EV charging stations at the following branch locations:

- Emirates NBD Al Awir
- Emirates NBD Meydan
- Emirates NBD Nad Al Sheba

Data on EV charging station:

- Approximately 76 vehicles charged by the EV charger on a monthly basis
- 912 EV's have been charged in 2021

### 8.4.2. Internal #SayNoToPlastic Initiative

The #saynotoplastic programme was launched for 42 teams across Emirates NBD, Emirates Islamic and Tanfeeth to encourage a single-use plastic-free culture. Teams were invited to do the following:

1. Collect plastic bottles in a recycling bin provided by our partner DGrade
2. Switch to reusable water bottles and stop ordering plastic water bottles through procurement.
3. Design a logo for #saynotoplastic

The collected bottles will be recycled into fabric out of which DGrade will produce reusable drawstring bags for our support staff.

In line with this initiative, Collections and Recoveries will be distributing 435 mugs and reusable bottles to employees across Emirates NBD and Emirates Islamic to encourage them to do their part to save the environment.



EV Charger Meydan





## 9. Social

Our investment in human resources, as well as community development, reflects our social commitment. Our sense of social responsibility stems from our position as one of the UAE's

leading financial institutions, which allows us to support socio-economic growth both directly and indirectly through employment and social investment.

### 9.1. Employees

#### 9.1.1. Benefits

##### a. Flexible Working Hours

This year, with the support of Senior Management and the Board, we have expanded our flexible work initiatives to include not only the existing flexible working hours but also in terms of working remotely. Our new flexible work initiative means employees can work remotely from anywhere in the UAE, if the role

allows it, and the manager approves. It is a big step-change for the bank in-line with global best practices. This gives employees a lot more flexibility in terms of how they work, less time traveling to and from the office, and more time at home with their families.

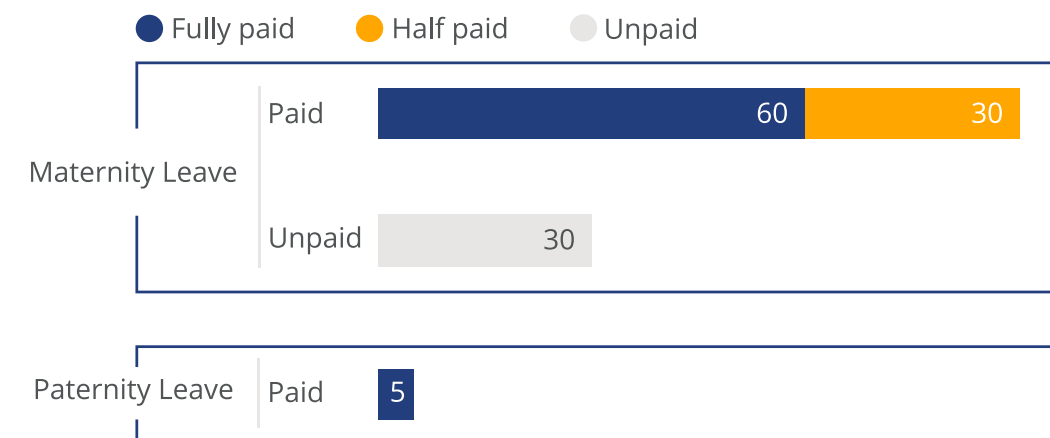
### b. Benefits to Full-Time Employees

-  Flexible working hours and employee offers
-  Maternity, paternity, and adoption leave
-  Life insurance
-  Longer leave days for People with Disabilities
-  Health insurance, wellness programme, health clinic
-  Paid leave for volunteering, exams, Hajj, or military
-  Financial loans
-  Retirement plan / pension for Emiratis
-  Relocation support
-  End-of-Service benefits



### c. Parental Leave

We understand how challenging and overwhelming new parenthood can be. We support our employees through parental leave packages that support their journey mentioned in number of calendar days below.



We assist parents who choose to adopt by giving adoption leave benefits that are comparable to parental leave benefits.

### d. Parental Leave - Breakdown by Gender

	Emirates NBD						Tanfeeth						Emirates Islamic					
	2021		2020		2019		2021		2020		2019		2021		2020		2019	
	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M
Employees who took parental leave	110	83	93	99	125	145	61	92	75	83	75	107	32	43	7	20	19	45
Employees who came back to work after parental leave	110	83	92	99	125	145	61	92	75	83	75	107	32	43	4	20	19	45
Employees who came back to work after parental leave and were still employed 12 months later	106	78	88	94	113	139	56	88	71	78	70	101	31	41	4	20	17	42
Retention Rate	96%	94%	95%	95%	90%	96%	92%	96%	95%	94%	93%	94%	97%	95%	70%	100%	89%	93%

The figures in the table represent the number of employees.



### e. Other Initiatives at Tanfeeth



### 9.1.2. Health & Wellbeing

The ongoing COVID-19 pandemic has highlighted the importance we place on employee health and safety. We are dedicated to empowering our employees to be in the best physical and mental health possible, allowing them to enjoy lives that are both satisfying and enriching.



#### Wellness Centres and Doctor Consultation Rooms

Our employees can visit a doctor without co-insurance required, get lab tests, and have their biometrics screened at the wellness center and consultation rooms.

#### Health Kiosks

Employees can quickly and easily monitor basic health vitals at their workplace.

#### Telehealth Services – TruDoc 24x7

TruDoc provides round the clock consultations through video calls, which helped our employees, particularly during the COVID-19 lockdown.

#### Annual Free Flu Shot Campaign

Annually, we provide on-site free flu shots in all major office locations and selected branches.

#### Wellness Champions

The Wellness Champions lead and assist in the implementation of health and wellness initiatives for their respective business units.

#### Mental Wellbeing Hotline

This is a dedicated free mental wellbeing hotline, which helps our employees to overcome stress, or any issues related to mental wellbeing.

#### Wellbeing Communications

Wellness communications are shared across the Group on a monthly/bi-monthly basis to support the health and wellbeing of our employees

#### Ramadan Wellbeing Campaign

Throughout the month of Ramadan, Tanfeeth social media platforms delivered wellbeing suggestions on issues including mental health, hydration, and spiritual productivity.

#### Breast Cancer Awareness in October

We provided all employees with two Breast Cancer Awareness Sessions (one in English and one in Arabic), during which they learnt about breast cancer, its causes and risks, and how to reduce risks by being proactive and attentive.

#### Men's Health Awareness in November

All employees were invited to a Men's Health and Diabetes Session, where we covered preventative care and lifesaving advice related to Men's Health.

**b. COVID-19 Initiatives**

**Vaccination drives**

We conducted multiple vaccination drives throughout 2021 in partnership with private clinics as well as the Dubai Health Authority (DHA) to assist employees and their family members to get the vaccine.

**Vaccine awareness campaigns**

Awareness campaign launched across the Group. In particular, an extensive month-long communication campaign for Tanfeeth employees which included social media posts, vaccination guidelines brochure and surveys.

**Repatriation programme**

22 employees and family members returned to UAE through specially organised flights after being stranded in home countries due to COVID-19 travel bans and airport closures.

**c. Tanfeeth Wellbeing Challenge**

In collaboration with Best Body Co., Tanfeeth launched the Wellable campaign, which included wellbeing sessions and challenges for our employees, focusing on areas such as physical, mental, financial, and maternal wellbeing.

**Activities**

5 Wellbeing sessions and workshops conducted with 130 attendees

Fitness Challenge with 61 participants

27 Wellness Champions were selected based on their interest and engagement

**d. Health and Safety Training**

The ongoing COVID-19 pandemic has highlighted the importance we place on employee health and safety. We are dedicated to empowering our employees to be in the best physical and mental health possible, allowing them to enjoy lives that are both satisfying and enriching.

Entity	Emirates NBD	Tanfeeth	Emirates Islamic	Total
Fire & Safety Fundamentals	419	33	115	567
First Aiders Training	131	31	1	163
Occupational Health Safety and Physical Security Awareness	5,128	1,069	3,186	9,383

The numbers represent the number of participants in the training in 2021.





### 9.1.3. Workforce Management

#### a. Talent Management Framework

A significant priority area is cultivating leadership talent. By creating a leadership bench strength and succession planning for future leadership requirements, we seek to engage members of both the expatriate and Emirati communities and provide them the opportunity to become proactive participants in the UAE’s financial and economic sectors.

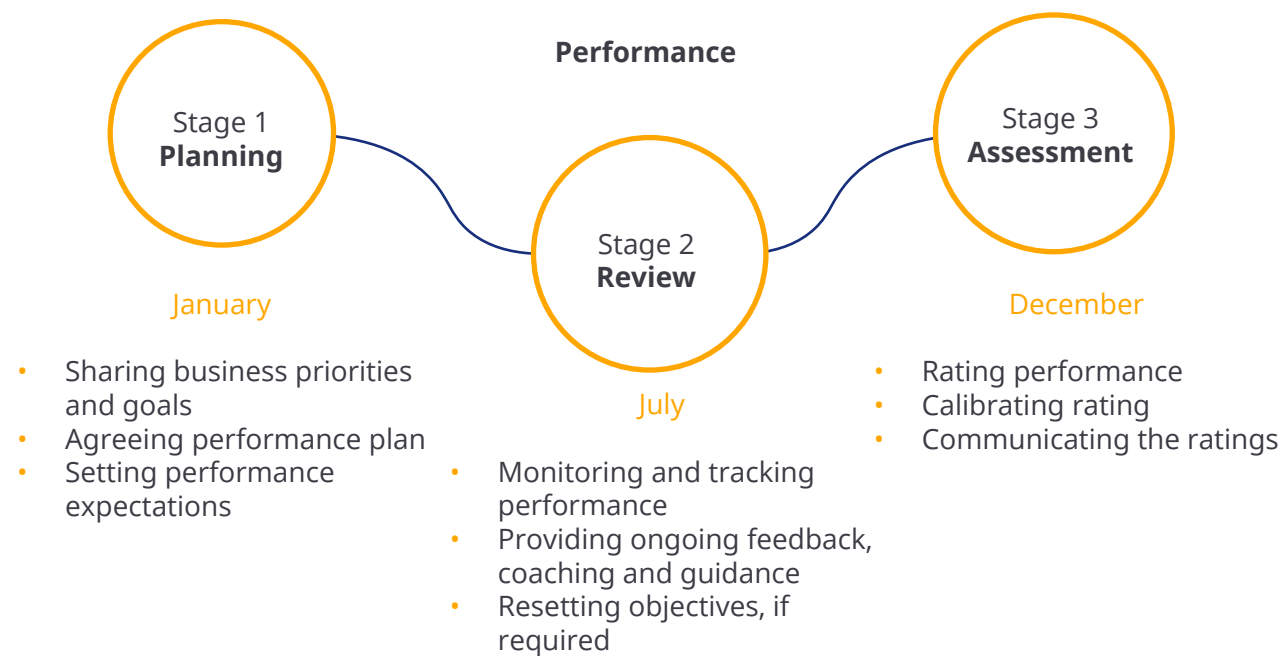
The Group’s long-term plan for maximising its influence in the UAE and beyond is to focus on high-calibre individuals. Employees must have an extraordinary performance record as well as great leadership potential to be nominated as a “Talent.”

Employees can express their personal development commitments, progress their professional skills, and attain promotion opportunities inside the Bank through our award-winning programmes, which include online learning, mentorship, coaching, exposure stints, and special projects.

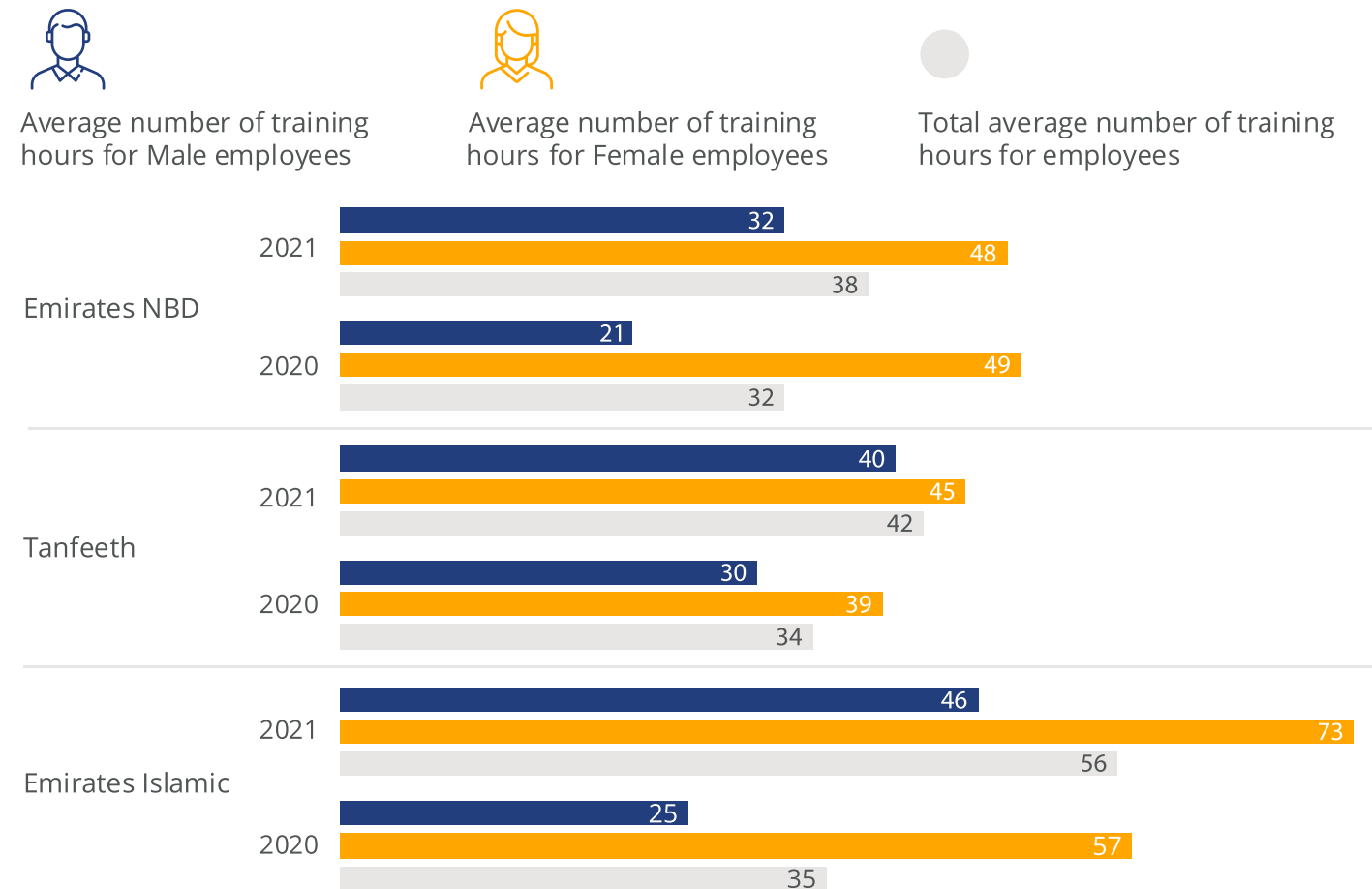
There are currently 79 employees from 16 countries in the talent pool, with 33% women and 20% UAE Nationals.

#### b. Performance Management and Pay

We have a performance pay scheme which rewards a bonus, incentives, and recognition, to employees based on their individual and their unit’s performance. All employees complete these three stages during their annual performance review:



### 9.1.4. Training & Development



#### a. Digital Learning

	Digital Learning - Emirates NBD		Digital Learning - Tanfeeth		Digital Learning - Emirates Islamic	
	2021	2020	2021	2020	2021	2020
Reach	100%	100%	100%	100%	100%	100%
Unique learners	9,126	8,810	3,332	3,807	1,519	1,687

**b. Our Learning Platforms**



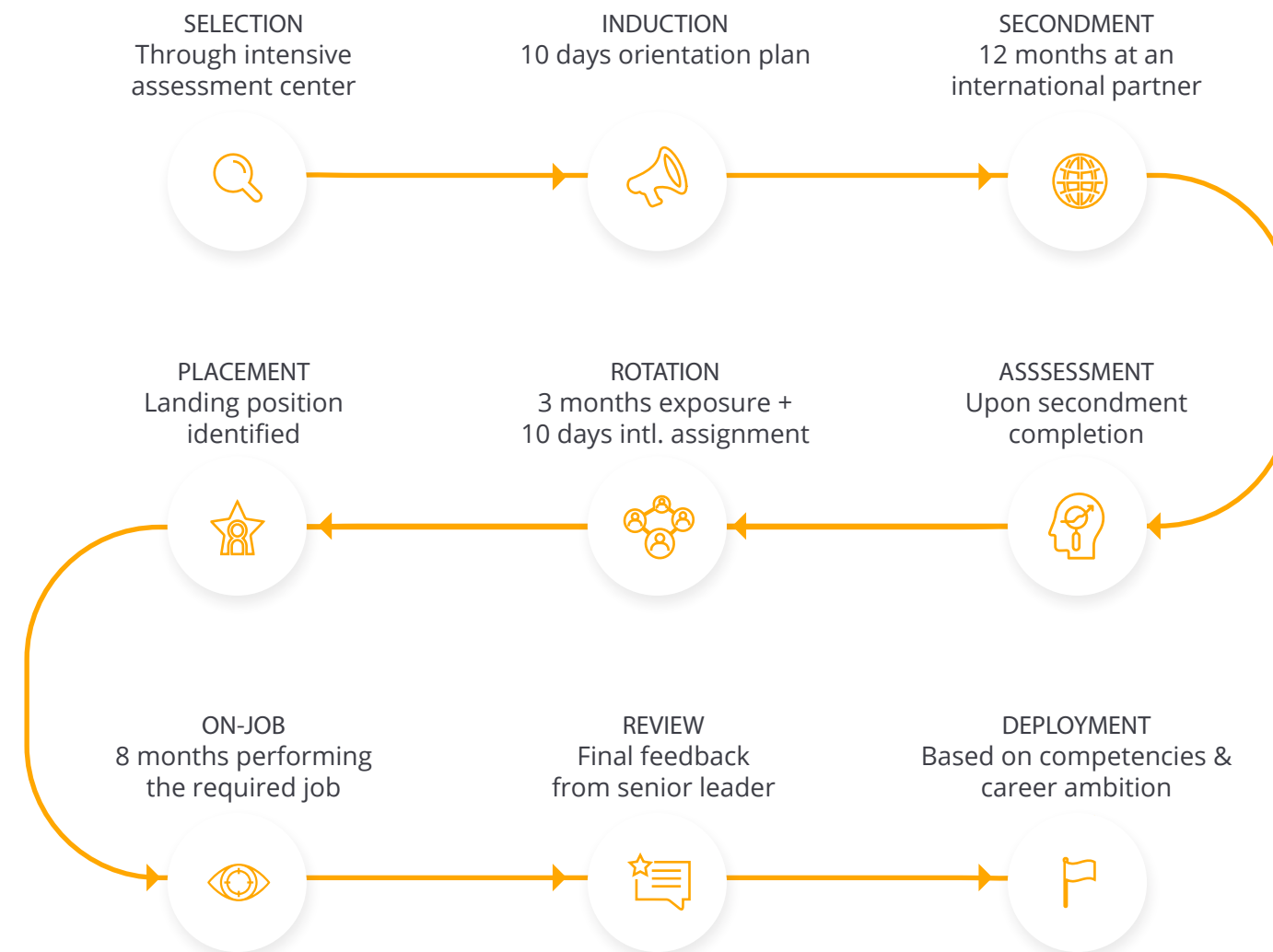
**c. Candriam Academy - ESG Training Certification**



Keeping with our commitment to the UN SDGs, the UAE Vision 2021, and our commitment toward transforming into a sustainability-driven institution, we enabled our Private Banking Relationship, Investment Advisory teams, Asset Management, OPs and Credit teams across UAE, KSA, SIN and LON (total 132 persons) to complete an ESG certification training by Candriam Academy. Candriam Academy is an affiliate of New York Life Investments, a leading asset manager globally and a recognised pioneer in sustainable investing. This certification will also be rolled out across other business units in the Bank.

**d. Ruwad**

In support of NAFIS, the federal human resource empowerment programme, we initiated the 2-year long Ruwad graduate talent management programme, which will provide training through hands-on learning. Competencies developed in the programme include both leading self and teams as the programme aims to graduate its trainees into leadership roles such as emotional intelligence, customer excellence, learning agility, Results Only Work Environment (ROWE) and managing conflicts. Additionally, in line with SDG 5, Gender Equality, Ruwad is also aiming for 50% participation of women. After completion, each graduate will be accelerated into a leadership position based on their career ambitions, diversifying our leadership pipeline.





### e. Youth Professional Empowerment

Development of Emirati youth is highlighted by the UAE Vision 2021, as well as SDG 8: Decent Work and Economic Growth. Hence, we have undertaken the responsibility of supporting Emirati students with educational and professional development initiatives, aimed at advancing the national competitive economy, as well as fostering Emirati culture in the workplace.

### f. Bedaya

Bedaya is an introductory programme for Emirati university graduates. The 12-month journey includes rotating through different departments and completing complimentary training. UAE Nationals gain hands-on experience and build critical skills to then transition into targeted Specialist or Assistant Manager roles. The programme period includes six performance review and coaching sessions to ensure the trainee and their line managers are both engaged in meaningful development.

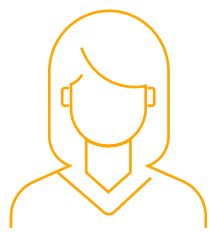
#### Emirates NBD

#### Tanfeeth



Male

18



Female

49



Male

4



Female

12

### g. Al-Misha'al

Misha'al is a cohort-based, 6-month learning programme, following the methodology of Bedaya, designed for a specific role. It is meant for high school graduates and primarily directed at roles in Retail Banking but may include roles in other business and support units as well.

#### Emirates NBD



Male

8



Female

14

### h. Internships

The purpose of the internship programme is to provide students with a wealth of challenging tasks within their field of study or career interest, and exposure to the day-to-day business operations of a highly professional environment.

	Emirates NBD	Emirates Islamic
Number of interns recruited	66	22
Number of Emirati interns	34	14
Number of female interns	41	21



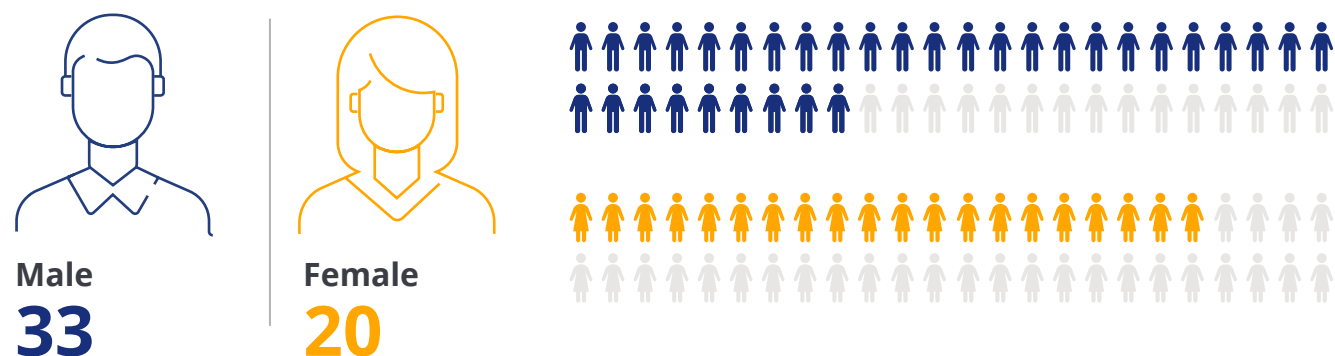
**i. Tanfeeth - HI-PO Programme**

Tanfeeth has an exclusive programme for its nominated top 50 highly motivated individuals. The tools provided throughout the programme help selected employees climb the learning curves, apply existing strengths, and introduce new skills to facilitate transition into roles of greater scope and complexity.

The 12-month programme gives chosen HI-PO members multiple benefits including:

- Informative sessions
- Career mapping and goal setting with a customised Personal Development Plan
- Mentoring from Senior Leaders
- Access to exclusive L&D programmes and workshops
- Access to a Community forum with fellow HI-PO members.

**HI-PO Selected Participants**



**j. Emirates Islamic - UAE National Integrated Learning Journey (UNILJ)**

The **UNILJ** is a personalised learning journey for new-to-role UAE Nationals. Irrespective of experience or expertise, they will be assessed, developed, and empowered with the requisite skills needed for their defined role. The UNILJ is an instructive approach that transforms the personal learning space into a dynamic, interactive learning environment where the Line Manager/Trainers/Coach and Subject Matter Experts guide learners on the job as they apply department-specific concepts and engage creatively with the subject matter. Each learning journey is approximately 6-weeks long depending on the learning need.



**k. Emirates Islamic - Al Mustaqbal**

Al Mustaqbal is a cohort-based learning programme, following the methodology of UNILJ, designed for specific roles such as Service Ambassadors. Participants are high-school graduates.

**Al Mustaqbal**





### 9.1.5. Diversity & Inclusion

#### a. Women Empowerment

We are dedicated to supporting women in the workforce in a holistic manner, through practices ranging from encouraging new mothers to re-join the workforce, training programmes for female employees, as well as specific clubs and activities designed to make the workplace diverse and welcoming.

#### b. Tanfeeth - SHE Programme

'See Her Empowered' (SHE) is a recruitment programme at Tanfeeth which targets mothers who want to take on the challenge of re-joining the workforce. Through this programme, we hired 50 mothers in 2021. The campaign strives to attract SHEs in the region and prioritises their skills through a merit-based approach, as well as providing them with a standard induction programme and process training.

Number of Mothers Hired	2021
	50



### Emirates NBD - LetsLink Women's Club

Formed in 2019, the LetsLink Women's Club is a supportive community providing engagement, leadership development and special events for female employees. In 2021, we organised the following events:

Event & Type of Event	Attendees	Feedback
<b>International Women's Day Panel Discussion</b> Leadership Series	64	Excellent: 77% Very good: 23%
<b>Fitness Session Zumba</b> Fitness Session	24	Excellent: 100%
<b>Psychology of Stress</b> Workshop	28	Excellent: 60% Very good: 40%
<b>Emirati Women's Day</b> Awareness Session	47	Excellent: 91% Very good: 9%
<b>Breast Cancer Awareness</b> Awareness Session	42	
<b>Psychology of Stress</b> Workshop	33	

**c. Emiratisation**

Emiratisation is very critical for us as we follow the government’s agenda to increase Emirati talent. Our approach to recruiting and retaining Emirati talent collaborates with external entities, such as colleges and universities, to hire talent; create bespoke training programmes designed to upskill fresh graduates; and develop succession planning and career progression mapping for them.

**In 2021, the Emiratisation team accomplished the following:**

- Participated in 13 events to promote the Bank to UAE Nationals graduates
- Revised and revamped the referral process
- Revised and relaunched scholarships and internships for UAE Nationals
- Increased the ratio of UAE Nationals in critical roles, in particular, Emirati women in leadership roles
- Launched Ruwad leadership graduate programme and revamped Programme for Accelerated Learning (PAL) to the Bedaya programme
- Emirati catch-up sessions: As part of the Emiratisation retention practices, we have conducted 8 virtual sessions throughout the year to meet UAE Nationals. The aim of these sessions is to update Emiratis on different initiatives to enhance the journey of UAE Nationals as well as to listen to their concerns and challenges faced as groups. The sessions were attended by 140 employees from Group Marketing, Business Banking, Liv., Multichannel, Wealth Management and IT.
- Conducted 78 Emirati one-on-one sessions: All interactions with UAE Nationals are documented and tracked with the aim of transparency. Most of the one-on-one sessions result from the group catch-up sessions, where some individuals might prefer more discreet and personal discussions on their current challenges (such as demotivation at work, line manager issues, transfer or internal mobility requests, etc.).
- Refreshed the current National Leadership Programme (NLP) list and processes
- Extended maternity leave to attract and retain Emirati women



**d. Training and Development for Emiratis**

**National Leadership Programme (NLP)**

In line with the UAE Centennial 2071’s agenda to develop Emirati human resources, and to fulfil the Board of Directors’ aspirations to nationalise 66% of EXCO jobs and 50% of N-1\* level jobs in the Bank over the next few years, our National Leadership Programme trains Emirati employees for the roles of Executive Committee (EXCO) and N-1 level Unit Heads.

\* An executive who is a direct report of the Chief Executive Officer is an N-1.

**Tanfeeth Initiatives**

Ras Al Khaimah (RAK) Career Progression	A Curated Learning Staircase for our RAK Team with learning interventions and growth plans
UAE National Development Plan	Mandatory Programmes for UAE Nationals on Digital First Banker in collaboration with Group L&D

**e. Advocacy for People with Disabilities (PWD)**

	2021	2020	2019
Number of Employees with Disabilities	49	49	37

Most employees with disabilities are working at Tanfeeth (33 out of 49). More information in section 9.1.7.

**Tanfeeth PwD Framework**

In collaboration with the Al Manzil Centre for Special Needs, we support the managers of PwD employees to ensure we are providing the best employee experience to our PwD employees. A quarterly review is included in the framework to examine general well-being and ensure that our PwD employees are observed on a regular basis, as well as to highlight any potential behavioural or other difficulties for immediate correction.

**Careers Network**

The #TogetherLimitless Careers Network is a programme that advocates for inclusion of PwD to address challenges such as lack of workplace inclusion; private sector concerns of hiring PwD and absence of local expertise in hiring PwD. Our Careers Network team provides support throughout the hiring process, starting with delivering basic workplace inclusion workshops for employers, interviewing PwD candidates, onboarding assistance, and job coaching to selected candidates. Currently, there are 42 PwD employed through the Careers Network with a 54% retention rate.

	2021	2020	2019
PwD hired through Careers Network	2	8	20

To learn more about our achievements in previous years, refer to our Careers Network Social Impact study in our [2020 Sustainability Report](#).



### UN Days & Global Observances Social Media Posts

We aim to engage with the PwD community by sharing relevant posts (International Day of Sign Languages, World Autism Awareness Day, Fibromyalgia, Dyslexia Awareness Month, World Down Syndrome Day) across our social media platforms. These social media posts are designed to align with UN Days and Global observances.



### #Inclusion4All

The #Inclusion4All series provides quick tips and facts on topics in the space of accessibility and inclusion. In 2021, we launched posts on various topics of disabilities (e.g. autism, dyslexia, dyscalculia) as well as those directed towards understanding disability etiquette.



### #SustainabilityNow Learn to Sign Series

The Learn to Sign series takes our social media viewers on a journey, as we cover the basics of American Sign Language (ASL) and share simple tips on how to communicate with a person with hearing impairments.



### Disability-Friendly Branches (DFB)

The Disability Friendly Branch (DFB) network is equipped with various accessibility elements designed to enhance mobility access and empower PwD customers as they conduct independent financial transactions. These DFBs have been launched as part of the Bank's flagship advocacy programme to create a more inclusive community. At EXPO 2020, we unveiled our newest DFB, which includes our fifth new assistive technology: the tactile map.

### Assistive Technologies in Disability-Friendly Branches

**Tactile Map** helps make spatial information accessible for people with visual impairments. These maps are designed to be read by touch.



**KinTrans** is an automation system that translates sign language into speech and converts speech into text, all in real time.

**TravelerHD** is a lightweight video magnifier that offers adjustable magnification of up to 30 times the original text size.

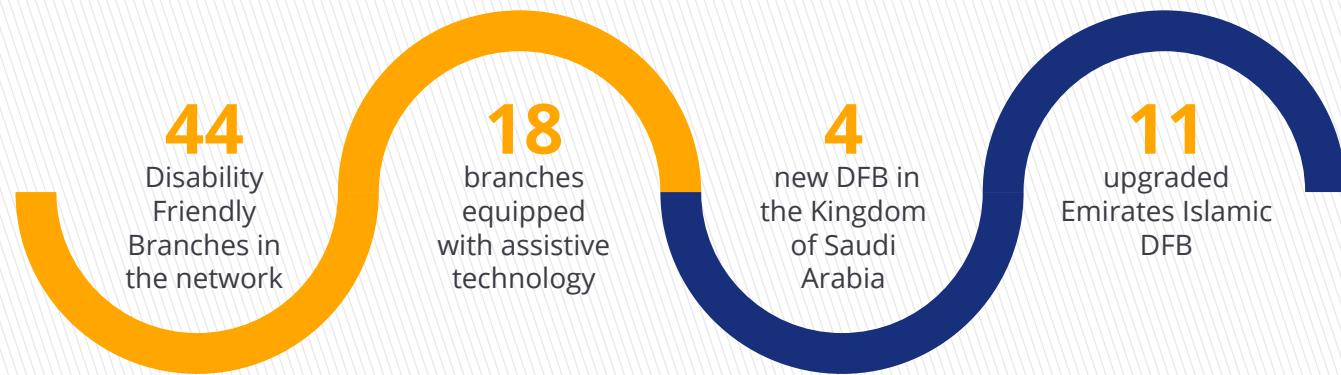


A **Hearing Loop** is a wire that circles a room and is connected to a sound system in the centre. The sound is sent electromagnetically by the circuit, and the telecoil in the hearing aid or cochlear implant picks up the signal, amplifying and clarifying the sound for each listener.

**Braille printer** - Account opening forms, for example, are printed in Braille. Our customers can even request Braille currencies if they choose.



### 2021 Achievements



### Training for other Employees

We provide training for other employees to ensure smooth, and dignified interactions as well as an inclusive and welcoming work environment for PwD.

#### Disability Etiquette Workshops

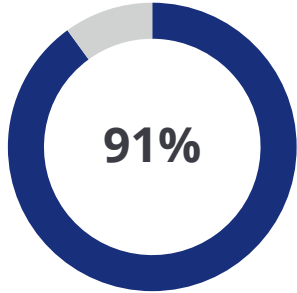
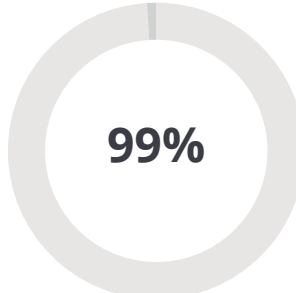
We have designed these workshops to enhance our employees' awareness of the different ways in which PwD communicate, move, and view the world around them.

#### American Sign Language (ASL) Workshops

In 2021, we launched Level 2 workshops for our American Sign Language Trainings. We are in the process of transitioning this workshop to our online learning portal. Our ASL e-dictionary is designed to cover the basics of ASL such as letters, words, numbers etc.

#### Emirati Sign Language (ESL) Workshops

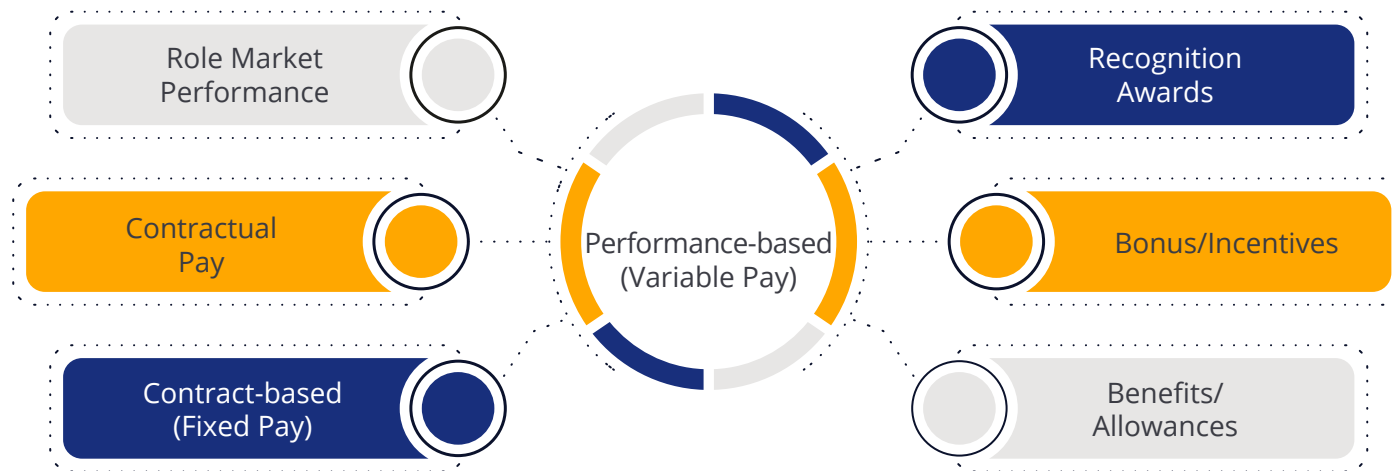
In September, our team launched the first ever Emirati Sign Language workshop. ESL is the first sign language for the UAE dialect, and a unified reference language for those with hearing disabilities in the UAE. The Bank recently completed a pilot workshop to train the first cohort of 17 branch managers as part of our ongoing programme to enhance frontline staff's ability to effectively serve customers with hearing disabilities.

<b>22</b>	<b>Number of workshops</b> <b>16</b>	<b>3</b>
<b>417</b>	<b>Number of Attendees</b> <b>157</b>	<b>16</b>
<b>Satisfaction</b> 	<b>Satisfaction</b> 	<b>Satisfaction</b> 



### 9.1.6. Employee Engagement & Satisfaction / Recognition

#### a. Our Reward Framework



Total Reward (fixed and variable pay) is influenced by role accountabilities, market benchmarks and performance delivery.

#### b. Our Recognition Programme

##### GEM (Going the Extra Mile) Recognition Programme



The GEM Programme is designed to motivate our employees to 'go the extra mile' and be recognised as the best. The goal of this programme is to create and sustain a motivational work environment, inspire employees and teams to go the extra mile and reinforce the organisation's values in the behaviour of our people.

##### GEM Annual Awards

Entity	Sapphire Award - for individual excellence up to Manager level	Emerald Award - for team excellence led by Managers and Associate VPs	Ruby Award - for unit excellence led by VPs and Senior VPs	Diamond Award - for division excellence led by Executive VPs and Senior Executive VPs
Emirates NBD	67	7	4	
Tanfeeth	34	4	1	
Emirates Islamic	24	5	2	4
Emirates NBD Egypt	28	5	2	
<b>Total</b>	<b>153</b>	<b>21</b>	<b>9</b>	<b>4</b>

#### Bravo - Employee to Employee Appreciation



Bravo is the Group's online employee to employee appreciation portal, where you can send an e-card or virtual pat on the back to anyone in the Group in any location.

Overall, the platform promotes our core value of 'collaboration' through accountability, active participation and teamwork.

##### Bravo 2021

Entity	No. of Employees Received
Emirates NBD	6,260
Tanfeeth	6,458
Emirates Islamic	1,654
Emirates NBD Egypt	239
<b>Total</b>	<b>14,611</b>

#### Milestone - Long Service Awards



We recognise and value the contribution of all our employees but in particular, of those who stay with us for a long time. The loyalty, commitment and contributions brought by these individuals is a big part of our success.

##### Long Service Awards 2021

Entity	10 years	15 years	20 years	25 years	Total
Emirates NBD	218	224	19	23	484
Tanfeeth	96	72	5	4	177
Emirates Islamic	53	67	3	7	130
<b>Total</b>	<b>367</b>	<b>363</b>	<b>27</b>	<b>34</b>	<b>791</b>

**c. Tanfeeth Rewards & Recognition**

**Quarterly Awards**

- **Tanfeeth Value Award** - individuals who excel in operations, service and demonstrate Tanfeeth values
- **Y.E.S. Award** – recognizing individuals who have gone above and beyond to the Year of Exceptional Service 2021.
- **Value Champion Team Award** - teams that excel in operations, service and demonstrate Tanfeeth values.
- **Beyond the Boundaries Award** - One individual per unit who excelled in operations, service and demonstrated Tanfeeth values across unit boundaries.

**1,092 awards**

**Half Yearly Awards**

- **Leadership Excellence Award** – individuals recognised by our senior leaders based on their operations/ service excellence and values demonstrated

**30 awards**

**d. Employee Engagement & Satisfaction**

**Souwti**

Souwti is the Arabic word for My Voice. It is an employee engagement initiative aiming at understanding employee perspectives on issues that affect Emirates NBD and identifying major priority areas that have a substantial impact on bank employees for focused attention and action.



**Employee Engagement Fundamentals**

The 3 key behaviours that exemplify strong engagement are:



**Speak positively**

Consistently speak positively about the company to colleagues, potential employees and customers



**Remain a member of the organization**

Have an intense desire to be part of the organization for an extended period of time



**Exert Effort**

Employees are inspired by the company to exert extra effort.

**Work from Home Survey**

In order to ensure that our employees could work from home (WFH) efficiently during lockdown, we gave them laptops equipped with software that enabled them to work remotely. As part of the second phase, an online survey was conducted to understand employee sentiments on work from home practices. Results from this survey showed that our people still wanted to be connected to what is happening internally, even when they are home 24/7.

Employees have also felt benefits from having more flexibility around their working day and spending less time commuting.

Finally, working from home gives us the possibility to hire people who previously wouldn't have been part of the talent pool.

Entity	2021	2020
Emirates NBD Group	4.55	4.33
Emirates NBD	4.64	4.36
Tanfeeth	4.43	4.29
Emirates Islamic	4.57	4.34

The score is the average level of satisfaction for each entity on a scale of 1 to 5.





**i. Grievance**

Employees may resolve grievances informally or formally. A formal grievance is required to be submitted within one month from the date of its occurrence. Minor grievances should be resolved within one week, while other grievances should be resolved within two weeks. These timeframes may mutually be extended, as required. If a grievance remains unresolved or was not resolved to the employees' satisfaction, the employee may choose to refer the matter to the next level of management stating the reasons for referral. During this reporting period, one grievance was filed which was escalated to top management.

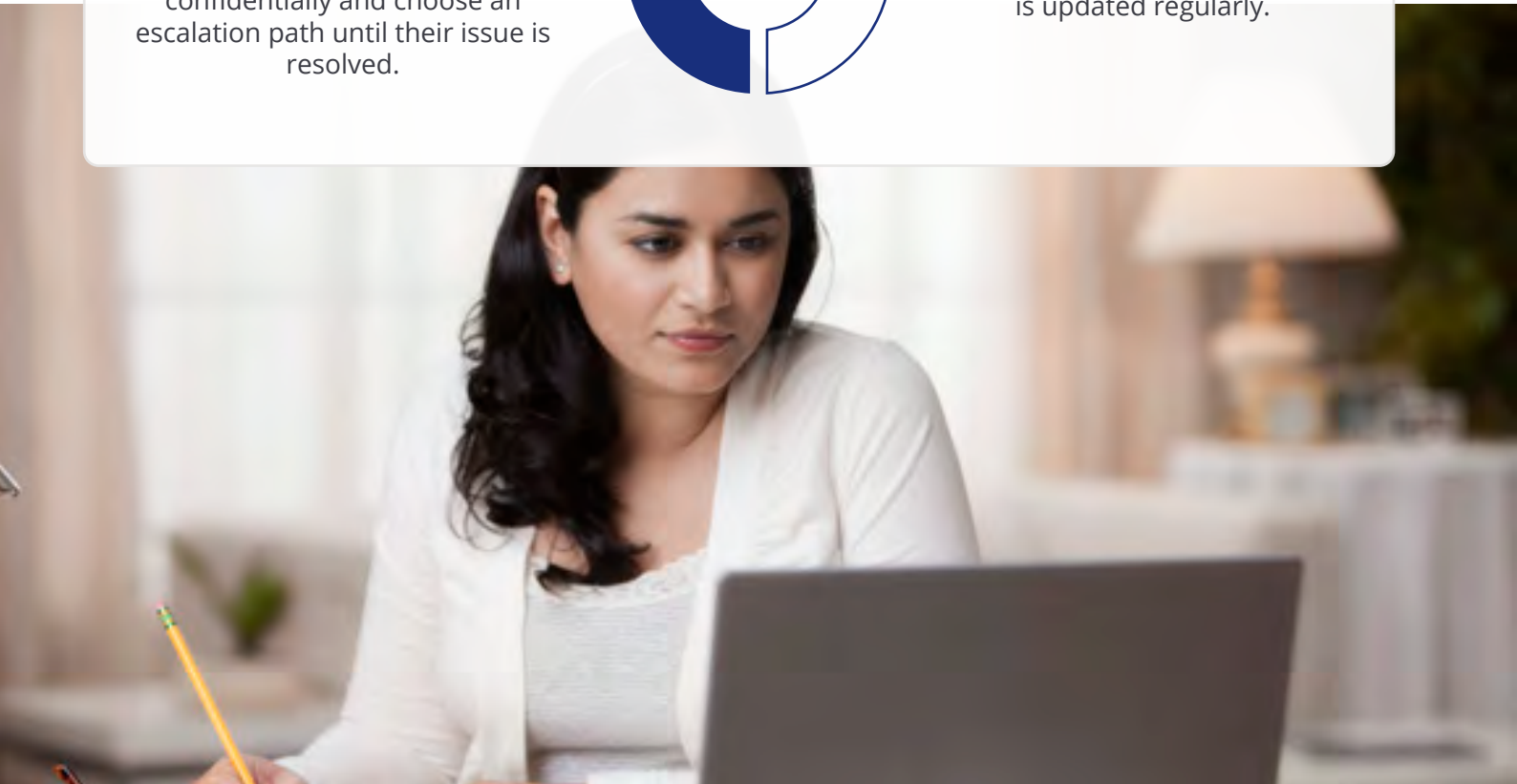
We have the following mechanisms in place to moderate unlawful acts or acts of discrimination.

**Empower**

Our intranet portal allows all employees to file grievances confidentially and choose an escalation path until their issue is resolved.

**Frequently Asked Questions**

Our grievance document is available to all employees and is updated regularly.

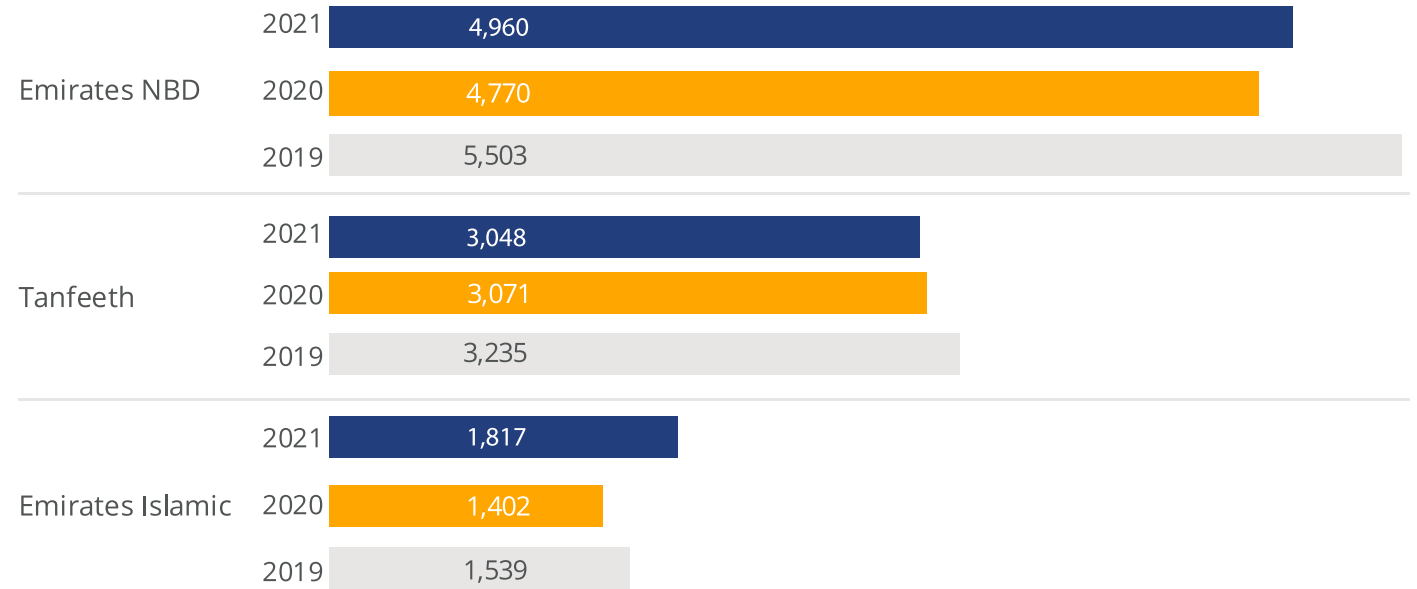


**9.1.7. Our Employees in Numbers**

**WORKFORCE PROFILE**

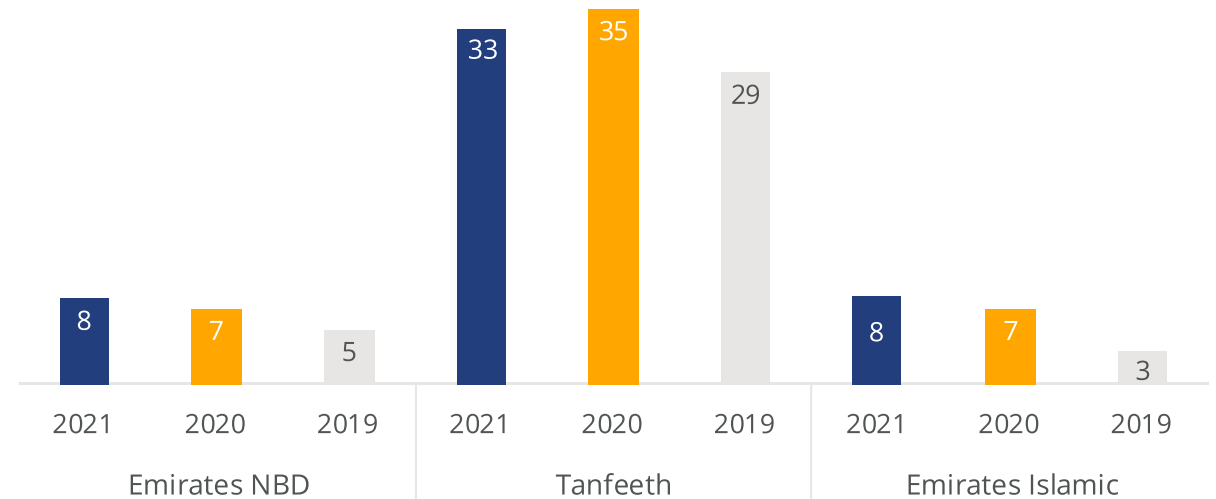


**Total Number of Full-Time Employees**

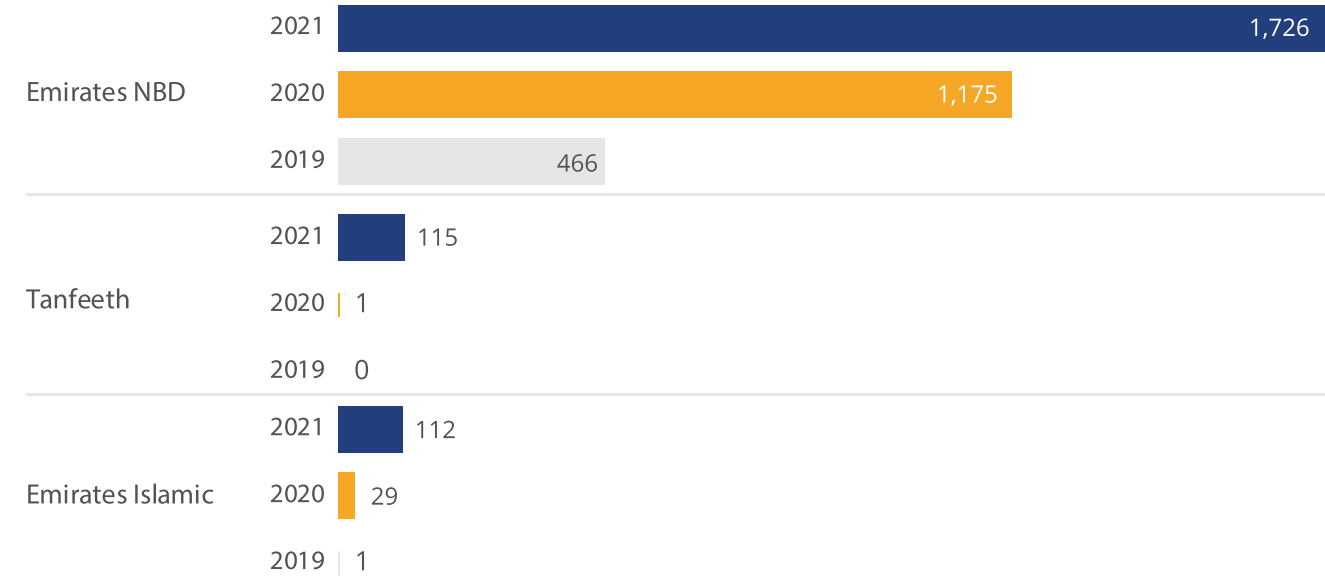


Since 2021, there has been a centralized reporting system for data collection for all 3 entities. The total number of employees does not include contractual employees and full time (third-party) consultants.

**Total Number of Employees with Disabilities (PwD)**

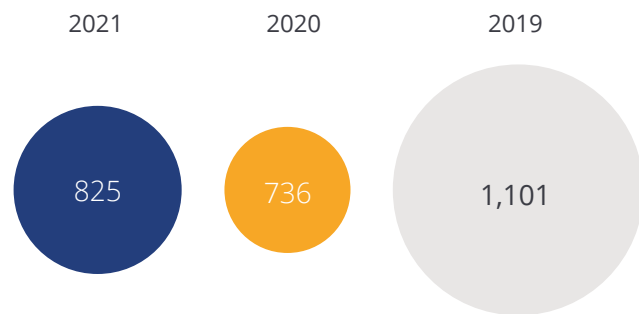


**FULL-TIME CONSULTANTS (THIRD PARTY)**



Consultants include third party full-time employees

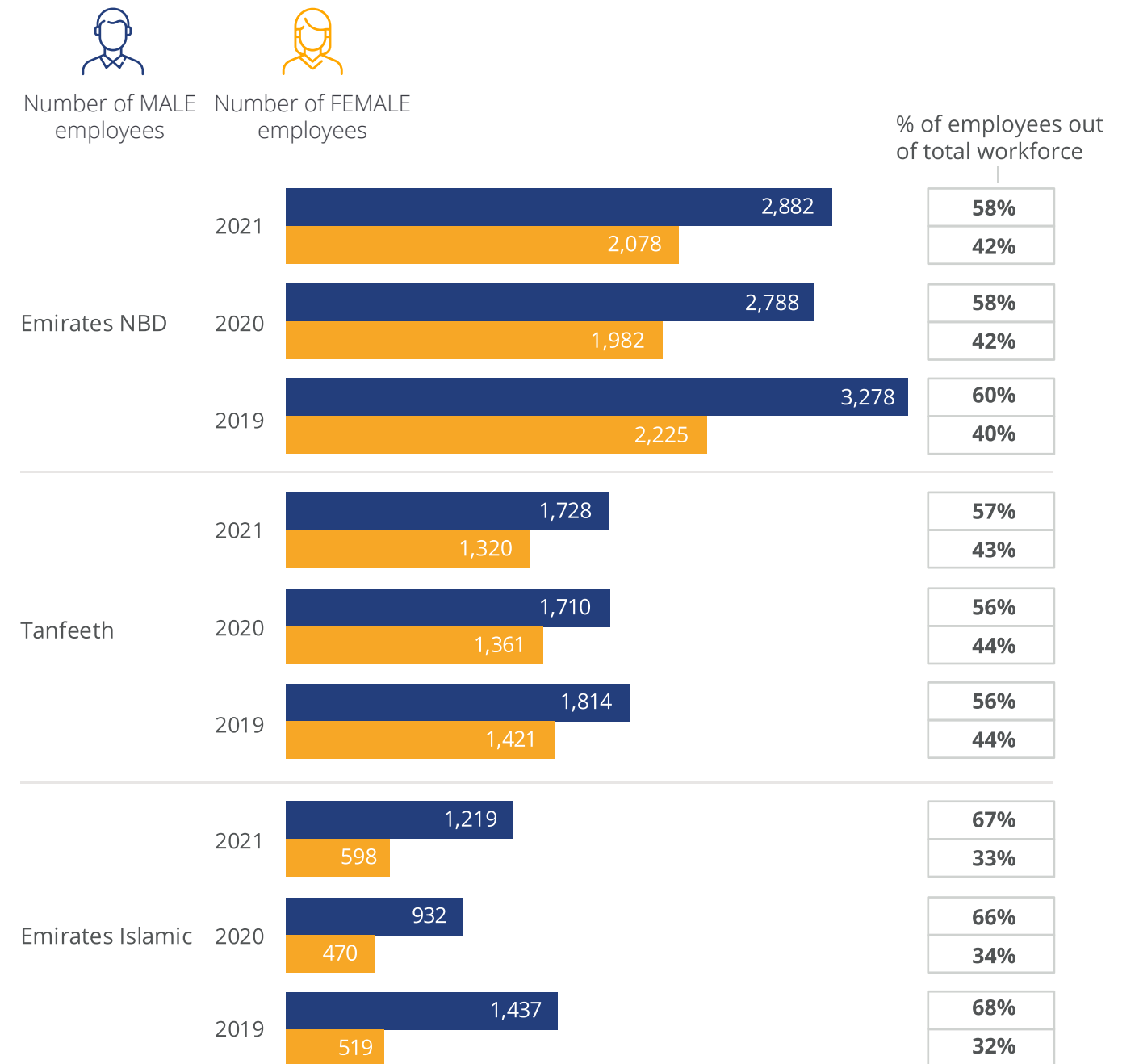
**CONTRACTOR STAFF**



Contractor staff includes office boys, housekeeping, security, technicians etc. deployed across all entities.


**a. By Gender**

**GENDER BREAKDOWN - ALL EMPLOYEES (Full time)**




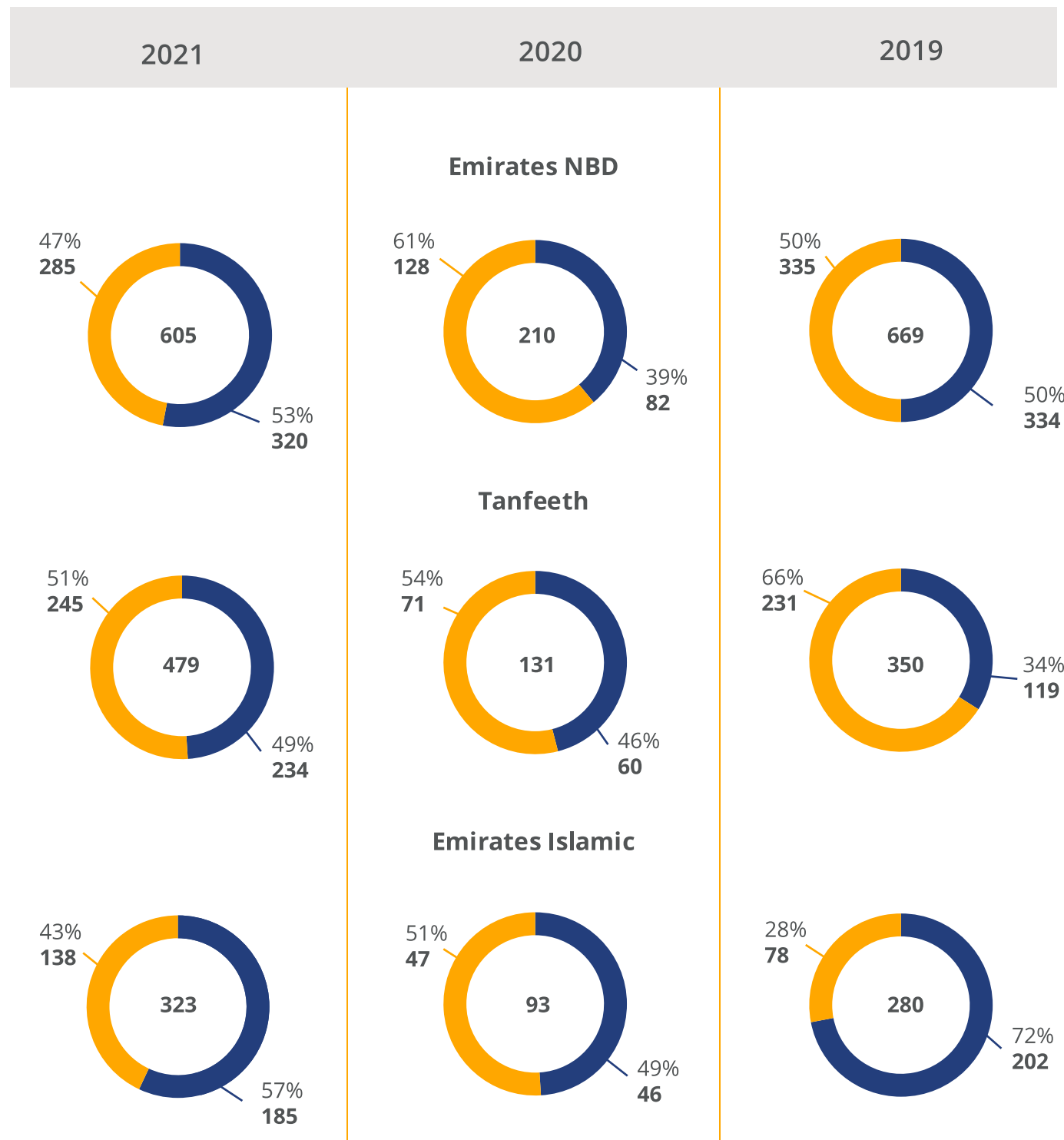


### GENDER BREAKDOWN - NEWLY HIRED EMPLOYEES

 % and Number of NEWLY HIRED FEMALE employees

Inside circle: Total Number of ALL NEWLY HIRED employees

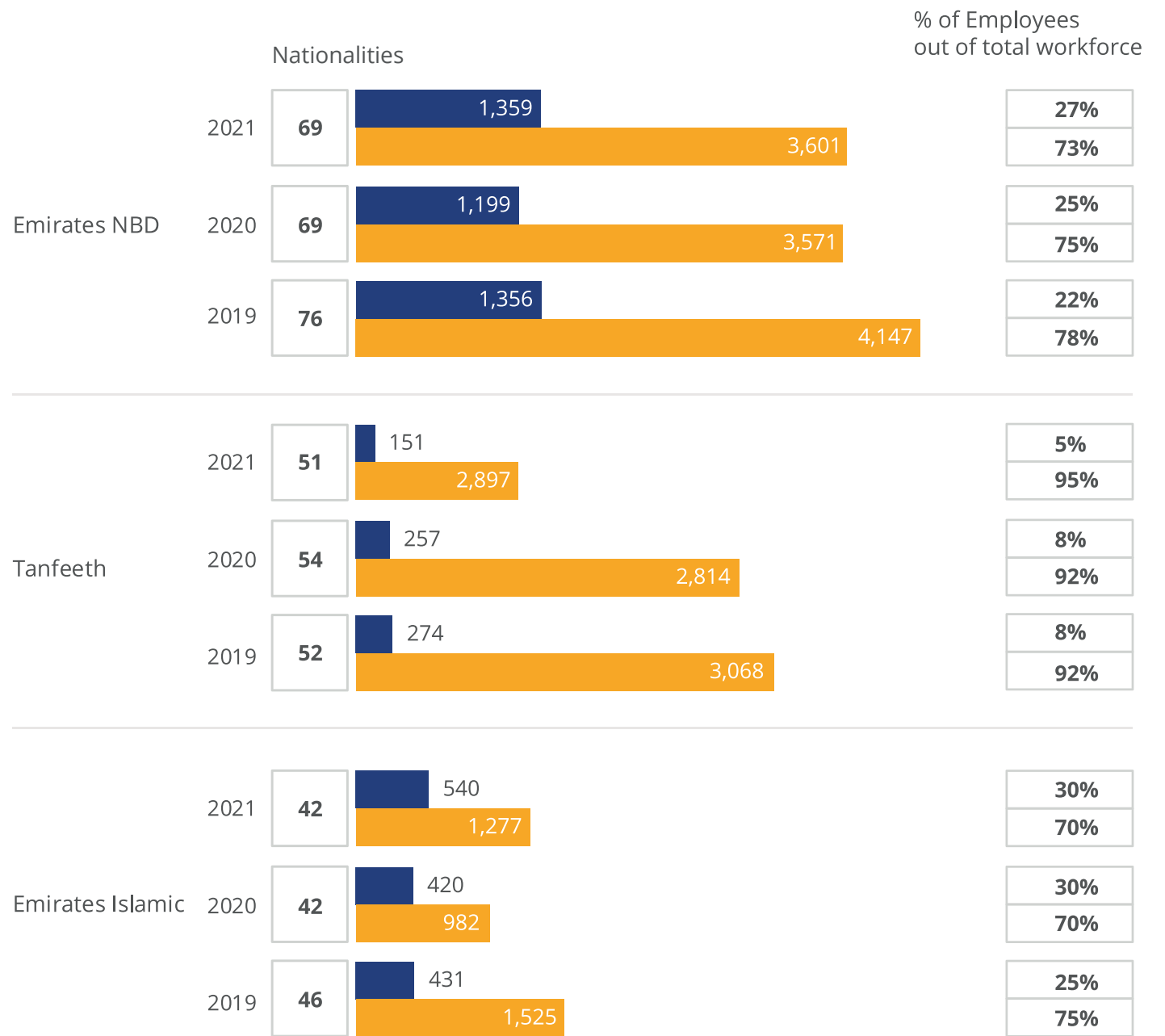
 % and Number of NEWLY HIRED MALE employees



### b. Emiratisation

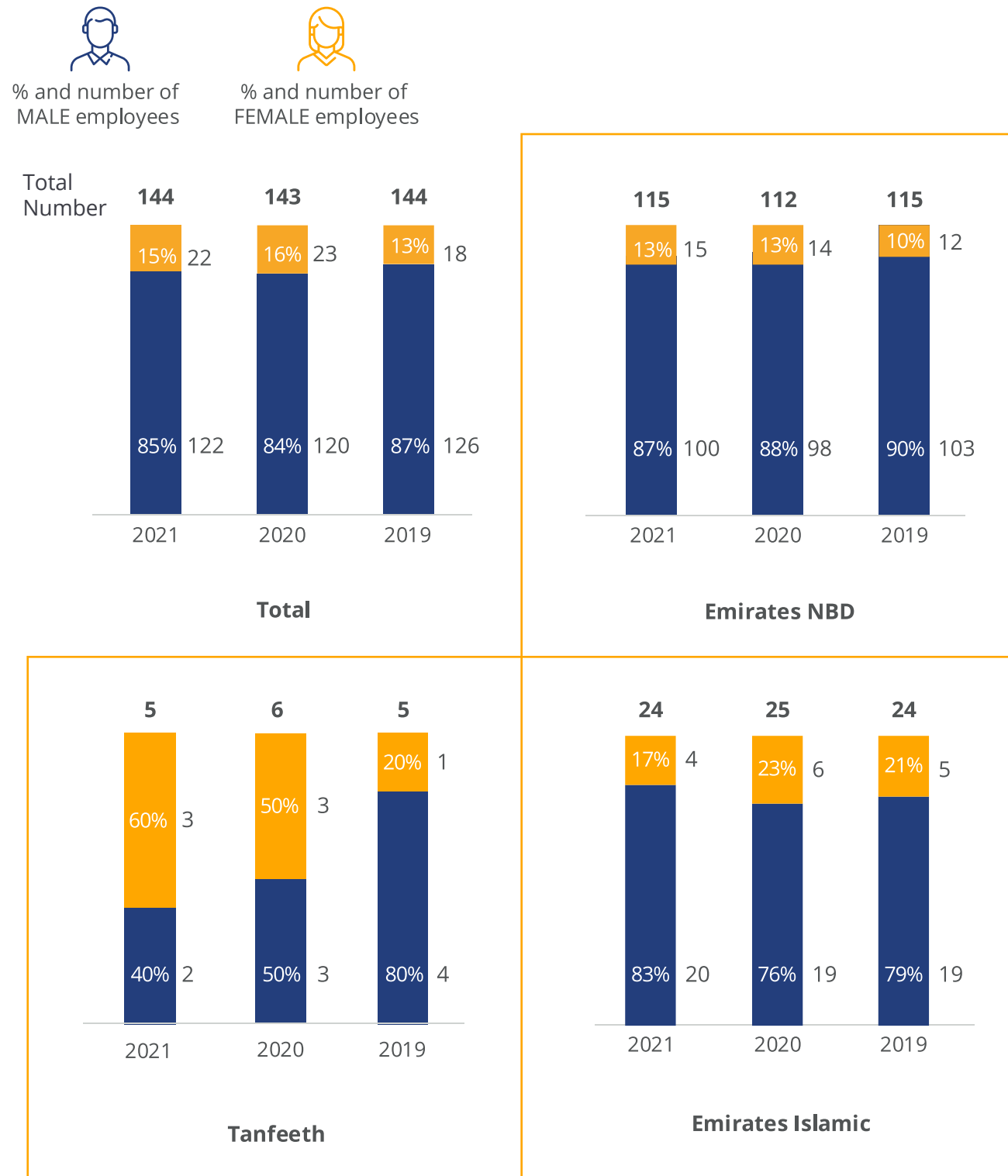
#### EMIRATIS VS. EXPATS - ALL EMPLOYEES

- Number of Emirati Employees out of total workforce
- Number of Expat Employees out of total workforce



Above percentages are based on total workforce which includes non-permanent employees.

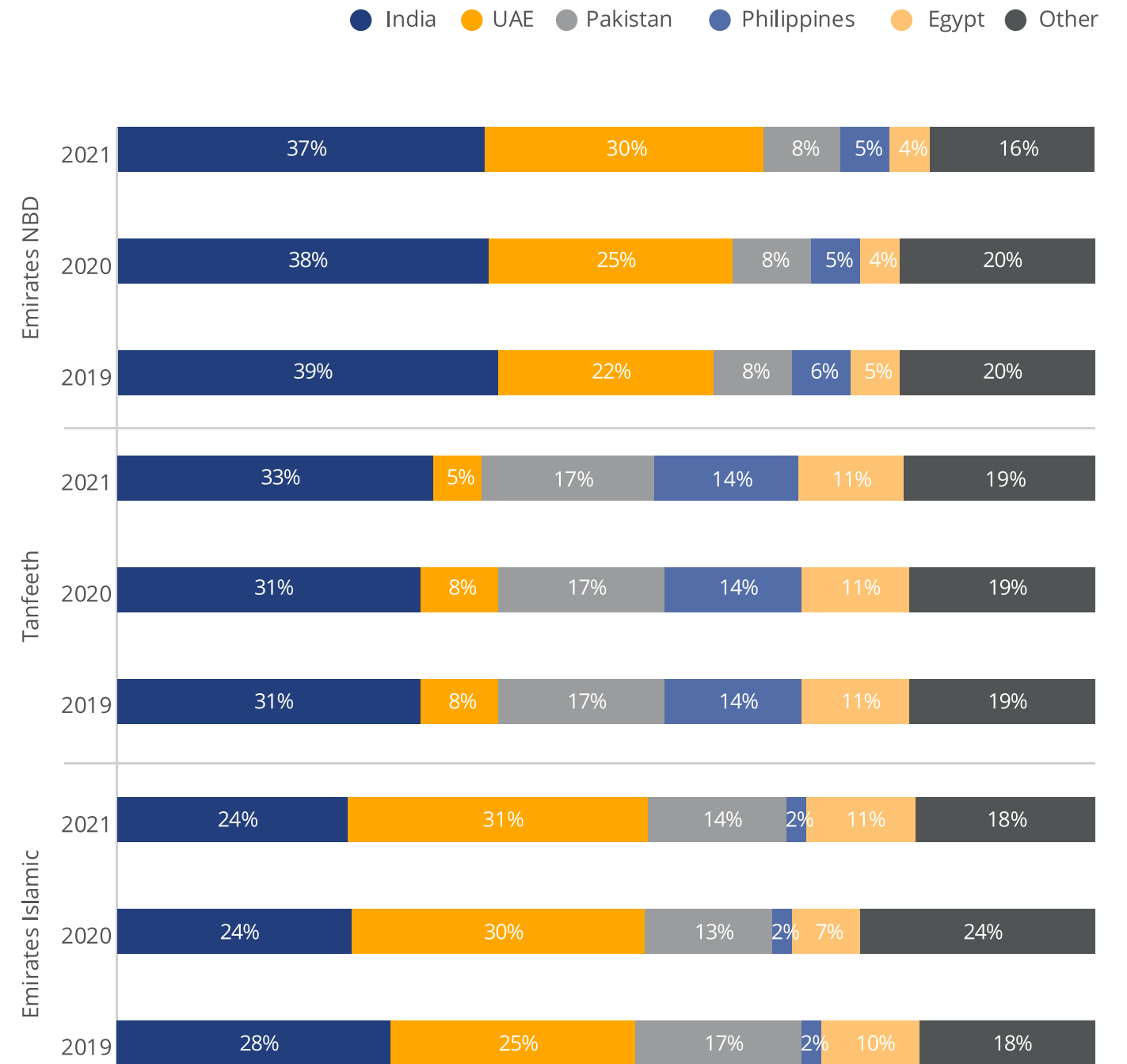
**c. Senior Management**



Senior Management is identified as Senior Vice President and above.

**d. By Nationality**

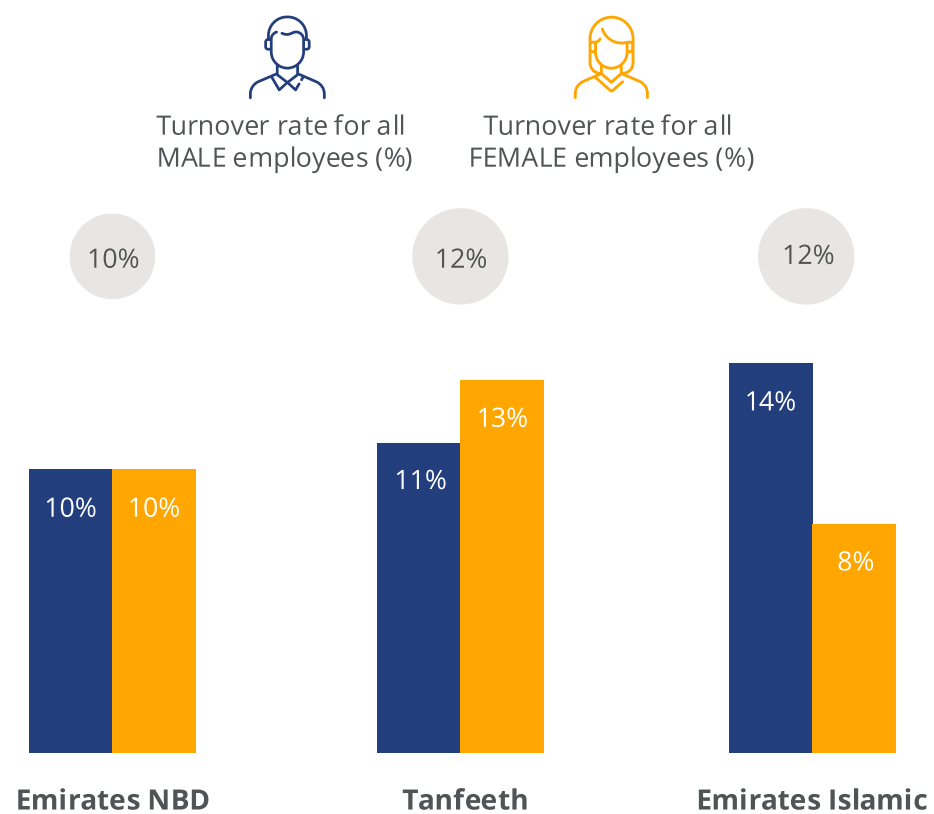
**TOP FIVE COUNTRIES - ALL EMPLOYEES**





e. Turnover of employees

TURNOVER RATE - BY GENDER - ALL EMPLOYEES







## 9.2. Community

Our Social Responsibility approach is based on our framework of 'Creating Shared Value' for our surrounding communities. We share the responsibility of improving the social and environmental conditions for our neighbourhoods and hope to enrich the lives of those who graciously share their space with us.

### 9.2.1. Social Engagement Framework

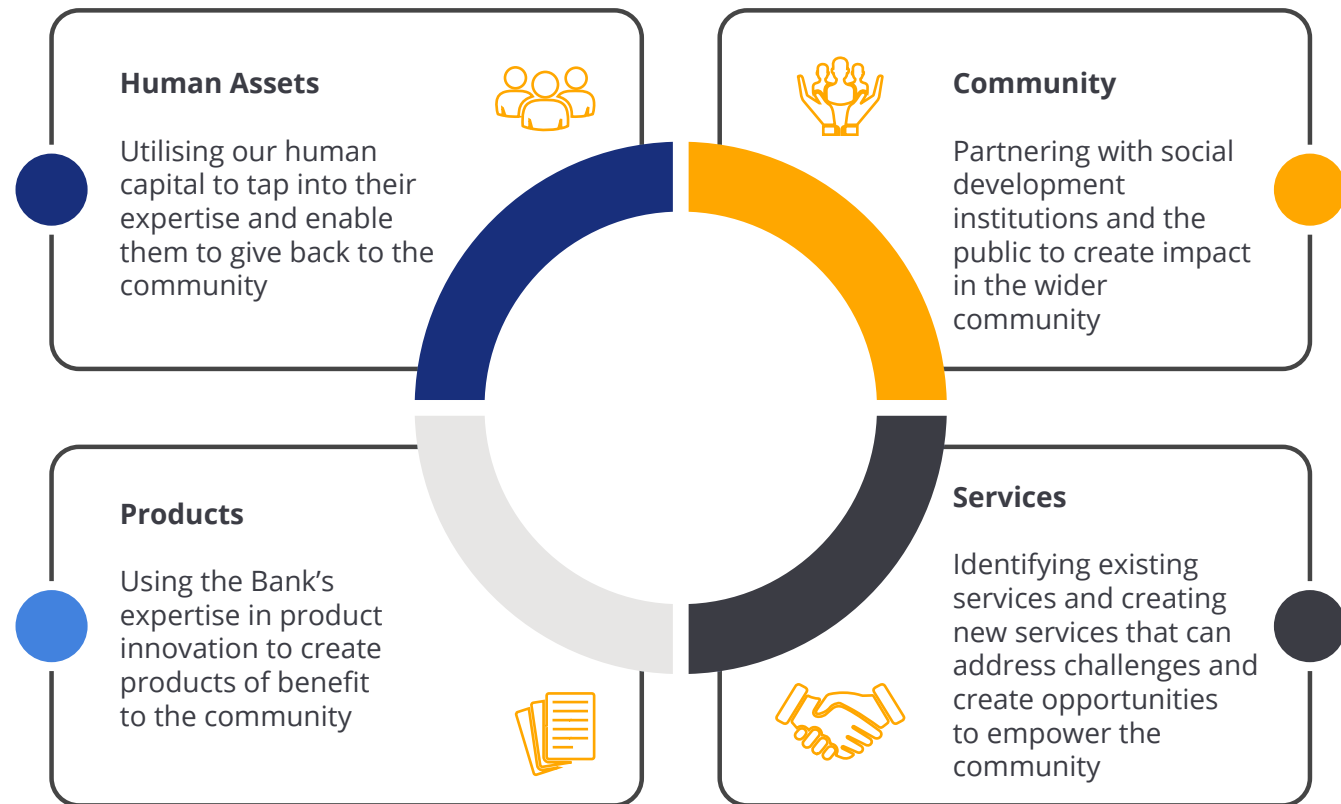
Our Social Engagement Framework operates on the corporate level within the organisation, and at the country level to achieve national visions incorporating geographic, demographic, and social needs.





### Social Engagement Commitment Model

In every focus area within our Social Engagement Framework, we activate the following four elements to create multi-dimensional impact:



### 9.2.2. Philanthropy

Philanthropy is a vital part of our purpose of creating opportunities to prosper and is our demonstration of sharing our good fortune with our fellow citizens and communities. Through our philanthropic spirit, we position ourselves as a socially responsible institution, validate our dedication to growing together with our surroundings, and fulfil our public duties.

#### a. Financial Commitment to our Social Engagement Programmes

The table below showcases our social contributions in 2021 in each focus area.

Social Investment Area	Emirates NBD, Tanfeeth & Emirates Islamic (All amounts in AED)
Health & Wellness	22,976,434
Humanitarian	2,285,660
Islamic Contributions	7,026,220
Women's Empowerment, Environment & Education	1,683,470
Community Development & Year of UAE	20,177,000
Advocacy for People with Disabilities: #TogetherLimitless	6,451,522
Financial Literacy: #moneywise platform	115,000
<b>Total UAE</b>	<b>60,715,306</b>
International	3,927,633
<b>Total Overall</b>	<b>64,642,939</b>

The above includes other community spends amounting to AED 6,985,000.

**b. Mastercard Priceless Planet Initiative**

We are a strategic partner of [Mastercard's Priceless Planet Coalition](#). This initiative unites the efforts of financial institutions, merchants, and cities to fight climate change in partnership with conservation bodies and calls on people across the globe to join hands for a more sustainable future. In the UAE, the Priceless Planet Coalition is restoring mangroves in collaboration with Emirates Nature WWF and Emirates Red Crescent in an initiative supported by the Islamic Affairs and Charitable Activities Department.

We support the coalition through donations and awareness communications. Additionally, our customers can use their Plus Points from our loyalty program to donate towards the restoration of 100 million trees by 2025.



**9.2.3. Volunteering – Exchangers**

Exchanger is our award-winning fully funded volunteering programme. In 2021, we demonstrated the Group's commitment to the UAE's National Strategy for Voluntary Work 2021.

We signed on with IMPACT2030 to activate our human capital. IMPACT2030, the corporate volunteering arm of the United Nations, which helps tackle the Sustainable Development Goals by utilising its toolbox and network for employee engagement and encouraging collaboration. The Bank was named an IMPACT2030 Innovation Award Winner in recognition of the Exchanger programme.



	2021	2020	2019
Volunteer Deployments	902	1,084	5,853
Number of Hours	4,777	5,216	34,065
Number of Volunteering Opportunities	192	218	514

In 2021, on-the-ground volunteering activities were restricted to align with the UAE government COVID-19 regulations.

**a. Emirates Nature - World Wildlife Fund (WWF) Volunteering Programme**

The [Emirates Nature-WWF](#) Volunteer Programme empowers organisations and individuals across the UAE with training, networking, and volunteering opportunities designed to develop the professional skills required for excellence in the workplace, and to promote the personal and emotional growth necessary to evolve as responsible global citizens. The year-long programme takes participants through an enriching journey that offers three types of experiences:



Is about expanding knowledge and developing skills that are relevant, meaningful and in demand in today's competitive world.

Is about co-creating critical solutions as part of communities of action, where participants will meet like-minded volunteers from different sectors across the UAE.

Is about taking action for nature by volunteering time and expertise to take collective action that safeguards the UAE's natural heritage.

Total of

# 97 employees

across the group have successfully registered in the programme to become Champions of Change.



**b. Keep the Creek Clean**

This was a volunteer programme to encourage employees to clean our water bodies, which resulted in the removal of thousands of kilos of waste.



**43**  
Dive Clean-Ups

**20**  
Beach Clean-Ups

**3**  
Kayak Clean-Ups



**5,648**  
Volunteering hours

**15,999**  
Kg waste removed from ocean

**23**  
Scuba diving courses completed\*

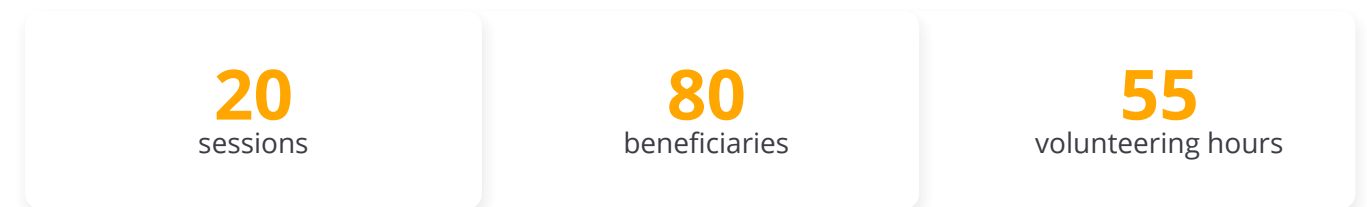


\*6 ongoing scuba diving courses

**9.2.4. Financial Wellness - #moneywise**

**a. Banker for a Day**

We have been running Banker for a Day, a youth financial literacy initiative, since 2011. This programme provided students with the opportunity of participating in a one-day internship or a virtual session to learn first-hand how a bank operates.



**b. Kids Finance Initiative**

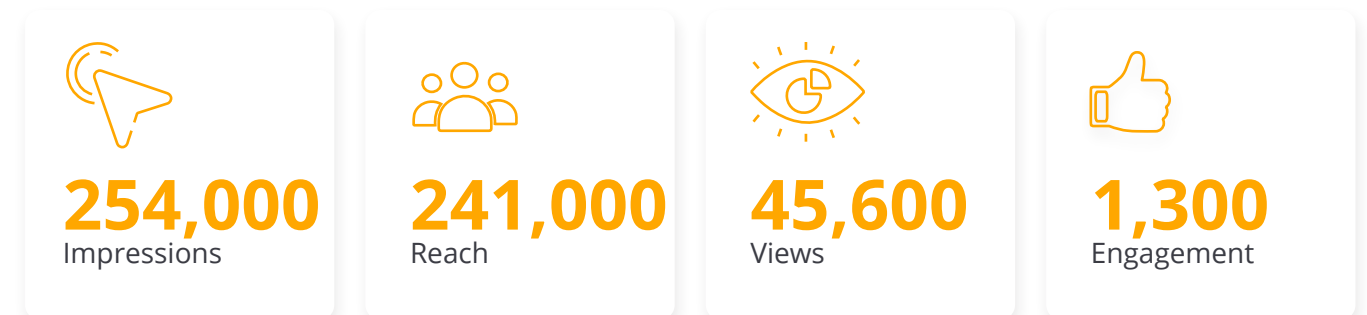
We believe that teaching the next generation how to be more financially savvy will contribute to the development of a better society in the future. Our efforts include teaching high school kids and undergraduates about the concept of money, how it works, and how to plan for the future at an early age. This course covers the fundamentals of how to save wisely, spend sensibly, and use your savings to plan your life and retire comfortably. The workshops are purely focused on financial literacy and security awareness, with no products or services being promoted.

We collaborated with some of the UAE's leading schools to foster financial literacy among the nation's youth, which was delivered by the Kids Finance Initiative.

**c. Financial Wellness Month**

We promoted the Financial Wellness Month in April to bring attention to the financial literacy and wellness of individuals and families in the UAE. We offered 24 daily tips on how to wisely save, spend, invest, and borrow. Two live sessions were broadcast on our social media channels, addressing issues such as "Mistakes parents make while teaching youngsters about money" and "Spending and Saving Wisely."

Achievements:



**d. How to Grow Rich During the Pandemic**

In 2019, we collaborated with Dubai Police on an anti-phishing campaign called "It Wasn't Me" to raise awareness about identity fraud. We observed that it was a dark period for the world at the onset of the pandemic, but one entrepreneur recognized a perfect opportunity to expand his business and increase his revenues. James Jefferson is his name. This ad was created to educate the public about the various ways a fraudster might steal your personal information. Because of the importance of the message, we teamed up with Dubai Police and 17 media partners to ensure that the information about how to prevent fraud and be vigilant was widely spread.

The campaign included:

- 1. Spot the Fraudster** - a live social media game show in which you had to predict which of three persons was the fraudster based on what they said.

- 2. Fraud Buster** - an augmented reality (AR) filter is a game in which the correct answer is determined by nodding left or right. The audience was asked a series of questions about fraud and was required to respond quickly before the time limit expired.
- 3. Fraudster Asked Questions** - series of shorts that included James Jefferson explaining his ways of deception.
- 4. Fraudster's Audio Clip** - after each "Spot The Fraudster" session, a short clip of a person was played in Arabic and English, and the listener had to decide whether it was the voice of a man or a woman. It was meant to emphasise that a fraudster might be anyone, and hence that they should pay attention to any questions the fraudster may ask.
- 5. How to Grow Rich During the Pandemic** by James Jefferson (E-book) - James's book on how to grow rich during the pandemic and how he tricked people in giving him their money.
- 6. Anti-Phishing Webpage** - a homepage for the campaign where all content can be accessed.

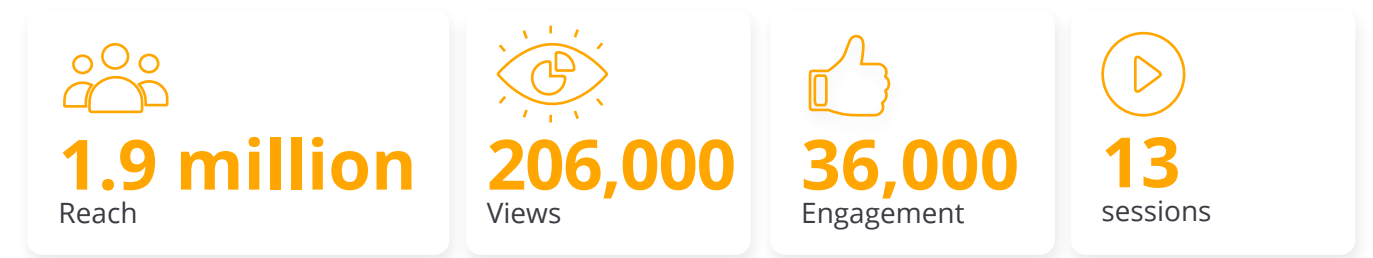


**Project Results**

**2+ million**  
views on all social media platforms

**17**  
Media partners including Dubai Police

**2.2 million**  
Impressions



**e. Ghaya Financial Coaching by Ma'an**

As a volunteer, we assisted beneficiaries with understanding and improving their financial situation through the Financial Coaching (Ghaya) Programme. The initiative consisted of a 12-week programme in which volunteers gave presentations on various themes related to financial literacy and how to help beneficiaries make better financial decisions. The programme had a total of 40 participants.

**f. Financial Wellbeing Workshop**

Tanfeeth tailored a 'Financial Wellbeing' workshop for the Group's employees. Further, the Bank's 'Wise Ones' video series showcased customers how they can save, spend, borrow, and invest wisely and ensure good financial planning. Additionally, our #moneywise portal provides a comprehensive glossary of banking and financial terms to educate customers on complicated banking jargon and processes.

**g. UBF Fraud Campaign 2021**

The UAE Banking Federation (UBF) organizes an annual consumer education campaign to raise awareness about fraud and the methods used by fraudsters. Every month, we send out information on fraud and how to protect yourself from it through all channels. The following topics were covered:

- Business Email Compromise
- Email Fraud
- Bank Smart
- Advance Fee Scam
- Shop Smart
- Phone Fraud
- Social Smart



## 10. Governance

Good governance encourages accountability, transparency, efficiency, and the rule of law at all levels, allowing for effective management of human, environmental, economic, and financial resources for equitable and long-term development. We have a rich history of sturdy governance committees, policies, and practices, which can be understood as the fair distribution of responsibilities, privileges, and powers among organisational hierarchies to ensure compliance with values as well as regulations.

Environmental, social, and governance (ESG) issues, as well as corporate social responsibility (CSR), are becoming increasingly important to companies' obligations and accountabilities to

their stakeholders. As a result, there is a need to improve corporate governance best practices to improve their interactions with stakeholders. The most compelling reason to pay more attention to sustainability is that it increases our ability to thrive and succeed in the long run.

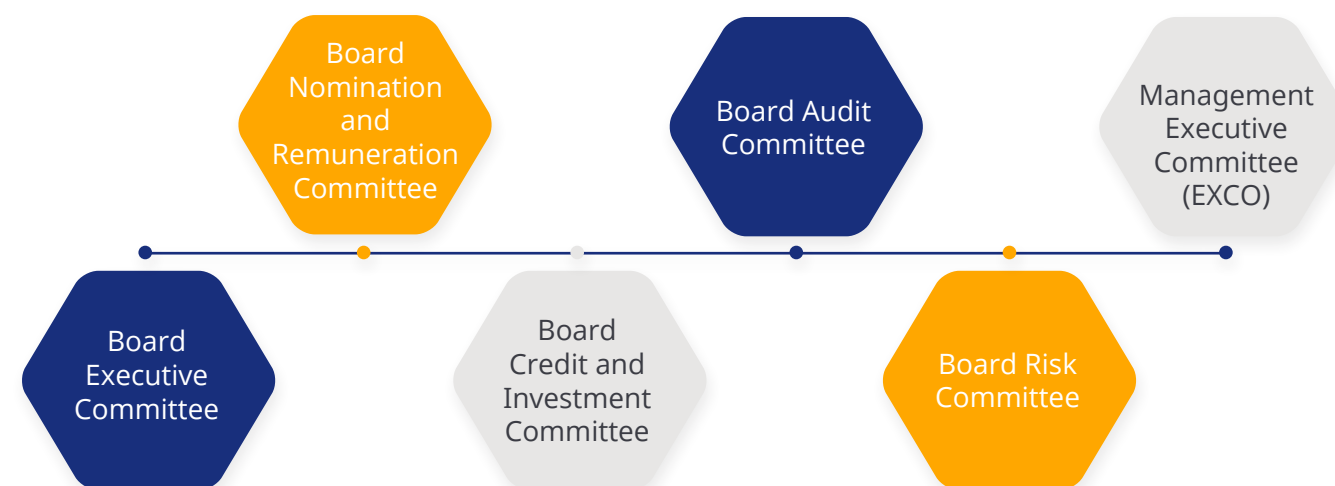
There were no incidents of non-compliance with labour, environmental, data privacy or any other sustainability related laws and regulations, nor any fines received, in 2021.

### 10.1. Board and Board Committees

The Board of Directors is responsible for the overall direction, supervision and control of the Bank. The Board's mandate includes the overall strategy and oversight of the corporate structure, financial reporting, internal controls and risk management policies. It also includes approval of the Annual Report as well as corporate dividends.

Board committees are formed to deal with complex or specialised issues more effectively and to use directors' time more efficiently. Committees make recommendations for action to the full board, which retains collective decision-making authority.

For more detailed information, please refer to our [Annual Report 2021](#).



## 10.2. Emirates Islamic - Internal Shariah Supervisory Committee

All transactions that Emirates Islamic undertakes and all products that it offers are strictly Shariah compliant. Emirates Islamic's objective is to provide the highest standards of Islamic finance and all Emirates Islamic's activities are supervised by the Emirates Islamic Shariah Committee. Before either the execution of a transaction or the launch of a new product, the terms of the transaction or the product (as applicable) are presented to the Emirates Islamic Shariah Committee for its approval.

The Emirates Islamic Shariah Committee is an independent body of Shariah scholars that is appointed by the General Assembly of Emirates

Islamic. Its key task is to supervise the application of different aspects of Shariah within Emirates Islamic and to ensure (through the Internal Shariah Control department and Internal Shariah Audit department) that all transactions are undertaken in strict compliance with Shariah. The resolutions and pronouncements of the Emirates Islamic Shariah Committee are binding on the management and the directors of Emirates Islamic. The Emirates Islamic Shariah Committee meets periodically as and when required. As at the date of this report, the Emirates Islamic Shariah Committee is comprised of the Shariah scholars set out in the following table.

Name	Position
Dr. Mohamed Abdul Rahim Sultan Al Ulama	Chairman and Executive Member
Sheikh Essam Mohamed Ishaq	Member
Dr. Mohamed Ali Elgari	Member
Dr. Salim Ali Al-Ali	Member
Dr. Amin Fateh	Member

## 10.3. Responsibility

As a financial institution, we are both vulnerable to and responsible for risks such as cybersecurity, fraud, bribery and corruption, business continuity, and crisis management. Since our key services are for our customers and the larger community, it is essential for us to organise our protective strategies against these risks, to ensure that our customers' needs are met with consistency and integrity, and their information remains confidential and protected.

### 10.3.1. Code of Conduct

The Code of Conduct establishes the minimum acceptable standards of professionalism and personal conduct that the Bank expects from employees, both inside and outside our premises, to maintain the Bank's reputation.

All employees are obligated to preserve the bank's interests and reputation; thus, they must report any unusual incidents, suspicious occurrences, and/or actual, planned, or potential illegal or unethical behaviour that may directly or indirectly impact the bank.

Fraud, bribery, harassment, discrimination, intimidation, favouritism, violations of law and/or Group policies, and misconduct and malpractice are examples of such instances.

Employees must report all incidences to the concerned Unit Manager and the Fraud Prevention & Investigation unit.

Every employee must read and accept the Code of Conduct at least once a year, or if it is updated or modified.

### 10.3.2. Cyber Security

To manage cybersecurity, we have aligned our objectives with the US National Institute of Standards and Technology (NIST) Framework, to ensure that data is protected against disclosure to unauthorised users. We follow the defence-in-depth approach, wherein a series of security mechanisms and controls are layered throughout the network to protect confidentiality, integrity, and availability of the network and the data within. A layered defence helps us reduce vulnerabilities, contain threats, and mitigate risk. We have a layered information security structure, managed by security professionals within Group Information Security Office, Group Cyber Risk and Group Internal Audit.

All key security decisions affecting customer data privacy and security are taken jointly by a group of members belonging to these units. Additionally, while such security controls help prevent security incidents, attackers can manipulate customers; hence, we conduct a lot of Cyber Security awareness sessions, not just for our internal users, but also for our customers.



#### a. Anti-phishing campaign in collaboration with Dubai Police

Emirates NBD, in collaboration with the Dubai Police, launched a nationwide anti-phishing awareness campaign to educate the public on identifying and protecting themselves against fraudsters.

#### b. Security Infrastructure

We have dedicated a significant amount of our AED 1 billion digital transformation investment toward strengthening the protective layers of our infrastructure, digital processes, and analytics, enhancing safety and security programmes, products, and solutions.

### 10.3.3. Group Policies related to Fraud

#### a. Group Fraud Management Policy

This Policy establishes the basis for protecting the Group's reputation and financial viability by improving fraud risk management. It emphasizes the Group's zero-tolerance policy for fraud, corruption, misappropriation, and other similar irregularities, as well as methods for preventing, responding to, and mitigating the consequences of such dishonest acts.

#### b. Group Anti-Bribery and Corruption Policy

This Policy establishes the Anti-Bribery and Corruption (ABC) framework for the Group. The Policy provides clear guidelines for Group employees and connected third parties who are involved in the Group's business activities to ensure compliance with ABC legislation as well as the Group's ethical standards and expectations.

#### c. Whistleblower Policy

This policy sets the foundations for efforts to prevent and identify fraud. It also permits employees to report actual or suspected fraud incidents, such as malpractice, misconduct, and corruption, without fear of retaliation or persecution, in good faith.





### 10.3.4. Business Continuity

The Business Continuity Management team within Group Operational Risk unit is responsible for managing and monitoring BCM process and programme across the Group. It oversees the development and implementation of the Group's business continuity and crisis management framework, governance structure, and procedures in order to safeguard the Group's people, processes, and infrastructure. It assists all business, support, and control units in developing, testing, and updating business continuity plans, reports risks and issues to all stakeholders, and manages the timely and effective delivery of BCM components across IT, Procurement, and other units.

#### a. Business Continuity Policy

The Group BCM Policy outlines the minimum criteria that all organizational units must adhere to when planning for, responding to, and recovering from any operational disruption.

It specifies the design, development, testing, maintenance, and review criteria for all Emirates NBD Group organizational units' "business continuity plans." The policy guarantees that the Group's planning is consistent and structured, in accordance with international best practices.

#### b. Crisis Management Plan

This Crisis Management Plan is designed to assist our management in dealing with a crisis scenario and returning to business as usual. This plan aims to clarify the roles and responsibilities of employees and teams involved in a crisis and outline the crisis management governance structure.

#### c. Group Pandemic Response Plan

It caters to pandemic situations and serves as an extension to the Crisis Management Plan.

### 10.3.5. Sustainable Procurement Policy

We consider sustainability aspects in procurement decisions along with commercial elements. The objective of our Sustainable Procurement Policy is to define the guidelines of the procurement practices with regards to Sustainable Procurement matters:

- Reduce our environmental impact by managing our procurement decisions.
- Reduce our carbon footprint to ensure our environmental sustainability.
- Wherever possible, minimise and conserve our natural resources.
- Encourage suppliers and contractors to use cleaner technology and create goods that are less harmful to the environment.

- Demonstrate leadership in our sustainable practices to the community and other stakeholders.

We have established and maintained procedures to evaluate and select suppliers and contractors based on the below five areas and to monitor their processes and performance, where appropriate.

Human and Labour Rights

Environmental Performance

Social Development

Ethics and Integrity

Product and Service Quality

#### Empowering Local Suppliers

Promoting opportunities for local suppliers is emphasised by both the UAE Centennial 2071 as well as Expo 2020. Hence, in 2021, we invested approximately 92% of our operational budget on suppliers with addresses registered in the UAE.

#### Suppliers Selection & Risk Assessment

We select our suppliers based on criteria which includes sustainability requirements and compliance with local labour laws.

#### Partners & Dubai Universal Design Code

We have developed two accessibility checklists adapted from the Dubai Universal Design Code which are shared with our partners and vendors. This is to assist our partners in becoming more accessible in the space of inclusion.





## 10.4. Sustainability




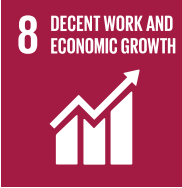
### 10.4.1. Sustainability Reporting

We have been publishing Sustainability reports since 2015 in alignment with the GRI standards, as well as with the timely national goals, the Sustainable Development Goals, and the principles of the United Nations Global Compact.



### 10.4.2. UN SDGs


We are committed not just to national and regional development goals, but also international targets such as the Sustainable Development Goals. Below we have highlighted how our initiatives align with specific SDGs:

SDG	Description	Emirates NBD Alignment	Section Number
 <p>3 GOOD HEALTH AND WELL-BEING</p>	Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> <li>Life and health insurance plans</li> <li>Comprehensive employee wellness programmes</li> <li>COVID-19 initiatives</li> <li>Health and safety trainings</li> </ul>	7.1 9.1.2 a  9.1.2 b 9.1.2 d
 <p>4 QUALITY EDUCATION</p>	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	<ul style="list-style-type: none"> <li>Trainings to SME clients for business development</li> <li>ESG certification for staff</li> <li>Disability Etiquette and sign language workshops</li> <li>Training and development of employees, dedicated programmes for Emiratis and internship opportunities</li> <li>Financial literacy and wellbeing initiatives and trainings for our customers, employees and students</li> </ul>	7.1.1  9.1.4 c 9.1.5 e  9.1.4, 9.1.5  9.2.4
 <p>5 GENDER EQUALITY</p>	Achieve gender equality and empower all women and girls	<ul style="list-style-type: none"> <li>Sustainability Linked Loan with KPI of improving gender diversity at the Senior Management level</li> <li>'See Her Empowered' (SHE) programme and LetsLink Women's Club</li> <li>Flexible working hours and increased maternity leave</li> </ul>	7.4.3  9.1.5  9.1.1
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<ul style="list-style-type: none"> <li>MOU with Emirates Development Bank to develop the SME ecosystem and economic output in the UAE</li> <li>Provision of accessible banking services including Disability Friendly Branches, trained staff and Assistive Technologies</li> <li>Employment opportunities for Persons with Disabilities through Careers Network platform</li> </ul>	7.1  7.7.3, 9.1.5 e  9.1.5 e

SDG	Description	Emirates NBD Alignment	Section Number
	Reduced inequality within and among countries	Committed to the Targeted Economic Support Scheme (TESS) by the Central Bank of the UAE	7.7.5
		Collaboration with UAE's Non-performing Debt Relief Fund	7.7.5
		#TogetherLimitless focuses on the social and financial inclusion of Persons with Disabilities	9.1.5
		Compliant with the Central Bank of the UAE Consumer Protection Regulation	7.6.
	Make cities and human settlements inclusive, safe, resilient and Sustainable	Green Citizenship and Urban Farming concepts at Expo	5
		LEED certified buildings	6.2.2, 7.3.2, 8.1
		Green Auto Loans/Finance	7.1.3, 7.1.5
		Masdar Green REIT	7.3.2
	Ensure sustainable consumption and production patterns	Green products such as Bio Cards	7.1.3
		ESG Bonds and Sukuk including Sustainability Linked Loan with KPI of reducing water consumption	7.4
		Efficient resource use (Energy, fuel and water)	8.2.1, 8.2.2, 8.2.3
		Waste management and initiatives to Reduce, reuse and recycle	8.2.4., 8.2.5., 8.4.2.
		Certified Environmental Management Systems standard ISO 14001:2015.	8.3.2
		Sustainable Procurement Policy	10.3.5
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Emirates Islamic – Internal Shariah Supervisory committee	10.2
		Employee Code of Conduct	10.3.1
		Cyber security	10.3.2
		Fraud, Anti-Bribery and corruption, Whistleblower policy	10.3.3
		Business Continuity and Crisis Management	10.3.4
	Strengthen the means of implementation and revitalize the global partnership for sustainable development	Partnership with MetLife	7.1
		Partnership with the Expo 2020	5
		Partnership with Emirates Nature and WWF	9.2.3
		Partnership with Al Manzil	9.1.5
		Partnership with Mastercard for Priceless Planet Initiative	9.2.2
		Partnership with UN Principles for Responsible Investment	10.4.3
Partnership with UN Global Compact	10.4.3		


### 10.4.3. Global Sustainability Commitments

**UN Principles for Responsible Investment**




Emirates NBD Asset Management has fulfilled the requirements to become a signatory of the United Nations Principles of Responsible Investment. As long-term investors, we are focused on the impact of our investment decisions on the climate specifically and on the wider environmental and social factors at large.

**UN Global Compact**



We have committed to upholding the ten principles of the United Nations Global Compact as a participant, covering the areas of human and labour rights, anti-corruption, and environmental consideration.

**UN Environment Programme & Dubai Declaration on Sustainable Finance**



We have signed the United Nations Environment Programme's Dubai Declaration for Sustainable Finance. This marks our commitment to transforming our nation into a green, low-carbon economy in support of the UAE Centennial 2071's sustainability agenda.

With the release of our sixth ESG report, we look back at our journey in sustainability reporting, reflect on the progress we have made, and determine areas for future improvement. The pursuit of sustainability comprises making operational decisions at the core of a company's day-to-day operations to achieve long-term growth, as well as monitoring their effects on the organization's performance across a variety of economic and non-economic dimensions.

As we move forward, we will be focusing on the following key topics:





# 11. GRI Standards 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.

GRI Standard Disclosure				UN Global Compact (UN GC) Principles	Dubai Financial Market (DFM) ESG Metrics
GRI 101: Foundation 2016					
GRI 102: General Disclosures 2016		Page Number(s) or Notes			
Organizational Profile	102-1	Name of the organization	21		
	102-2	Activities, brands, products, and services	21		
	102-3	Location of headquarters	21		
	102-4	Location of operations	21		
	102-5	Ownership and legal form	Please refer to the Annual Report		
	102-6	Markets served	21		
	102-7	Scale of the organization	12,13		
	102-8	Information on employees and other workers	12, 109, 110		
	102-9	Supply chain	As a financial institution, we rely largely on service suppliers like cash management and security services, as well as card manufacturers. Our procurement department has introduced a Sustainable Procurement Policy to incorporate ESG practices into our supply chain management.		G5. Supplier Code of Conduct
	102-10	Significant changes to the organization and its supply chain			
	102-11	Precautionary Principle or approach	Please refer to the Annual Report		
	102-12	External initiatives	- UN Principles for Responsible Investment (UN PRI) - UN Global Compact (UN GC) - Dubai Sustainable Finance Working Group		
	102-13	Membership of associations	- Dubai Chamber - UAE Banks Federation (UBF) - Union of Arab Banks		
Strategy	102-14	Statement from senior decision-maker	5		
	102-15	Key impacts, risks, and opportunities	Policies that control risks associated to cyber security and fraud are available. Any risk for the organization is overseen by a Group Risk Committee and a Board Risk Committee.		
Ethics and Integrity	102-16	Values, principles, standards, and norms of behavior	21, 131		
	102-17	Mechanisms for advice and concerns about ethics	108		

GRI 102 General Disclosures 2016			Page Number(s) or Notes	UN Global Compact (UN GC) Principles	Dubai Financial Market (DFM) ESG Metrics
Governance	102-18	Governance structure	Please refer to the Annual Report		G1. Board Diversity G2. Board Independence
	102-19	Delegating authority			
	102-20	Executive-level responsibility for economic, environmental, and social topics	The responsibility for economic, environmental, and social topics is shared across several departments.		
	102-21	Consulting stakeholders on economic, environmental, and social topics	10		
	102-22	Composition of the highest governance body and its committees	Please refer to the Annual Report		
	102-23	Chair of the highest governance body			
	102-24	Nominating and selecting the highest governance body			
	102-25	Conflicts of interest			
	102-26	Role of highest governance body in setting purpose, values, and strategy	Our Value, Purpose, and Mission were updated and approved by The Executive Leadership Committee and accepted by the board.		
	102-27	Collective knowledge of highest governance body	The information is confidential and can not be shared.		
	102-28	Evaluating the highest governance body's performance			
	102-29	Identifying and managing economic, environmental, and social impacts	Emirates NBD conducts multiple research initiatives to understand and adopt best practices in managing economic, environmental, and social impacts.		
	102-30	Effectiveness of risk management processes	The information is confidential and can not be shared.		
	102-31	Review of economic, environmental, and social topics			
	102-32	Highest governance body's role in sustainability reporting	The Sustainability Report Working Group is composed of Senior Executives across Strategy, Finance, Business and Risk functions working in synergy to review and approve our reporting practices.		
	102-33	Communicating critical concerns	The information is confidential and can not be shared.		
	102-34	Nature and total number of critical concerns			
	102-35	Remuneration policies			
	102-36	Process for determining remuneration			
	102-37	Stakeholders' involvement in remuneration			
102-38	Annual total compensation ratio				
102-39	Percentage increase in annual total compensation ratio				
Stakeholder Engagement	102-40	List of stakeholder groups	10		
	102-41	Collective bargaining agreements	UAE Labour Law presently contains no provisions on collective bargaining	Principle 3	G4. Collective Bargaining
	102-42	Identifying and selecting stakeholders	Stakeholders are identified and selected by the Sustainability Working Group		
	102-43	Approach to stakeholder engagement	10		
	102-44	Key topics and concerns raised	10		

GRI 102 General Disclosures 2016			Page Number(s) or Notes	UN Global Compact (UN GC) Principles	Dubai Financial Market (DFM) ESG Metrics	
Reporting Practices	102-45	Entities included in the consolidated financial statements	Please refer to the Financial Statement			
	102-46	Defining report content and topic Boundaries	6			
	102-47	List of material topics	9			
	102-48	Restatements of information	We restated our energy and water consumption numbers for 2020 and 2019 to reflect full year data.			
	102-49	Changes in reporting	6			
	102-50	Reporting period	7			
	102-51	Date of most recent report	6			
	102-52	Reporting cycle	7			
	102-53	Contact point for questions regarding the report	6			
	102-54	Claims of reporting in accordance with the GRI Standards	6			
	102-55	GRI content index	140			
	102-56	External assurance	Emirates NBD opted for an internal assurance approach			
<b>Material Topics</b>						
<b>GRI 200 Economic Standard Series</b>						
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Please refer to the Annual Report			
	103-2	The management approach and its components				
	103-3	Evaluation of the management approach				
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed				
	201-2	Financial implications and other risks and opportunities due to climate change				
	201-3	Defined benefit plan obligations and other retirement plans				
	201-4	Financial assistance received from government				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary		114		
	103-2	The management approach and its components				
	103-3	Evaluation of the management approach				
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage				
	202-2	Proportion of senior management hired from the local community				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	18, 28, 30, 31, 32, 33, 34, 35			
	103-2	The management approach and its components				
	103-3	Evaluation of the management approach				
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported				
	203-2	Significant indirect economic impacts				

GRI 200 Economic Standard Series			Page Number(s) or Notes	UN Global Compact (UN GC) Principles	Dubai Financial Market (DFM) ESG Metrics
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	135		
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	126, 131, 132	Principle 10	G6. Ethics & Anti-Corruption
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption			
	205-2	Communication and training about anti-corruption policies and procedures			
	205-3	Confirmed incidents of corruption and actions taken			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	No recorded incidents in 2021		
	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			
<b>GRI 300 Environmental Standard Series</b>					
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	44, 73, 74		
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 301: Materials 2016	301-1	Materials used by weight or volume			
	301-2	Recycled input materials used			
	301-3	Reclaimed products and their packaging materials			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	71, 72		E3. Energy Usage E4. Energy Intensity E5. Energy Mix
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 302: Energy 2016	302-1	Energy consumption within the organization			
	302-2	Energy consumption outside of the organization			
GRI 302: Energy 2016	302-3	Energy intensity			
	302-4	Reduction of energy consumption			
	302-5	Reductions in energy requirements of products and services			



GRI 300 Environmental Standard Series			Page Number(s) or Notes	UN Global Compact (UN GC) Principles	Dubai Financial Market (DFM) ESG Metrics			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	72		E6. Water Usage			
	103-2	The management approach and its components						
	103-3	Evaluation of the management approach						
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource						
	303-2	Management of water discharge-related impacts						
	303-3	Water withdrawal						
	303-4	Water discharge						
	303-5	Water consumption						
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary				Not applicable – Not identified as a material topic		
	103-2	The management approach and its components						
	103-3	Evaluation of the management approach						
GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas						
	304-2	Significant impacts of activities, products, and services on biodiversity						
	304-3	Habitats protected or restored						
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations						
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	78		E1. GHG Emissions E2. Emissions Intensity			
	103-2	The management approach and its components						
	103-3	Evaluation of the management approach						
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions						
	305-2	Energy indirect (Scope 2) GHG emissions						
	305-3	Other indirect (Scope 3) GHG emissions						
	305-4	GHG emissions intensity						
	305-5	Reduction of GHG emissions						
	305-6	Emissions of ozone-depleting substances (ODS)						
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary				73		
	103-2	The management approach and its components						
	103-3	Evaluation of the management approach						
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts						
	306-2	Management of significant waste-related impacts						
	306-3	Waste generated						
	306-4	Waste diverted from disposal						
	306-5	Waste directed to disposal						

GRI 300 Environmental Standard Series			Page Number(s) or Notes	UN Global Compact (UN GC) Principles	Dubai Financial Market (DFM) ESG Metrics			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	No incidents of non-compliance with environmental laws and regulations recorded in 2021	Principle 7				
	103-2	The management approach and its components						
	103-3	Evaluation of the management approach						
GRI 307: Environmental Compliance 2016	307-1	Non-compliance with environmental laws and regulations						
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary				134, 135	Principle 8	
	103-2	The management approach and its components						
	103-3	Evaluation of the management approach						
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria						
	308-2	Negative environmental impacts in the supply chain and actions taken						
<b>GRI 400 Social Standard Series</b>								
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	81, 82, 83, 84, 112, 116		S.3 Employee Turnover S.5 Temporary Worker Ratio			
	103-2	The management approach and its components						
	103-3	Evaluation of the management approach						
GRI 401: Employment 2016	401-1	New employee hires and employee turnover						
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees						
	401-3	Parental leave						
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary				Emirates NBD notifies employees of operational changes within a reasonable time, provided the changes do not affect terms and conditions. Where the changes materially affect the employee, written consent from the employee is obtained.		
	103-2	The management approach and its components						
	103-3	Evaluation of the management approach						
GRI 402: Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes						
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	85, 86, 87		S8. Global Health & Safety S7. Injury Rate			
	103-2	The management approach and its components						
	103-3	Evaluation of the management approach						
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system						
	403-2	Hazard identification, risk assessment, and incident investigation						
	403-3	Occupational health services						
	403-4	Worker participation, consultation, and communication on occupational health and safety						
	403-5	Worker training on occupational health and safety						
	403-6	Promotion of worker health						
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships						
	403-8	Workers covered by an occupational health and safety management system						
	403-9	Work-related injuries						
	403-10	Work-related ill health						
			No recorded incidents in 2021					

GRI 400 Social Standard Series			Page Number(s) or Notes	UN Global Compact (UN GC) Principles	Dubai Financial Market (DFM) ESG Metrics
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary			
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	88, 89, 90, 91, 92, 94, 95		
	404-2	Programs for upgrading employee skills and transition assistance programs			
	404-3	Percentage of employees receiving regular performance and career development reviews			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	96, 97, 98, 99, 100, 103	Principle 6	S.4 Gender Diversity S11. Nationalization
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees			
	405-2	Ratio of basic salary and remuneration of women to men			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	No incidents of discrimination recorded in 2021	Principle 6	S6. Non-Discrimination
	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	Not Applicable - UAE Labour Law presently contains no provisions on collective bargaining	Principle 3	G4. Collective Bargaining
	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	All suppliers must comply with our Sustainable Procurement Policy, which includes a requirement that they prevent any instances of child labour.	Principle 5	
	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			S9. Child & Forced Labor
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	All suppliers must comply with our Sustainable Procurement Policy, which includes a requirement that they prevent any instances of forced labour.	Principle 4	
	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 400 Social Standard Series			Page Number(s) or Notes	UN Global Compact (UN GC) Principles	Dubai Financial Market (DFM) ESG Metrics
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Not Applicable - Not identified as a material topic		
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Not Applicable	Principle 6	
	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	Emirates NBD is committed to respecting and protecting human rights.	Principle 1 Principle 2	S10. Human Rights
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 412: Human Rights Assessment 2016	412-1	Operations that have been subject to human rights reviews or impact assessments			
	412-2	Employee training on human rights policies or procedures			
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	119, 120, 121, 122, 123, 124, 125, 126, 127		S12. Community Investment
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs				
	413-2 Operations with significant actual and potential negative impacts on local communities				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	134, 135		G5. Supplier Code of Conduct
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria				
	414-2 Negative social impacts in the supply chain and actions taken				
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Not applicable 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			



GRI 400 Social Standard Series			Page Number(s) or Notes	UN Global Compact (UN GC) Principles	Dubai Financial Market (DFM) ESG Metrics
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	We take our clients' health and safety very seriously, and we make sure that our products and services have no negative impact.		
	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			
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary			
	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			
	417-2	Incidents of non-compliance concerning product and service information and labeling			
	417-3	Incidents of non-compliance concerning marketing communications			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	131		G7. Data Privacy
	103-2	The management approach and its components			
	103-3	Evaluation of the management approach			
<b>GRI 418: Customer Privacy 2016</b>	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data			
GRI 103: Management Approach 2016	103-1	Explanation of the material topic and its Boundary	No incidents of non-compliance recorded in 2021		
	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			