

2024 SUSTAINABILITY REPORT

Leading with Vision







His Highness
Sheikh Hamad Bin Khalifa Al Thani
Father Emir



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

MESSAGE FROM THE CHAIRMAN

**Sheikh Fahad bin
Mohammad bin Jabor Al Thani**
Chairman of the Board



The year 2024 has been a transformative one for Doha Bank's sustainability journey. On behalf of the Board, I am proud to share this message in our 2024 Sustainability Report, reflecting on the strategic vision and oversight that the Board has provided to embed sustainability at the heart of our business.

As Qatar advances its National Vision 2030, the Board remains committed to aligning Doha Bank's strategy with these national and global sustainability efforts. These frameworks provide a clear guide for sustainable development, including actions such as reducing greenhouse gas emissions, conserving resources, and promoting social progress and economic diversification. We understand that as a leading Qatari financial institution, we have a responsibility to contribute to this inclusive prosperity. In practice, this means making sure our growth creates shared value for our customers, communities, and future generations. By supporting Qatar's development goals and international commitments, we aim to foster progress that

benefits all segments of society and strengthens stakeholder trust in our journey.

Doha Bank's vision is to be Qatar's banking partner of choice, delivering an exceptional banking experience while generating sustainable returns for our shareholders.

We strive to position the bank as a hub for innovative financial services by embracing the latest digital solutions. Guided by the eight principles of our corporate strategy, we place our customers at the core of everything we do and cultivate a culture of innovation across all operations, and maintain a steadfast commitment to effective risk management. In this context, throughout 2024, we focused on strengthening environmental, social and governance (ESG) practices across the Bank's strategic activities and decision-making processes. We developed a governance framework that clearly defines the roles and responsibilities of the Board of Directors, and Executive Management, and Senior Management including direct oversight of sustainability matters. By embedding ESG practices t. We also continue to champion diversity and inclusion as integral to our culture and long-term success.

Looking ahead, the Board remains fully committed to guiding Doha Bank toward greater sustainability and resilience. We will continue to refine our strategy and governance to address emerging challenges and opportunities, including climate change and regulatory expectations all while maintaining a forward-looking, visionary approach into our strategy and risk management frameworks, we enhance our capacity to drive

sustainable development and protect the interests of all stakeholders.

In line with the Board's governance and oversight responsibilities, we affirm our steadfast commitment to the core principles of sustainability. This commitment is reflected in our continuous investment in digital banking services to enhance customer experience, boost operational efficiency, and reinforce cybersecurity, thereby ensuring business continuity and protecting the interests of all stakeholders.

Strong corporate governance remains the foundation of our decision-making. With a Board comprised of seasoned professionals, we uphold the highest standards of compliance, risk management, and ethical conduct I am confident that, with the Board's oversight, a dedicated management team, and the support of our stakeholders, Doha Bank will not only adapt to the future but also help shape a more sustainable and inclusive future for Qatar and beyond.

Lastly, on behalf of the Board of Directors, I would like to extend my sincere gratitude to our shareholders, clients, and partners for their unwavering trust and support. I also thank our regulators for their guidance, and our management and employees for their hard work and commitment to our mission. Together, we will continue to build on our legacy of sustainable growth, fostering inclusive prosperity and enduring value for generations to come.

MESSAGE FROM THE GROUP CHIEF EXECUTIVE OFFICER



Sheikh Abdulrahman
Bin Fahad Bin Faisal Al Thani
Group Chief Executive Officer

At Doha Bank, we remain steadfast in our commitment to integrating sustainability across every facet of our operations, offerings, and long-term strategy. It is with great pride, that I present our 14th Sustainability Report, reflecting the strides we made in 2024 and our continued journey toward embedding Environmental, Social, and Governance (ESG) principles at the heart of our corporate purpose.

Recognizing the rapidly evolving sustainability landscape, we are actively adopting the best international practices to reinforce our position as a responsible and forward-looking financial institution. Our actions are aligned with the Qatar National Vision 2030, the Qatar Central Bank ESG Supervisory Principles – frameworks that guide our efforts in reducing emissions, conserving resources, and promoting inclusive economic and social progress through strong partnerships.

In 2024, we took a significant leap forward in embedding sustainability at the core of our business by aligning sustainability disclosures with leading international sustainability frameworks. This milestone reflects our ongoing commitment to transparency, accountability, and long-term value creation for all stakeholders. As part of this journey, we undertook a comprehensive revamp of our Sustainability Strategy, informed by a double materiality and climate risk assessment.

To further on ESG, we also evolved the ESG Policy and are in the process of developing an ESMS Policy. These efforts ensure that our approach remains both impact-driven and risk-aware, laying the foundation for resilient growth in a rapidly evolving global landscape.

Our **Strategic Priorities** remain clear: to promote responsible banking, nurture our people, and support the communities we serve. From advancing sustainable lending practices to identifying key areas within our business operations that help us in continual emissions reduction, we are determined to lead by example and contribute meaningfully to Qatar's sustainable finance ecosystem.

A **Key Highlight** of the year was the successful closure of our first Green Repo Scheme in partnership with MUFG EMEA – our inaugural transaction under the newly launched Sustainable Finance Framework. This represents a landmark achievement and underscores our commitment to pioneering innovative, green financial instruments in the region.

We remain focused on **driving positive changes**, locally and globally, by aligning our strategy with the evolving expectations of our customers, investors, and regulators. Our steadfast commitment to ESG integration and digital innovation continues to be recognized through **several prestigious accolades**. Doha Bank was honoured with the 'Excellence in Digital Banking' award by Finnovex Qatar and recognized for 'Excellence in Digital Innovation' at the Middle East Enterprise AI & Analytics Summit and Awards, reflecting our strong focus on driving digital transformation. Additionally, our dedication to environmental and social responsibility was acknowledged with the prestigious 'Golden Peacock Award in ESG' from the Institute of Directors.

As we look ahead, **the coming year represents a pivotal chapter in our journey** – one defined by deeper ESG integration and an unwavering commitment to sustainable growth. ESG transformation stands at the heart of our long-term strategy, reflecting our deep commitment to the goals of Qatar National Vision 2030 and our duty to create a sustainable legacy for future generations.

In closing, I extend my sincere gratitude to all our stakeholders, including our Board of Directors, shareholders, our dedicated employees and valued customers for their continued trust and support. I also wish to express my deepest appreciation to His Excellency the Governor of the Qatar Central Bank for his steadfast guidance and inspiring leadership, which continue to motivate us as we set new benchmarks in sustainable banking and create lasting value for all our stakeholders.

TABLE OF CONTENTS

08	Report Overview	61	Enhancing Customer Experience	95	Annexure
30	Upholding Trust	68	Empowering People and Communities	133	Data Calculation Methodology
48	Navigating Sustainable Growth	87	Restoring Environmental Balance	142	Assurance Statement





Report Overview

REPORT OVERVIEW

ABOUT THIS REPORT

Doha Bank is pleased to present its Sustainability Report for the year 2024, reaffirming our long-standing commitment to Environmental, Social, and Governance (ESG) principles. This report highlights our key ESG initiatives, achievements, and performance for the year 2024.

Approach to Sustainability Reporting

Our sustainability disclosures are guided by the Qatar Stock Exchange (QSE) ESG Reporting Guidelines, which we have adhered to since 2016, as well as relevant circulars issued by the Qatar Central Bank (QCB). The report has been prepared in alignment with the Global Reporting Initiative (GRI) Universal Standards and incorporates guidance from the Sustainability Accounting Standards Board (SASB) for commercial banks. It also refers to the requirements of the International Sustainability Standards Board (ISSB) IFRS S1 and S2 standards.

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

- [Annual Report](#)
- [Corporate Governance Report](#)
- [Corporate Governance Policy and Procedure](#)
- [Anti-Money laundering 'AML' Policy statement](#)
- [AML Questionnaire](#)
- [Anti-Bribery and Corruption Policy statement](#)

Reporting Scope and Period

Unless otherwise stated, this report covers the period from January 1 to December 31, 2024, in line with our financial reporting calendar. It focuses on Doha Bank's operations in locations in Qatar, United Arab Emirates, India, Kuwait, Turkey, Japan, China, Singapore, South Africa, the United Kingdom, Bangladesh and Nepal. Sharq Insurance, our subsidiary located in Qatar, is also

included in the scope of reporting. All financial figures are reported in Qatari Riyal (QAR) unless otherwise stated.

External Assurance

Doha Bank has obtained independent limited external assurance on its greenhouse gas (GHG) emissions (Scope 1 and Scope 2), in accordance with the calculation methodologies mentioned in this Report. To read our auditor's independent assurance statement, please refer to [page 144](#).

Feedback

We welcome your comments, thoughts, and remarks, which can be directed to:

Mailing Address: Doha Bank Q.P.S.C. Head Office Tower Corniche Street West Bay, P.O. Box 3818 Doha, Qatar

E-mail Address: ir@dohabank.com.qa and ESG@dohabank.com.qa

WHO WE ARE AND OUR BUSINESSES

Doha Bank Q.P.S.C. was incorporated in 1979 and is Qatar's third-largest conventional bank, with branches in the United Arab Emirates (Dubai and Abu Dhabi), Kuwait (Kuwait City), and India (Mumbai and Kochi). Doha Bank provides domestic and international banking services for individuals, commercial, corporate, and institutional clients through four major business segments:



Wholesale Banking

Assets:
QAR 54.66 billion or
49.58% of total assets

Total Income:
QAR 3.76 billion



Treasury and Investments

Assets:
QAR 37.09 billion or
33.64% of total assets

Total Income:
QAR 2.15 billion



International Banking

Assets:
QAR 6.22 billion or
5.64% of total assets

Total Income:
QAR 0.53 billion



Retail Banking

Assets:
QAR 4.07 billion or
3.69% of total assets

Total Income:
QAR 0.55 billion

Doha Bank manages one of the largest corporate and commercial lending portfolios in Qatar. The Wholesale Banking Group (WBG or WSB) prioritizes customer satisfaction through digitization. The following sectors/units fall under the WBG

- Trading and Manufacturing sector
- Services Sector
- Commercial Banking Sector (Previously SME)
- Public Sector Unit (PSU)
- Contracting Sector
- Real Estate Sector
- Global Transaction Banking and Innovation (GTB)
- Corporate Branch

Key products:

Commercial Banking: Working capital finance, term finance, non-funded facilities, credit monitoring, digitization and straight-through processing support

Corporate Finance: Asset monetization, cash flow pooling, receivables securitizations, credit enhancement, leverage financing, specialized assets financing, project advisory

Real estate: Real estate purchase financing (individual and corporate), project development financing, mortgage facilitation

Contracting: Infrastructure project financing

Global Transaction Banking & Innovation: Cash & liquidity management, trade finance, supply chain and digital related advisory services

The Treasury and Investments Group (T&I) is responsible for securing funding, managing an extensive portfolio, and distributing treasury products. Its primary focus is on optimising the Bank's balance sheet.

The Bank's team of specialists provides solutions in Foreign Exchange, Commodities, Interest Rate Hedging, as well as Fixed Income Investment products.

Key products:

Funding: Local and international deposit mobilization, sustainable funding initiatives

Treasury Products and Corporate Client

Servicing: Foreign exchange, mutual funds, fixed income instruments, equity brokerage

Proprietary Investment Portfolio: Sovereign debt investments, ESG-compliant fixed income investments

The International Banking Group (IBG) oversees Doha Bank's international operations, facilitating domestic and cross-border trade through its branches and representative offices, which span 11 countries. As part of its operations, IBG originates and participates in syndicated and bilateral loans to financial institutions across all strategic international locations

Key products:

Supporting domestic and cross-border trade through a network of branches and representative offices in 11 countries.

Manages relationships with over 400 financial institutions globally and originates or participates in syndicated and bilateral loans across key international markets

The Retail Banking unit has a customer-centric focus with an approach to sustaining market leadership.

Key products:

Assets: Personal loans, auto loans, mortgage loans, loans against deposits etc.

Credit cards and payments: e-wallets, D-Payroll Cards, Remittances

Liabilities: Current account, Savings account, Al Dana saving scheme, payroll, time deposits, upfront deposits, recurring deposits

Bancassurance: Life insurance, general insurance

REVENUES BY BUSINESS SEGMENT

QAR Billion	2020	2021	2022	2023	2024
Wholesale banking	2.57	2.53	2.65	3.66	3.76
Treasury & Investments	1.19	0.96	1.13	1.62	2.15
Retail Bank-ing	0.43	0.38	0.48	0.53	0.55
International Banking	0.16	0.19	0.23	0.40	0.53

ECONOMIC PERFORMANCE

This past year has been a strong one for us, marked by solid financial performance and continued progress toward our strategic goals. Despite a dynamic economic environment, we remained focused on delivering value to our stakeholders while maintaining a disciplined approach to risk and capital management.

ECONOMIC PERFORMANCE FY 24 (QAR,000)

	2020	2021	2022	2023	2024
Direct economic value generated (net operating income)	2,937,109	3,106,455	2,908,636	2,828,802	2,654,278
Total economic value distributed (including the below)	1,327,722	1,402,960	1,462,552	1,581,494	1,598,851
Operating cost	867,643	875,916	894,031	945,927	1,010,134
Employee wages and benefits	441,234	466,905	501,081	521,145	560,617
Payments to governments (taxes and sport tax)	18,845	60,139	67,440	114,422	28,100
Dividends paid to shareholders & tier 1 capital notes	203,000	232,535	619,035	422,535	422,535

	2020	2021	2022	2023	2024
Donations and sponsorships	7,433	5,349	8,766	8,979	10,033
Donations and s ponsorships as % of pre-tax profit (%)	1.06%	0.72%	1.08%	1.04%	1.17%
Economic value retained (direct economic value generated' less 'economic value distributed')	1,609,387	1,703,495	1,446,084	1,247,308	1,055,427
Global net profits	703,024	703,774	765,375	769,478	851,456
Shareholders' Equity	13,794,570	14,255,953	14,078,808	14,444,021	14,818,214
Return on (average) equity (%)	5.3%	5.2%	5.8%	5.7%	6.2%
Tier-1 Capital notes	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Capital Resources(1)	14,204,620	14,509,129	14,588,612	15,031,248	15,326,201

These results reflect the dedication of our people, the trust of our customers, and our commitment to long-term, sustainable growth. In our 2024 Annual Report, we provide a closer look at our financial highlights, key performance metrics, and how our economic outcomes align with our broader purpose as a responsible financial institution.

VISION, MISSION, VALUES:

TOWARDS A SUSTAINABLE FUTURE

Doha Bank has embraced a new strategic guiding principle: “Accelerate environmental, social, and governance (ESG) adoption. Integrate ESG practices within every facet of the organization.” This reflects the Bank’s firm commitment to sustainability at both the local and global levels. By embedding responsible and sustainable practices across its operations, banking services, and community initiatives, Doha Bank aims to drive long-term value and promote inclusive growth. The Bank’s sustainability framework is closely aligned with the Qatar National Vision 2030 and the United Nations Sustainable Development Goals (SDGs), reinforcing its role in fostering economic, social, and environmental progress.

Vision

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

Mission

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

Values

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

Strategy

Doha Bank’s 5-year strategy and transformation was adopted by the Board of Directors for 2023-2027.

DOHA BANK’S: 5 YEAR STRATEGY AND TRANSFORMATION

adopted by the board of directors for 2023-2027

The 8 guiding principles

 Customer Experience Place the customer at the core of all what we do and deliver a leading omni channel experience	 Empower and Accountability Empower our employees to make decisions
 Talent Management Hire, train and retain best in class talent	 Cost Reduction Optimize cost to improve margin & efficiency
 Revenue Enhancement Enhance revenue through diversified sources of income	 Risk and Capital Management Protect our customers, our shareholders, and our reputation through sound risk management
 Digitization, Automation and Innovation Simplify, digitize, and automate internal and customer facing processes	 ESG Accelerate environmental, social & governance (ESG) adoption. Integrate ESG practices within the organization

AWARDS AND RECOGNITIONS



Excellence in Digital Innovation
Middle East Enterprise AI & Analytics Summit and Awards



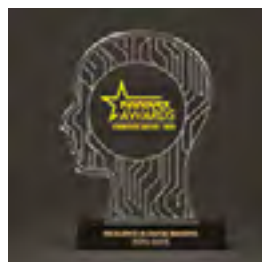
Golden Peacock Global Award for ESG
Institute of Directors



Best Bill Payment and Presentment in Qatar
Global Finance



Highest International Spend Lifestyle Co-Brand Card
Mastercard



Excellence in Digital Banking
Finnovex Qatar



Best in Transformation in Qatar
Global Finance

ESG HIGHLIGHTS FOR 2024

 Upholding Trust	 Navigating Sustainable Growth	 Restoring Environmental Balance	 Enhancing Customer Excellence	 Empowering People and Communities
• ISO 27001 certification for all operations • 0 Data Breaches • 0% breaches involving personally identifiable information (PII) • ISO 9001 certification for all operations	• Environmental and Social Risk Management System launched • QAR 3.10 billion ESG eligible assets • QAR 905 million SME loan portfolio • QAR 1.97 billion Green and Sustainable Repo Funding transactions • 10 education loans disbursed worth QAR 122,975	• 2,961,924 MT CO₂e Financed Emissions • 7,349 MT CO₂e Total Scope 1 and 2 emissions (7.8% reduction compared to 2023) • 16,071 Scope 3 emissions (excluding financed emissions) (25% increase from base year 2023) • 6.2 MT CO₂e/Employee GHG emissions intensity (1 and 2) • 10.4 GJ/ QAR Mn Energy intensity (10% decline form 2023)	• 4.43 / 5 Average customer satisfaction score • 70% customer complaints resolved in less than five working days • ISO 10002 for all operations	• 31% Gender Diversity • 22:1 Annual total compenstion ratio • 119 New hires • QAR 1.4 million Annual Training Budget • 10.1 Average training hours per employee category

OUR APPROACH

SUSTAINABLE PROGRESS WITH PURPOSE

The integration of Environmental, Social, and Governance (ESG) principles into regulatory frameworks and corporate strategies is accelerating worldwide. This trend highlights the growing recognition among global stakeholders that ESG is an essential, non-negotiable driver of sustainable, inclusive, and equitable growth. Today's stakeholders expect businesses to adopt a forward-looking approach, underpinned by responsible governance and ESG-aligned decision-making.

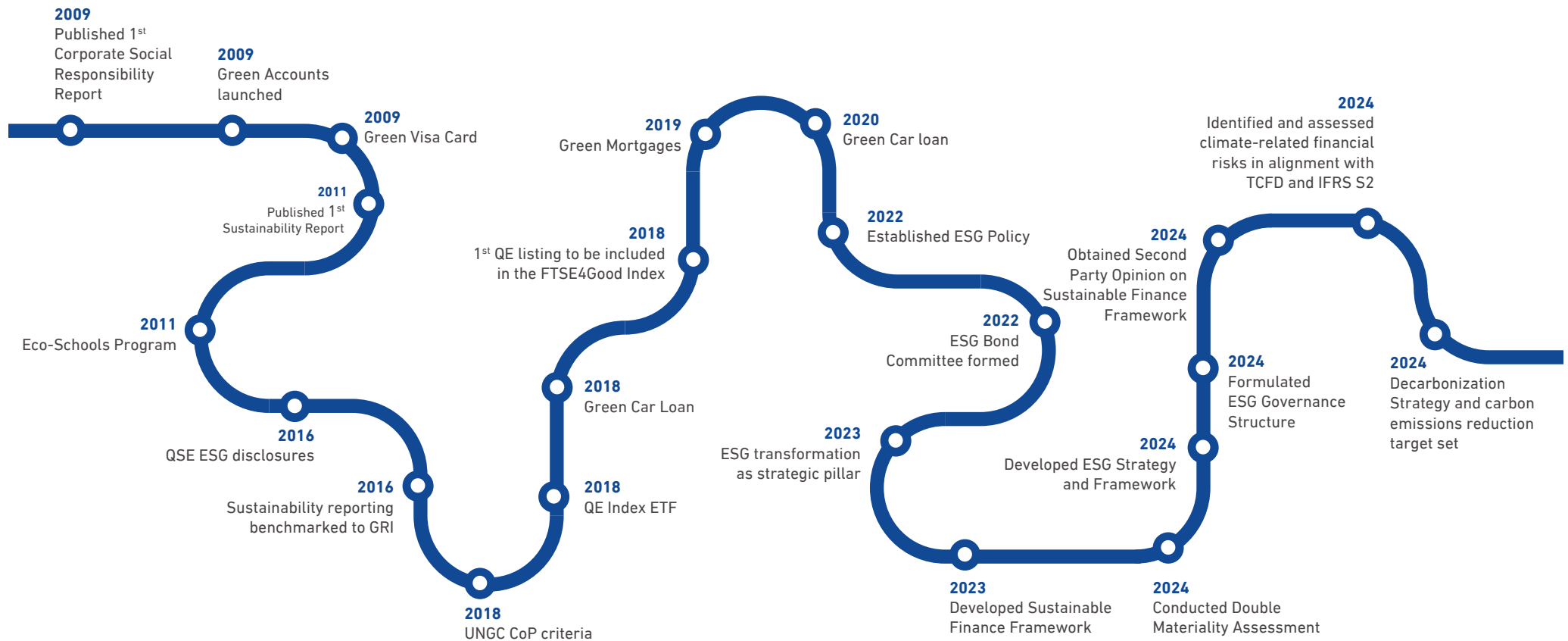
At Doha Bank, our sustainability strategy promotes a culture of social responsibility, aligned with the Qatar National Vision 2030, the QCB Supervisory Principles and the 17 United Nations Sustainable Development Goals (SDGs). We fully support Qatar's commitment to reducing greenhouse gas (GHG) emissions by 25% by 2030, relative to a business-as-usual scenario, as outlined in its Nationally Determined Contribution (NDC) under the United Nations Framework Convention on Climate Change (UNFCCC).

OUR SUSTAINABILITY JOURNEY

Since 2009, Doha Bank has progressively advanced its sustainability agenda, embedding environmental, social, and governance (ESG) principles into its core business practices. Over the years, the Bank has launched a range of green initiatives, and sustainable finance offerings that reflect its long-term commitment to responsible growth. Key milestones include the introduction of green banking products, conducting a climate risk assessment, formulating a decarbonization strategy and the establishment of internal frameworks to monitor and report ESG performance.

From early adoption to the full integration of ESG strategies across operations, Doha Bank has continually evolved in alignment with global sustainability standards and national priorities. At present, the Bank stands as a proactive financial institution championing sustainability in the region, with a clear roadmap for further impact.





STAKEHOLDER ENGAGEMENT

Engaging stakeholders remains a cornerstone of our sustainability framework, ensuring that our initiatives are both impactful and aligned with the expectations of those we serve and affect. Throughout the reporting period, we maintained continuous dialogue with a diverse range of stakeholders, including employees, customers, investors, suppliers, communities, and government and regulatory bodies, to better understand their priorities and concerns. Our stakeholders have guided our double materiality assessment and helped shape our environmental, social, and governance (ESG) goals. Through this transparent, two-way communication, we aim to build long-term trust and drive meaningful, inclusive progress toward our sustainability priorities.

Stakeholder group	Engagement method	Frequency of engagement
Customers	Customer satisfaction surveys, newsletters, online and mobile banking, one-on-one meetings, customer care hotline	Annual
Investors and Shareholders	Quarterly and annual disclosures such as investor presentations, annual reports, meetings, conferences	As required
Suppliers	Supplier code of conduct	Annual
Local communities	CSR programs	Annual
Government and Regulatory Bodies	Regulatory disclosures, consultations and working groups	As required
Employees	Townhall, internal communications through email and employee grievance redressal mechanism	As required

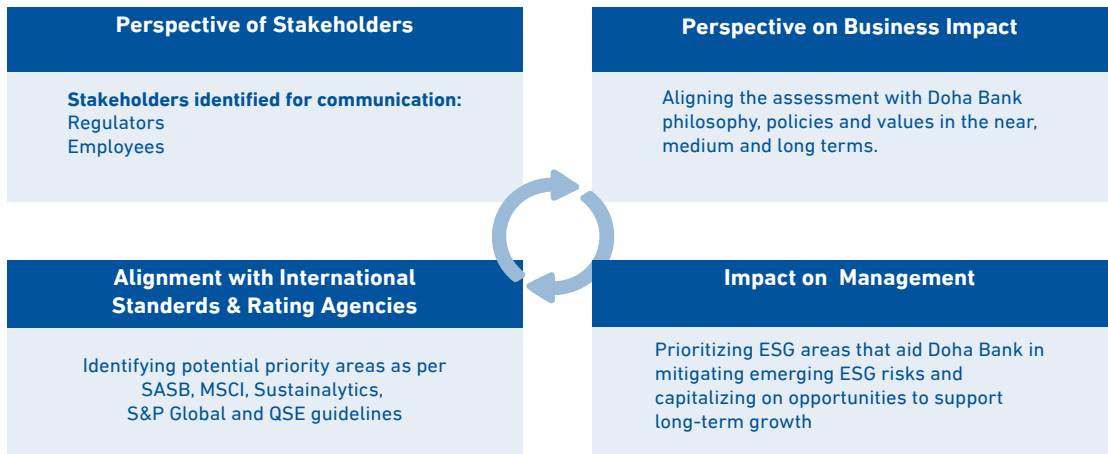
OUR MATERIAL TOPICS

In alignment with its commitment to transparency and accountability, in 2024, Doha Bank conducted a double materiality assessment to prioritize the issues most important to its stakeholders.

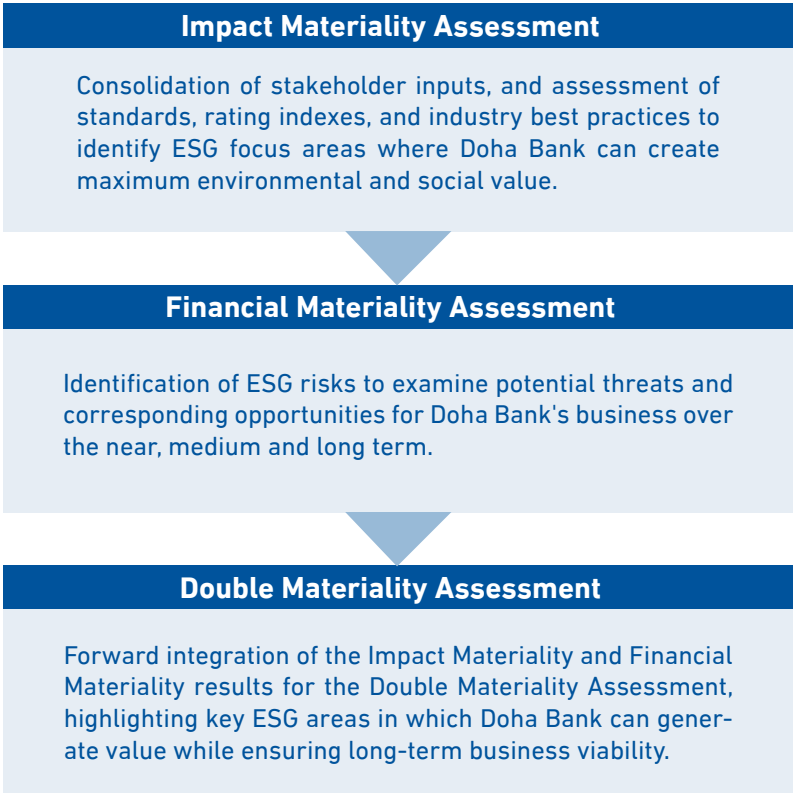
METHODOLOGY

The double materiality assessment involved a comprehensive evaluation of two key dimensions: **impact materiality**, which examines how our operations, products, and services affect society and the environment; and **financial materiality**, which assesses how these environmental and social issues may, in turn, influence our financial performance, risk exposure, and long-term business resilience. This dual perspective enables us to identify and prioritize the most relevant sustainability issues, ensuring that our strategy not only addresses our responsibilities to stakeholders but also safeguards the financial health and sustainability of our business.

APPROACH



METHODOLOGY



Material Topic	Risk Name	Risk Description	Manifestation in business model	Time Horizon manifestation
• GHG Management and Decarbonization • Environmental Management	Climate Risk	Climate change impacts the financial system through two main channels: physical risks, stemming from damage to property, infrastructure, and land; and transition risks, arising from changes in climate policy, technology, market and consumer sentiment during the shift to a lower-carbon economy.	Operations, portfolio and supply chain	Near to Medium Term (3-5 years)
• Human Capital Development • Localization • Diversity, Equity, and Inclusion • Community Impact • Access to Finance • Responsible Marketing • Sustainable Supply Chain Management	Human Rights Risk	Human Rights Violation Risk refers to the potential violation of human rights of the following stakeholder groups: Employees - violation of provision of fair and ethical treatment, working conditions, workplace safety Suppliers - violation of laws and regulations while conducting business Customers - violation of customer privacy, risks related to false product marketing Communities - violation of right to access to finance specifically for underserved communities	Operations and supply chain	Medium Term (1-3 years)
• Responsible financing and investing • Customer relationships • Digitization and Innovation	Market Risk	Market Risk is the risk of losses in positions arising from movements in market prices. Market Risk is generally defined as the risk of the mark to market value portfolio, instrument or investment increasing or decreasing because of volatility and unpredicted movement in market valuations.	Operations and portfolio	Near to Medium Term (1-3 years)
• Economic Performance	Financial Risk	Financial Risk refers to the possibility of losing money on an investment or business venture. Credit risk, liquidity risk, and operational risk constitute a few of the most common and distinct financial hazards.	Operations and portfolio	Near to Medium Term (1-3 years)
• Ethics and compliance	Governance and Compliance Risk	Governance and compliance risk refers to the potential for financial loss, reputational damage, or regulatory penalties resulting from failures in governance structures, lack of compliance with regulatory requirements, or deficiencies in internal controls. For Doha Bank, this encompasses ensuring adherence to local and international regulations, maintaining robust governance frameworks, and effectively managing compliance-related processes.	Operations	Near Term to Medium Term (1-3 years)
• Business continuity and resilience • Data Privacy and Security • Risk Management	Operational and Information and Security Risk	Rapid technological advancements, increasing cyber threats, and evolving market conditions necessitate a short to medium-term focus to effectively manage and mitigate these risks. This timeframe allows for continuous adjustments to strategies and processes in response to emerging challenges	Operations	Near to Medium Term (3-5 years)

The Bank integrated climate-related risks within its enterprise risk management system, therefore, these risks are closely monitored and managed. Thus, the current and anticipated effects of sustainability-related risks on the business model and value chain are considered minor. You may read more about our enterprise risk management practices at [Page 42](#).

The material topics are prioritized based on the severity and likelihood of their impacts and financial implications.

Material Topic	Sub-topics
Ethics and compliance	Code of Conduct
	Anti- corruption and bribery
	Compliance with environmental, social and governance related laws
ESG and Climate Risk Management	Capacity building of Board/ Senior Management/ Employees
	Collaborations/ commitments
Data security and privacy	Data security and privacy training
	Data monitoring, internal and external audits
Sustainable supply chain	Supplier code of conduct
Responsible financing and investing	Sustainable finance portfolio
	Wholesale banking ESG initiatives
	Certifications
Customer engagement	Customer satisfaction surveys
	Customer relationships
	Financial inclusion
Human Capital Development	Talent attraction and retention, diversity and inclusion
	Employee engagement
	Qatarisation
Community impact	Community impact / CSR strategy and focus areas
Environmental management	Water consumption
	Green branches
	Waste Management
Emissions management and decarbonization	Energy
	Emissions

ESG FRAMEWORK

The Bank's vision is "To create long term value for all stakeholders through Responsible Banking." To further imbibe our vision into actionable insights, Doha Bank formulated an ESG Framework with the following pillars:

1. Upholding Trust: The Bank demonstrates a clear strategic intent to embed ESG principles within its compliance framework and uphold the highest standards of ethics and integrity. Key focus areas under this pillar include:

a. Ethics and Compliance: Maintaining full compliance with all applicable laws and regulatory requirements, while reinforcing a culture of ethical conduct across the institution.

b. ESG and Climate Risk: Integrating environmental, social, governance, and climate-related risks into the enterprisewide risk management framework, ensuring these considerations are systematically addressed in decision-making processes.

Sustainable Supply Chain Management: Incorporating ESG principles throughout the supply chain to minimize environmental impact, advance social responsibility, and strengthen governance practices at all operational.

2. Restoring environmental balance: The Bank is taking decisive steps to reduce its carbon footprint and actively manage its environmental impact. Focus areas under this pillar include:

a. Environmental Management: Reducing the Bank's environmental footprint through targeted energy, water, and waste management initiatives. This includes the rollout of green branches constructed in line with sustainability best practices and the establishment of measurable targets to track and monitor resource efficiency.

b. Emissions Management and Decarbonization: Driving GHG emission reductions across operations and the supply chain in alignment with Qatar's national objective of achieving a 25% reduction in emissions by 2030. The Bank's approach integrates decarbonization into corporate planning and performance monitoring.

3. Enhancing customer experience: The Bank is focused on fostering meaningful and enduring customer relationships by delivering responsive, responsible, and well-informed services. Focus areas under this pillar include:

a. Customer Experience and Satisfaction: Optimizing customer satisfaction by equipping employees in customer-facing roles with targeted training to ensure the delivery of accurate and transparent information. This enables customers to make informed financial decisions aligned with their needs and expectations.

b. Data Privacy and Security: Ensuring full alignment with data privacy and security regulations through a comprehensive suite of initiatives. These include the implementation of robust data governance frameworks, regular staff training, the attainment of relevant industry certifications, and systematic internal and external audits to strengthen data protection standards.

4. Empowering people and communities: The Bank actively invests in human capital development and fosters positive impact across the communities it serves. Focus areas under this pillar include:

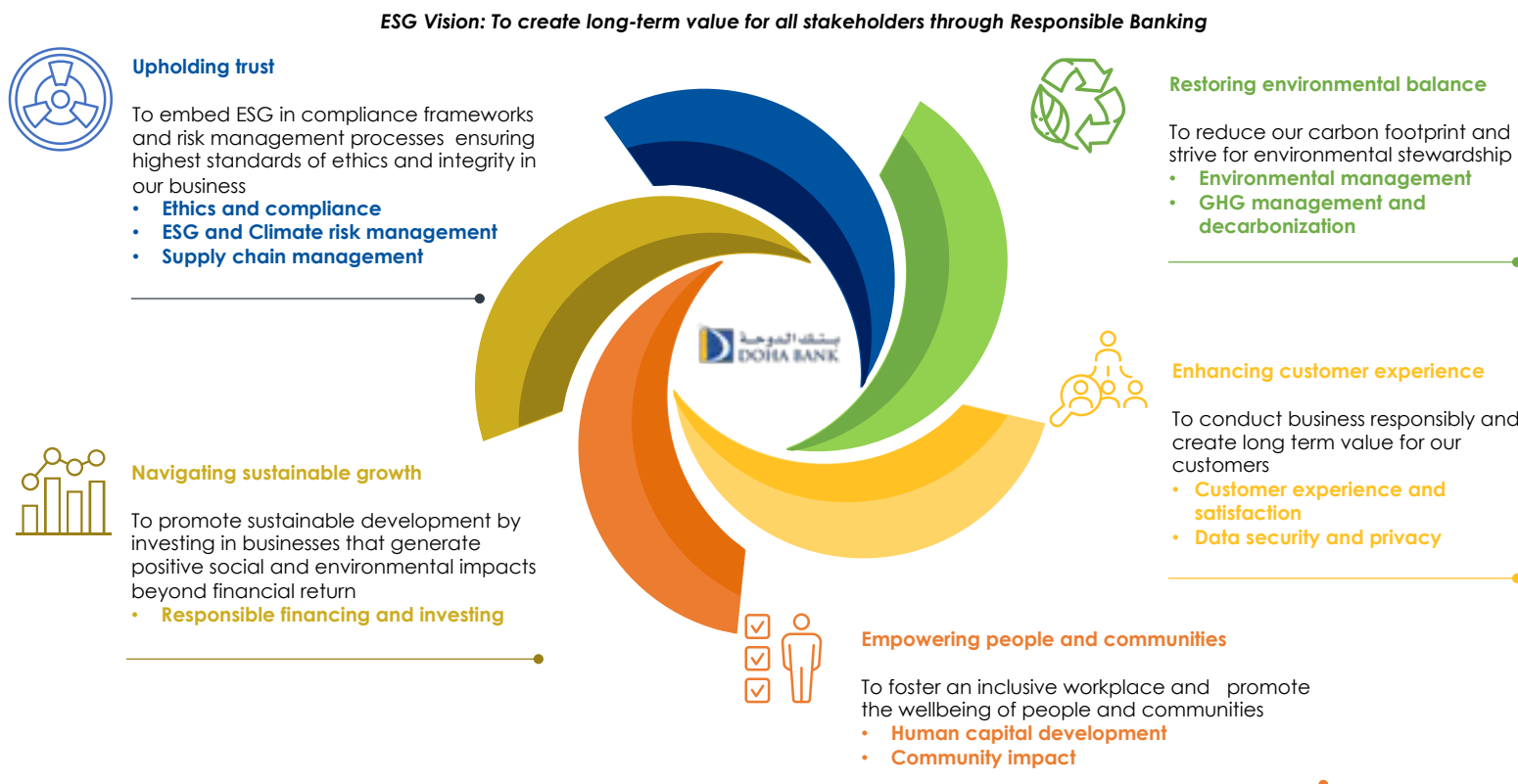
a. Human capital development: Advancing talent attraction and retention by championing diversity and inclusion, with targeted efforts to increase female representation across all levels of the organization. The Bank also prioritizes robust training and development programs to enhance employee capabilities and engagement.

b. Community Impact: Implementing strategic corporate social responsibility (CSR) initiatives aimed at elevating community wellbeing. Through dedicated volunteering programs, the Bank creates meaningful opportunities for employees to contribute and reinforce its social impact footprint.

5. Navigating sustainable growth: The Bank is advancing sustainable development by financing and supporting businesses that generate positive environmental and social outcomes alongside financial performance. Focus areas under this pillar include:

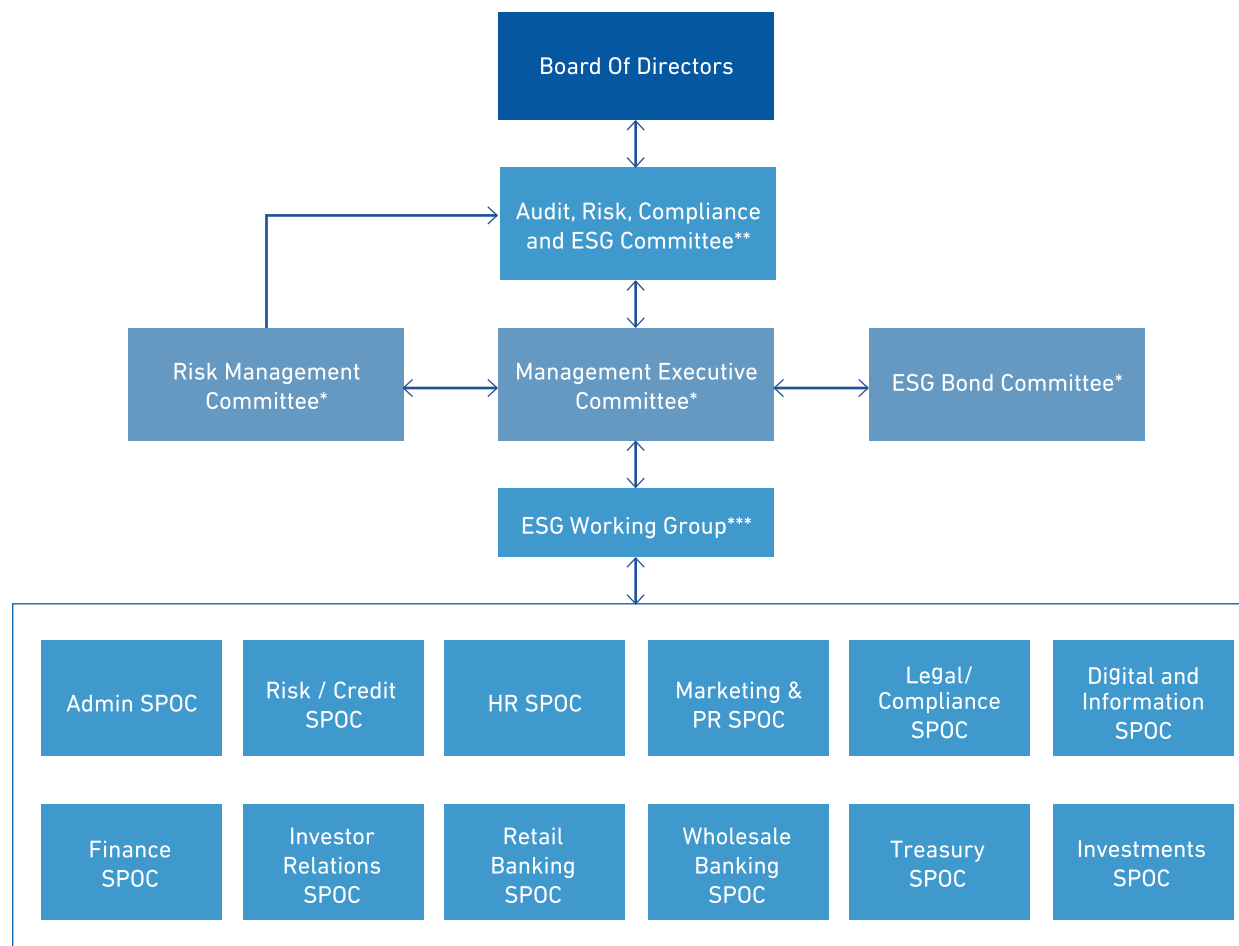
a. Responsible financing and investing: Enhancing capital allocation towards projects that facilitate the transition to a low-carbon economy, underpinned by defined short-term and long-term targets for sustainable finance. The Bank is also preparing to launch a sustainability-aligned portfolio, with a focus on Green Bond issuance and a comprehensive review of the existing investment portfolio to determine eligibility under sustainability criteria.

Our ESG Framework serves as a strategic foundation for integrating environmental, social, and governance considerations across all aspects of our operations. It is designed to guide responsible decision-making, manage risks, and unlock long-term value for our stakeholders.



ESG GOVERNANCE

Our ESG governance structure ensures clear oversight, accountability, and integration of environmental, social, and governance principles throughout the organization. ESG matters are overseen at the highest level by the Board of Directors, with dedicated committees and crossfunctional teams responsible for strategy development, implementation, and performance monitoring. This structure facilitates informed decision-making, promotes transparency, and ensures strategic alignment and risk mitigation in line with international best practices to gain stakeholder confidence.



The Audit, Risk, Compliance and ESG Committee at the Board level has the overall responsibility for overseeing environmental, social, and governance performance and climate-related financial risks. A brief description of their mandate is as follows:

1. **ESG integration:** Oversight of Integrating ESG and climate-related aspects into the company's overall business strategy.
2. **ESG risk management:** Oversight of managing environmental, social, and climate-related risks and integration into the overall risk management framework
3. **Business alignment:** Aligning ESG concerns the Bank's overall mission and vision.
4. **ESG controls:** Oversight of the ESG strategy and roadmap development, policies, and procedures in place for implementation.
5. **Performance review:** Quarterly review ESG performance and progress through the KPI template provided as part of the ESG Framework, and quarterly review of ESG targets performance.
6. **Reporting:** Submitting a Progress Report to the Board of Directors on a quarterly basis.

The composition of the Audit, Risk, Compliance and ESG Committee are given on [page 38](#) of the Upholding Trust chapter.

At the management level, the Management Executive Committee and the Risk Management Committee and the ESG Bond Committee are responsible for overseeing ESG compliance, developing the ESG strategy and implementation plan. The responsibilities for each Committee are delineated below:

Management Executive Committee	Risk Management Committee	ESG Bond Committee
Ensure the assessment and review of ESG performance against targets and progress of the action plan, monitor the performance of the ESG Working Group, and report ESG performance and progress to the Board ESG Committee/ Audit, Risk and Compliance and ESG Committee, on a quarterly basis. Approve disclosures on ESG performance and rating.	The Risk Management Committee works alongside the Management Executive Committee and will provide updates on a need basis • ESG Risk Assessment: Liaise with relevant departments to conduct an ESG risk assessment to identify emerging risks and opportunities • ESG Risk Integration: Integrate environment, social and climate related risks in the bank's business strategy and overall risk management framework • Management: Clearly define roles and responsibilities for identifying and managing ESG and climate risks for relevant stakeholders across the organization	The ESG Bond Committee works alongside the Management Executive Committee and will provide updates on the issuance of green and social bonds. Bond issuance: Oversee bond issuance, define targets on sustainable finance and monitor initiatives to achieve the targets

At the Department level, the ESG Working Group comprising of representatives from various departments are responsible for day-to-day implementation of ESG initiatives, data collection and monitoring of ESG progress and performance.

The Head of Strategy and Corporate Performance is responsible for steering the activities undertaken by the ESG Working Group.

The ESG Strategy Team will also work closely with the Investor Relations department to stay informed about evolving regulatory requirements, understand and address investor expectations regarding Environmental, Social, and Governance (ESG) aspects and ensure the public disclosure of the annual ESG report on the stock exchange.

Doha Bank's ESG Policy

To operationalize the integration of ESG into Doha Bank's business, the Bank has formulated an organization wide ESG Policy. This Policy lays out the Bank's ESG vision and mission and strategy to manage its material topics. The Policy undergoes an annual review.

ESG Training

Furthermore, the provisions of the Policy also contain Doha Bank's commitment to ensuring ESG awareness through regular training. These programs aim to:

- Educate employees on the importance of ESG principles and how they impact the bank's operations and decision-making processes
- Ensure that all staff are aware of their roles and responsibilities in achieving its ESG objectives
- Ensure that the Board and senior management have an understanding of the climate related financial risks and are equipped with the relevant skills required to oversee such risks
- Promote continuous learning on topics such as environmental stewardship, social responsibility, ethical governance, and compliance with relevant ESG standards and regulations
- Equip employees with the skills and knowledge needed to integrate ESG practices into their day-to-day tasks, improving the overall sustainability performance of the bank

In 2024, eight training programs were conducted on key ESG topics such as ESG in banking, ESMS tool, ESG asset classification and general ESG awareness.

267 Participants

30.5 Training Hours

CLIMATE CHANGE RISK ASSESSMENT

In line with IFRS S2 and the Qatar Central Bank's ESG supervisory principles, Doha Bank conducted its first Climate Risk Assessment, with 2024 (Q3) loans & advances and investment portfolio of the Bank as baseline. This assessment covered five key portfolio sectors: Real Estate, Hospitality, Finance & Insurance, Public Administration and Sovereign exposures, across Qatar, United Arab Emirates and Kuwait.

Risk Management

The Bank uses a combination of quantitative and qualitative approaches to assess the materiality of ESG & climate risks. We have adopted a holistic Environment, Social & Climate Risk Model (ESCRM) based on the Bank's ESG strategic pillars, QCB Principles and CBUAE Principles and evaluates the risk of the Bank not being able to meet its ESG objectives and requirements. The details on ESCRM are available on [Page 43](#).

The Bank is actively strengthening the resilience of its strategy and business model to address the challenges and uncertainties arising from climate and sustainability-related risks. At present, climate-related and sustainability risk has been integrated into the Bank's enterprise risk management framework, which is available at [Page 43](#).

Overall Methodology

Our climate risk analysis spans short-, medium-, and long-term horizons, enabling us to understand how different climate scenarios could impact financial performance, capital adequacy, and operational continuity. To support this, the Bank employs climate risk mapping, scenario analysis and climate stress testing as part of its enterprise risk management practices. These tools allow us to model potential exposures under various future pathways and integrate the findings into strategic planning and decision-making processes. The key components of our climate risk methodology are explained below.

• Risk identification:

We have evaluated various climate related risks, both physical and transition risks and have identified the below risks to be material for Doha Bank.

Risk Type	Risk Name	Risk Description
Physical Risk	Extreme Heat	Increasing temperatures can reduce worker productivity, raise energy costs (for cooling), and damage infrastructure.
	Coastal Flooding and Rising Sea levels	These can damage properties and infrastructure, reducing the value of real estate investments and increasing insurance costs.
	Water Stress and Scarcity	This affects industries such as manufacturing, agriculture, and construction, leading to higher operational costs and potential business disruptions.
Transition Risks	Policy and Legal	Governments may develop policies and legal frameworks for decarbonization, requiring different sectors to adopt such policies and legal requirements, thereby increasing the risk related to such adoption.
	Carbon Pricing	Governments may introduce carbon taxes or emissions limits, increasing costs for high-emission industries.
	Market and Consumer Preferences	A shift toward green products and sustainable businesses could make high-carbon industries less profitable, impacting the Bank's clients in these sectors.
	Technological Disruptions	The development of new clean-energy technologies could make some traditional, fossil fuel-based business models obsolete, increasing the risk of stranded assets.
	Reputational Risk	Banks and businesses associated with high-carbon financing may face public and investor scrutiny, leading to loss of stakeholder trust.

The identified physical and transition risks above have the potential to affect Doha Bank’s operations as well as our portfolio.

• **Time Horizon**

We have considered three time horizons for the purpose of climate risk assessment.

- Near to Medium Term (1-2 years)
- Medium Term (2-5 years)
- Long Term (5+ years)

• **Rating Scales**

We have devised a quantitative risk rating scale to assess the likelihood of risk materializing and potential consequence (financial and operational impact). Based on the risk rating scales, climate risk heatmaps are developed for each sector of exposure considered for climate risk assessment.

• **Scenario analysis**

Based on internationally recognized Network for Greening the Financial System (NGFS)-aligned scenarios, we have considered three scenarios for scenario analysis.

Scenario	Key facts and assumptions
Highway to Paris	This scenario assumes that global governments take early and decisive action to limit climate change, leading to strict carbon regulations, rapid adoption of green technologies, and an increase in sustainable investments. For the Bank, this presents both risks and opportunities, as high-carbon sectors (e.g. Real estate) potentially face rising costs, while green finance and renewable energy sectors expand.
Sudden Wake-up Call	This scenario assumes that climate action is delayed, leading to a sudden and disruptive transition when regulations and market shifts are introduced abruptly in 2030. Businesses that are unprepared for climate policies face sudden financial losses, and high-emission industries experience sudden devaluation. This could lead to credit risk increase for the Bank as borrowers struggle to adapt.
Diverging Realities	This scenario envisions an uneven global response to climate change, where some countries and industries advance rapidly in decarbonization, while others lag due to weak policies or lack of investment. For the Bank, this scenario introduces regulatory uncertainty and market instability, making risk assessment and portfolio diversification more challenging.

These scenarios were informed by credible datasets and research, including the NGFS Climate Impact Explorer, Intergovernmental Panel on Climate Change (IPCC), International Energy Agency (IEA), and Shared Socioeconomic Pathways (SSPs). The assessment considered both physical risks and transition risks.

Adaptive capacity for each region was assessed based on factors such as GDP, existing climate adaptation and mitigation measures, and the overall resilience of local infrastructure and policy frameworks.

For each of the selected scenarios, the Bank conducted stress testing to ascertain the impact on the Bank’s loan portfolio, investment positions, and overall financial stability. The stress testing included quantification of financial risk to the Bank in the form of climate risk induced credit loss across the sectors considered for the climate risk assessment.

Strategy

Proactively identifying and managing these risks is essential to maintaining a climate resilient portfolio and ensure sustainable growth. The first step is risk identification and below table illustrates the various climate risks and the time horizon consideration of respective risk.

Risk Name	Risk Definition	Time Horizon		
		Short-term	Medium-term	Long-term
Physical Risk	Extreme Heat	●		
	Coastal Flooding and Rising Sea levels			●
	Water Stress and Scarcity	●		
Transition Risks	Policy and Legal		●	
	Carbon Pricing			●
	Market and Consumer Preferences		●	
	Technological Disruptions		●	
	Reputational Risk		●	

As a part of the wider integration of climate-related risk into its enterprise risk management framework, the Bank has also assessed the impacts of climate-related risk on the traditional banking risk present in the Bank's risk register:

Risk Name	Risk Definition	Transition/ physical risk	Time Horizon		
			Short-term	Medium-term	Long-term
Credit Risk	The risk that the Bank will incur a loss because its customers or counterparties fail to discharge their contractual obligations in accordance with the agreed terms	Physical Risk ESG & climate risks could potentially impact the customers or counterparties ability to fulfil their contractual obligations, thereby impacting the Bank's credit risk.			●
Operational Risk	The risk of loss resulting from inadequate or failed internal processes, people and systems or from external events.	Physical Risk One of the key operational risk categories is the risk of business disruption arising from events wholly or partially beyond control of the Bank, for example, natural disasters, acts of terrorism or utility failures etc. which may give rise to losses or reductions in service to customers and/or economic loss to the Bank.		●	

Risk Name	Risk Definition	Transition/ physical risk	Time Horizon		
			Short-term	Medium-term	Long-term
Market Risk	The risk of losses in on and off balance-sheet positions arising from movements in market prices.	Transition risk Climate risks could impact macroeconomic factors such as economic growth, inflation, external events, thereby impacting interest rates and other monetary policies			●
Liquidity Risk	The risk of not being able to obtain funds at a reasonable price within a reasonable time period to meet obligations as they become due.	Physical and transition risk Doha Bank acknowledges that climate shocks could impair liquidity over time. For example, asset-value declines in real estate or hospitality may dry up markets, and extreme weather events can divert clients' cash to repairs, tightening funding channels.			●

This is Doha Bank's first year of climate risk assessment and we endeavor to evolve the climate risk assessment process as more methodologies and data sources continue to emerge. Additionally, Doha Bank is currently in the process of integrating the results of climate risk assessment into its overall enterprise risk management framework.

Doha Bank's approach to managing climate-related risks: Climate and sustainability considerations play a crucial role in Doha Bank's operations. The Bank has implemented several pillars to manage climate and sustainability-related risks:

Pillar I: Decarbonization Strategy	Pillar II: Enterprise Risk Management Framework (ERMF)	Environmental and Social Management System (ESMS)	Pillar IV: Sustainable Finance Framework
In 2024, established a comprehensive Decarbonization Roadmap aimed at achieving a 25% reduction in Scope 1 and Scope 2 emissions by 2030. We also showcase our portfolio emissions management in the current reporting year. To read more about how we are managing our carbon footprint, please refer to the 'Restoring Environmental Balance' chapter on page 88 for more information.	Integrated the results of the climate-related risk assessment into its enterprise risk management framework. More information about the Bank's enterprise risk management system may be found in the Upholding Trust chapter on Page 31 .	As part of the Bank's credit due diligence processes, established the Environmental and Social Management System (ESMS) to assess and manage ESG & climate risks for wholesale banking loans. To read more about the Bank's ESMS, please refer to the Navigating Sustainable Growth chapter on Page 49 .	Established a comprehensive Sustainable Finance Framework (SFF) that aligns with and supports the Bank's vision for sustainable finance. Please refer to the Navigating Sustainable Growth chapter on page 52 for more information.

Doha Bank recognizes that climate and sustainability-related risks are dynamic and will evolve over time. The Bank intends to refresh its scenario analysis, heatmaps, and climate risk scores on an annual basis.

We will continue to enhance our scenario analysis, stress testing, and data capabilities to support forward-looking risk management. The Bank remains committed to transparency and alignment with global sustainability reporting standards as these frameworks continue to mature.

ESG METRICS, TARGETS AND COMMITMENTS

Pillar	Initiatives undertaken by Doha Bank
Upholding Trust	*100% of all active employees to be trained on data privacy awareness every year (2024-2030) *Annual VAPT of all critical applications (2024-2030) *VAPT of all new systems before go live (2024-2030) *VAPT of all changes to existing systems before go live (2024-2030)
Restoring Environmental Balance	*Achieve 25% reduction in scope 1 and scope 2 emissions by 2030
Enhancing Customer Excellence	*Achieve an increase no. of digital transactions *Achieve 10% increase in NPS score by 2030 *Achieve 20% reduction in no. of complaints YoY
Navigating Sustainable Growth	*Due diligence for 50% of high-risk transactions identified every year to 2030 *Achieve 10% increase of GSAS or similar certified real estate portfolio by 2028 *Achieve 10% increase in lending to SMEs and focus on women led businesses by 2030 *1 call per RM per week on ESG *Achieve an increase no. of digital transactions
Empowering People and Communities	*Achieve 30% increase in women in total workforce (Base year - 2020) (Total Female workforce - ~35%) by 2028 *Achieve 95% of mandatory training to be completed by employees annually *Achieve 65% participation of employees in employee engagement survey by 2028 *Achieve 5% increase of Qataris in total workforce YoY and more than 30% Qataris in total workforce by 2030

For the effective monitoring of climate-related risks, the following KPIs have been developed:

Material Topic	Sub-topics	KPI
ESG Risk Management	E&S screening	% of transactions screened using E&S criteria

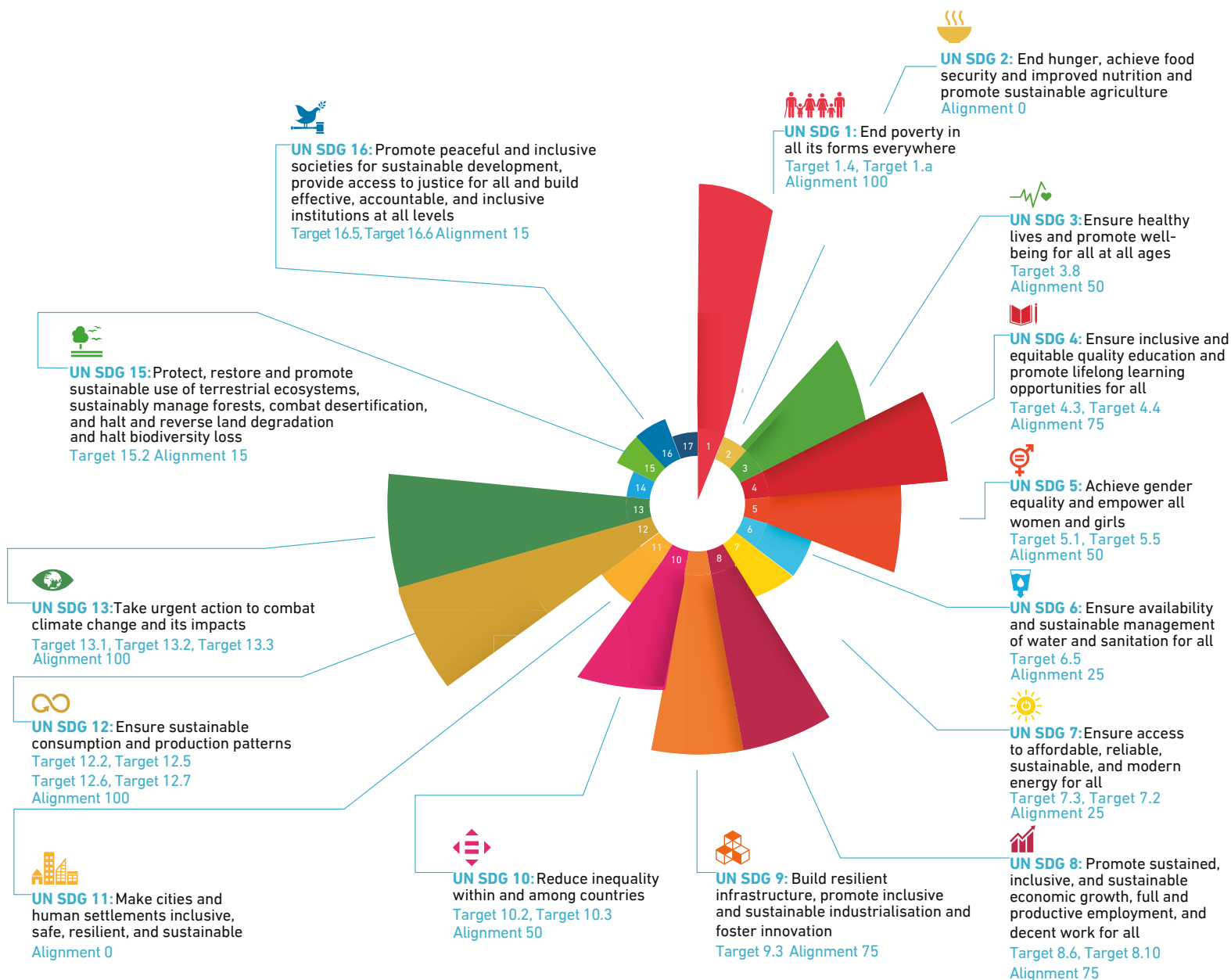
ESG Risk Management	E&S due diligence	No. of medium and high-risk transactions for which ESG due diligence is undertaken
	Capacity building of Board/ Senior Management/ Employees	No. of sessions conducted for Board/ Senior Management/ Employees
	Collaborations/ commitments	Signatory to the Equator Principle
Climate Risk Management	Risk Assessment	Physical & Transition Risk Scores Climate-adjusted ECL
	Scenario Analysis & Stress Testing	Scenario based Physical & Transition Risk Scores Scenario based Climate-adjusted ECL

OUR CONTRIBUTION TO THE QATAR NATIONAL VISION 2030



Pillar	Initiatives undertaken by Doha Bank
Environmental Development	- We have calculated GHG emissions across Scope 1, 2 and 3 categories, including Category 15 (Financed Emissions). Read more from Page 92. - Formulated a Decarbonization Strategy in alignment with Qatar's Nationally Determined Contributions (NDC) to the United Nations Framework Convention on Climate Change (UNFCCC). Read more on Page 90. - Launched various green initiatives aimed at green building management. Read more on Page 90.
Human Development	- We have a robust talent development strategy for Qatari nationals. Read more on Page 71. - We have developed holistic training programs for all employees. Read more on Page 77.
Economic Development	Our product offerings for underserved communities as a part of our sustainable finance framework may be found on Page 51.
Social Development	The Bank has launched various corporate social responsibility (CSR) programs to promote development for underserved communities. Read more on Page 83.

OUR CONTRIBUTION TO THE UN SDGs





UPHOLDING TRUST

UPHOLDING TRUST

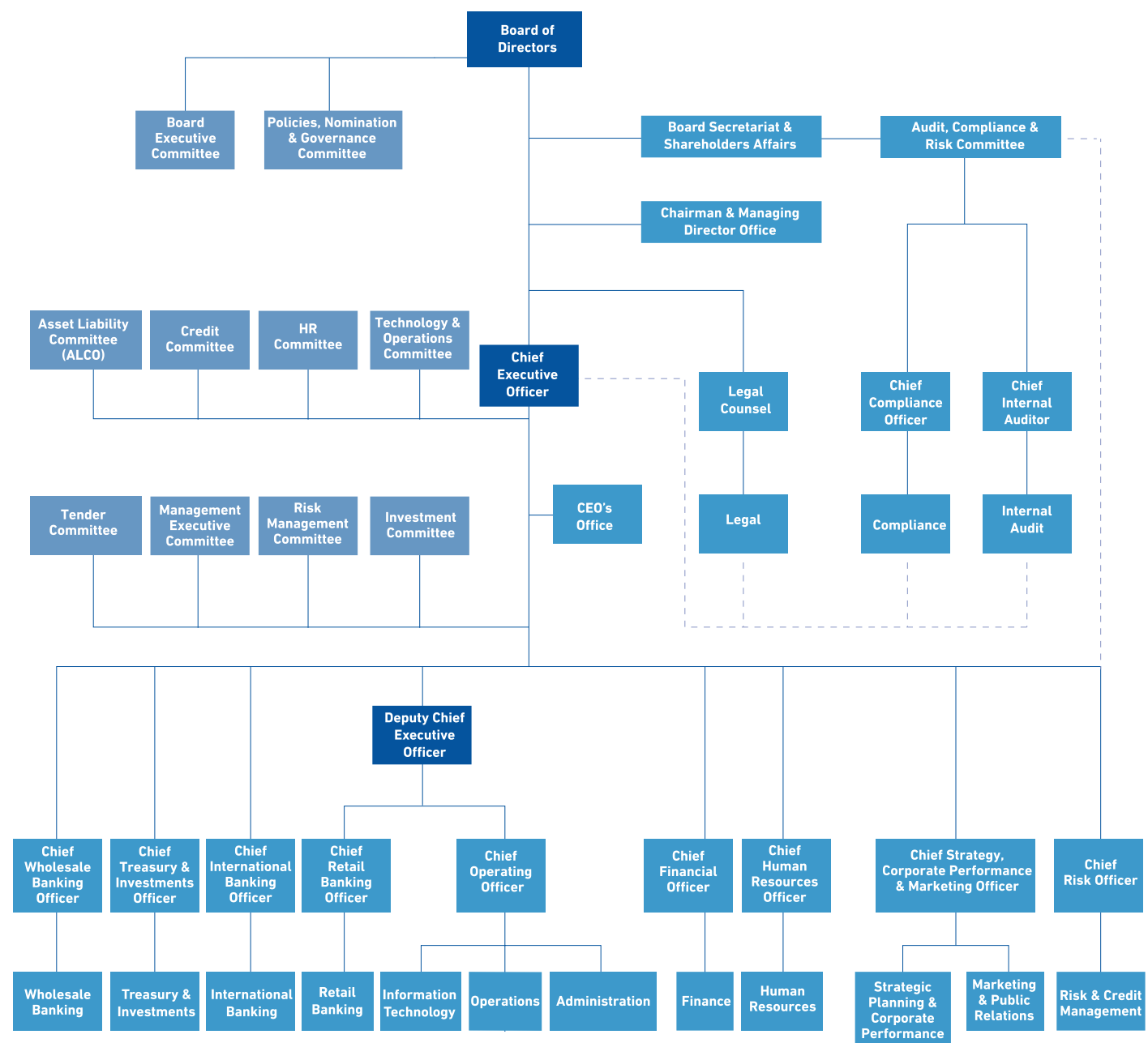
OUR CORPORATE GOVERNANCE STRUCTURE

Doha Bank has implemented a strong corporate governance framework that is essential for achieving its goals, enhancing its internal and external working environment, protecting stakeholders' interests, and effectively distributing roles and responsibilities. Our firm commitment to effective corporate governance seeks to cultivate stakeholder trust and promote sustainable business practices. As a Qatari Public Shareholding Company listed on the Qatar Stock Exchange, Doha Bank's governance framework embodies the core principles of accountability, transparency, and ethical behavior, in accordance with the requirements of both the Qatar Financial Markets Authority (QFMA) and the Qatar Central Bank (QCB).

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



Our corporate governance structure is detailed as follows:



A. Our Board of Directors

The Board of Directors is responsible for setting Doha Bank's strategic direction and overseeing the effectiveness of its governance frameworks. The Board currently consists of 11 members as per the Articles of Association, i.e., 3 executive members and 8 non-executive members, 4 of them are independent in accordance with the QCB's instructions issued in 2022 regarding the QFMA Corporate Governance Code. The current term of the Board of Directors started on March 14, 2023, and will continue for a period of three years through election at the shareholders' Ordinary General Assembly. Director independence is evaluated annually according to QFMA criteria, which considers any significant business or familial ties with Doha Bank or its major shareholders. Independent members or any of their first-degree relatives, whether directly or indirectly, does not own any of the Bank's shares.



Name	Designation	Qualifications	Date of appointment	Ownership	Attendance
Sheikh/ Fahad bin Mohammad bin Jabor Al Thani	Chairman, Non-executive and non-independent Board Member	Graduate of the Royal Academy, Sandhurst, UK	June 3rd, 1996 (acting in his own capacity) and March 6th, 2017 (acting as the company representative of the company)	60,414,261 shares, i.e. 1.95% as at December 31st, 2024 As well as 60,407,433 shares or 1.95% as at 31 December 2023	Attended 7 meetings
Mr. Nasser Khalid Nasser Abdullah Al Misnad	Vice Chairman, Executive and non-independent Board Member Chairman of the Nomination & Governance Committee, and member of the Executive Committee	Bachelor of Political Science from Georgetown University - Qatar	March 6, 2017, as non-executive and independent Board Member (in his personal capacity) and March 14, 2023 as executive and non-independent Board Member (as a representative of the company)	43,768,947 shares; i.e. 1.41% as at December 31, 2024 & 31,309,783 shares; i.e. 1.01 as at December 31, 2023	Attended 6 meetings
Sheikh/ Abdul Rahman bin Mohammad bin Jabor Al Thani	Managing Director, Executive and non-independent Board Member Chairman of the Executive Committee	Bachelor of Civil Engineering, USA	December 21st, 1978 (in his personal capacity) and March 14th, 2023 (as a representative of the company)	27,258,901 shares; i.e. 0.88% as at December 31, 2024 & 27,232,101 shares; i.e. 0.88% as at December 31, 2023	Attended 7 meetings
Sheikh/ Mohammad Bin Falah Bin Jassim Bin Jabor Al-Thani	Executive and non-independent Board Member		March 14, 2023 (representative of the Company), noting that the company is a member in the Board since 27th February 2011	31,004,660 shares; i.e. 1% as at December 31, 2024 & the same number and percentage as at December 31, 2023	Attended 6 meetings
Mr. Ahmed Abdullah Al Khal	Non- executive and non-independent Board Member	Bachelor's degree in economics & political sciences, complemented by a specialized course in Economics from the Institute of Development Studies (IDS) at the University of Brighton, United Kingdom.	March 3, 2014	30,045,750 shares; i.e. 0.97% as at December 31, 2024 & the same number and percentage as at December 31, 2023	Attended 6 meetings
Mr. Abdul Rahman Ahmed Abdul Rahman Youssef Obaidan	Non-executive and non-independent Board Member	Bachelor's in petroleum engineering from King Fahd University of Petroleum and Minerals	March 14, 2023 (representative on behalf of the company)	45,860.829 shares; i.e. 1.48% as at December 31, 2024 & 45,060,829 shares; i.e. 1.45% as at December 31, 2023	Attended 7 meetings

Name	Designation	Qualifications	Date of appointment	Ownership	Attendance
Mr. Nayef Abdullah Naif Al-Dosari	Non-executive and non-independent Board Member	B.S. in Natural Gas Engineering from the USA and Master's Degree in Project Management from George Washington University.	March 14, 2023 (representative of the company)	62,009,340 shares; i.e. 2% as at December 31, 2024 & the same number and percentage as at December 31, 2023	Attended 7 meetings
Mr. Nasser Mohammad Ali Al Mathkoor Al Khaldi	Non-executive and independent Board Member	in Mechanical Engineering (Egypt), and Master's Degree in Engineering Management from The George Washington University	March 16th, 2020	He does not own any of the bank's shares as at 31st December 2024	Attended 7 meetings
Mr. Abdulla Ali Abdulrahman Al Abdulla	Non-executive and independent Board Member	Bachelor's degree in industrial engineering	March 16, 2020	He does not own any of the bank's shares as at 31st December 2024	Attended 7 meetings
Mr. Nasser Khaled Khalifa Al-Attiyah	Non-executive and independent Board Member Chairman of Policies, Remuneration, and Incentives Committee	Bachelor's degree in law and a Military Diploma from the UK	March 14, 2023	He does not own any of the bank's shares as at 31st December 2024	Attended 7 meetings
Sheikh/ Hamad bin Sa'oud bin Mohammed Al Thani	Non-executive and independent Board Member	Business Administration and Bachelor's degree in Politics & Development	March 14, 2023	He does not own any of the bank's shares as at 31st December 2024	Attended 5 meetings

Board seats occupied by independent directors	36.36%
Total Board meetings held in 2024	Seven
Average Board attendance rate	93.5%

As per Doha Bank's Corporate Governance Policy, any member who does not attend three consecutive meetings or four non-consecutive meetings shall be deemed resigning from office, unless the reasons for his absences are accepted by the Board. The Board of Directors may ask the CEO or any member of the senior management to attend the Board meeting to discuss some matters on the agenda before the Board. In some cases, the Board of Directors may decide not to ask any member of the senior management to attend the meetings to discuss any of the matters on the agenda. Each board member shall take his decisions independently, and no board member(s) shall control the decision-making process.

The Chairman's and CEO's duties and responsibilities are separated, and each position has clearly defined roles and responsibilities under its own Job Description. The role of the Chairman and any other executive role in the bank may not be held together. The Chairman is not a member of any of the Board Committees stipulated in QFMA's Corporate Governance Code.

Board training

The Bank has put into place Corporate Governance Policies which include principles for guiding and training new Board Members. The Bank, under the direction of the Chairman of the Board and through the delegation of the concerned authority, implements a structured annual training program for its Board members in accordance with the requirements of the Qatar Financial Markets Authority. The program is designed to enhance members' knowledge and competencies in financial, legal, governance, sustainability, business continuity and risk management matters, as well as to keep them informed of the latest standards, regulations, and industry developments. Formal development initiatives are adopted to leverage the skills and expertise of Board and committee members in achieving the Bank's strategic objectives. The Policies, Nomination, and Governance Committee plays a key role in identifying training needs, particularly in governance and regulatory updates relevant to the Bank. This structured approach ensures that the Board remains well-equipped to meet its oversight responsibilities effectively.

B. Board selection and evaluation

The Bank has established a system to nominate Board Members. As per the Nomination and Governance Committee's roles and responsibilities, the committee should consider terms, qualifications and experience required for a nominee to take an active role as a Board Member. Hence, the committee will determine the standards necessary to elect any new Board Member. During the selection of Board members, the committee shall ensure that the number of independent candidates is the minimum mandatory number required for the Board's formation, which is one third of the total members.

The Board also undergoes an annual self-assessment process, which includes a review of the Board as a whole, its committees, and individual Board member performances. Members score themselves based on 20+ criteria covering aspects such as attendance, risk management, stakeholder engagement and impact management.

Shareholder Rights and Voting

The Bank's Articles of Association include provisions that ensure the shareholder's right to attend the General Assembly meetings and vote on the General Assembly's resolutions and have a number of votes equal to the number of his shares. In addition, an Investor Relations Policy has been adopted, which highlights shareholder rights and procedures in dealing with shareholder voting, attendance, objection, communication, information access, and more. Please refer to Page 73 of the [2024 Annual Report](#) for more information.

Each shareholder has the right to discuss the topics listed in the agenda of the General Assembly and raise questions to the Board members.



C. Conflict of Interest

Doha Bank has set in place several controls to prevent conflict of interest situations from occurring. Specifically, the Bank has adopted a Conflict of Interest Policy within its Governance policies in order to prevent any situation in which the objectivity and independence of the resolutions of the board members or CEO or employees during the performance of their duties are affected by a personal or moral interests that he personally or one of his relatives or close friends cares about or when the performance of his job is affected by direct or indirect personal considerations, or by his knowledge of the information relating to the decision. All violations of this Policy shall be presented to the Executive Committee and the Board of Directors. The Committee shall also organize training programs for new Board members and employees on how to manage conflicts of interest.

The Bank also adopted a policy to define guidelines and policies related to insider trading activities as Doha Bank shares are listed on the Qatar Exchange, and this policy is an extension of the confidentiality policy and applies to all employees and their families (first degree) and board members who are familiar with the bank information before disclosing it.

D. Remuneration

At the end of each year prior to the General Assembly meeting, the proposed remuneration for Board members and the Chairman is made available to the shareholders for discussion and approval based on the Bank's Board Remuneration Policy. In 2024, the Board was paid a total of QAR 22.5 million in remuneration.

Executive remuneration

The Bank adopts a policy which regulates the process for assessing the performance of Senior Management based on the achievement of the bank's strategic goals. Based on the existing performance-based policy, performance evaluation and the Bank's results, the additional benefits and bonuses are set and approved by the Board. Total remuneration of the Senior Management for the performance of the year 2023 was QAR 15,968,876, which was paid in 2024. The Senior Management Remuneration for 2024 will be determined and approved by the competent authorities in accordance with the instructions and procedures.

In 2024, the annual total compensation ratio stood at 22:1.

E. Our Board Committees

The Board delegates certain responsibilities to its specialized committees, which play a pivotal role in oversight and strategic governance. Each committee has its own Terms of Reference that define its roles and responsibilities in accordance with QCB guidelines, QFMA regulations, and other leading governance practices. Doha Bank's four Board Committees are as follows:

• Audit, Compliance, Risk, & ESG Committee:

- Review and recommend internal control systems to the Board.
- Supervise financial and internal controls, risk management, and compliance with international auditing and IFRS standards.
- Review related party transactions for compliance.
- Coordinate with internal and external auditors.
- Ensure accuracy of financial data and reports presented to the General Assembly.
- Review auditor reports and ensure implementation of recommendations.
- Recommend appointment and assess independence of external auditors.
- Review financial and accounting policies and recommend changes.
- Review risk reports and submit to the Board with recommendations.
- Discuss audit risks, accounting estimates, and decisions with management and external auditors.
- Ensure effectiveness of financial reporting controls, including IT and cybersecurity.
- Discuss reports from internal/external auditors and regulators (e.g., QCB).
- Monitor whistleblowing reports and ensure action as per the approved policy.

Name	Designation
Mr. Nasser Mohammed Ali Al Mathkoor Al Khaldi	Non-executive and independent Board Member (Committee Chairman)
Mr. Abdul Rahman Ahmed Abdul Rahman Obaidan	Non-executive and non-independent Board Member (Committee Member)
Sheikh/ Hamad bin Sa'oud Mohammed Al Thani	Non-executive and independent Board Member (Committee Member)

• **Nomination & Governance Committee:**

- Establish criteria and standards for Board member nominations.
- Review Board nominations and recommend candidates.
- Ensure sufficient qualified candidates with appropriate skills and expertise.
- Submit annual Board performance evaluation and analysis.
- Develop succession plans for Executive Management.
- Oversee HR policies and senior management replacements.
- Nominate candidates for senior Executive Management positions.
- Monitor developments in corporate governance practices and recommend updates.
- Recommend changes to governance practices at Doha Bank and affiliated entities.
- Review compliance with governance standards and recommend remedial actions.
- Approve or recommend updates to the Bank's governance policy.

Name	Designation
Mr. Nasser Khalid Nasser Abdullah Al Misnad	Executive and non-independent (Committee Chairman).
Mr. Ahmed Abdullah Ahmed Al Khal	Non-executive and non-independent Board Member (Committee Member)
Mr. Nasser Khaled Khalifa Al-Attiyah	Non-executive and independent Board Member (Committee Member)

• **Policies, Remuneration & Incentives Committee:**

- Review and align annual business plans and budgets with long-term strategy and regulatory environment.
- Analyze performance against strategy, action plans, and budget.
- Review and recommend policy drafts and updates for Board approval.
- Ensure policy alignment across subsidiaries and related entities.
- Determine annual remuneration policy for Board and senior executives.
- Approve CEO and Executive Management compensation based on long-term performance.
- Review and recommend updates to salary structure and staff benefits.
- Supervise implementation of remuneration policies in line with international best practices.

Name	Designation
Mr. Nasser Khaled Khalifa Al-Attiyah	Non-executive and independent Board Member
Mr. Abdulla Ali Abdulrahman Al Abdulla	Non-executive and independent board member
Mr. Nayef Abdullah Naif Al-Dosari	Non-executive and non-independent Board Member (Committee Member)

• **Executive Committee:** Reviews strategic investments, high-value credit decisions, and capital structure matters.

- Review and recommend changes to capital structure and management structure.
- Oversee credit, investment, and inter-group exposures.
- Approve credit facilities within delegated limits.
- Recommend actions on credit proposals exceeding committee limits.
- Address impaired debt and restructuring cases.
- Review pending litigation on a quarterly basis.
- Approve strategic purchases, expenditures, and donations within authority.
- Approve strategic and commercial investments.
- Oversee performance of strategic investments through periodic reporting.

Name	Designation
Sheikh/ Abdul Rahman bin Mohammad bin Jabor Al Thani	Executive and non-independent (Committee Chairman)
Mr. Nasser Khalid Nasser Abdullah Al Misnad	Executive and non-independent (Committee Member)
Sheikh/ Mohammed Bin Falah Bin Jassim Bin Jabor Al Thani	Executive and non-independent Board Member (Committee Member)

Each committee meets regularly and reports to the Board on matters within its remit.

Board Committee	Number of Meetings	Member Attendance	Attendance Rate
Audit, Compliance, Risk & ESG Committee	8	- Nasser Al Khaldi: 8/8 (Chair) - Abdulrahman Obaidan: 8/8 - Sheikh Hamad Al Thani: 3/8	19/24 total = 79.2%
Nomination & Governance Committee	2	- Nasser Al Misnad: 2/2 (Chair) - Ahmed Al Khal: 2/2 - Nasser Al-Attiyah: 2/2	6/6 total = 100%
Policies, Remuneration & Incentives	5	- Nasser Al-Attiyah: 5/5 (Chair) - Abdulla Al Abdulla: 5/5 - Nayef Al-Dosari: 5/5	15/15 total = 100%
Executive Committee	4	- Abdul Rahman Al Thani: 4/4 (Chair) - Nasser Al Misnad: 4/4 - Mohammed Al Thani: 4/4	12/12 total = 100%

COMPLIANCE MANAGEMENT AT DOHA BANK

Compliance Program

Doha Bank's Compliance Department plays a critical role in upholding the Bank's integrity by ensuring adherence to applicable laws, regulations, and internal standards. Operating independently and reporting directly to the Audit, Compliance, and Risk Committee and the Board of Directors, the Department provides a structured and objective approach to compliance oversight. Compliance risk, defined as the potential for regulatory sanctions, financial loss, or reputational damage arising from non-compliance, is proactively managed through a suite of dedicated functions. These include the following:

- Compliance Control
- Anti-Money Laundering and Counter-Financing of Terrorism (AML/CFT)
- Foreign Account Tax Compliance Act (FATCA) & Common Reporting Standard (CRS)
- Anti-Bribery and Corruption (ABC)

These units work together to support the Board and Executive Management in assessing and mitigating compliance risks across various jurisdictions. The Compliance function is responsible for advising on and enhancing internal controls, evaluating the regulatory implications of new products and services, and managing key compliance activities such as transaction monitoring and regulatory reporting. This includes filing Suspicious Transaction Reports (STRs), implementing automated systems for screening and surveillance, and conducting enterprise-wide risk assessments for AML/CFT and sanctions compliance.

The Department also ensures that Know Your Customer (KYC), Enhanced Due Diligence (EDD), and FATCA/CRS requirements are consistently applied across business units. Correspondent banking relationships undergo thorough due diligence, and compliance considerations are integrated into onboarding and transaction review processes.

Through these activities, the Compliance Department fosters a culture of ethical conduct and regulatory integrity throughout Doha Bank's domestic and international operations.

Doha Bank's effective governance lies on the pillars of the strong suite of policies and adherence around them. We have multiple policies, some of which are explained below, that enable all our employees across all levels to stand in spirit with Doha Bank's strong ethical grounds.

Code of Ethics and Ethical Requirements

Doha Bank's Code of Ethics outlines the guiding principles and expected behaviors for all employees, establishing the basis for the Bank's ethical culture. It embodies our core values and operational philosophy, promoting the conduct of business with integrity, transparency, and accountability. The Board of Directors sets the Bank's Code of Ethics and Code of Conduct, method of compliance with applicable laws, financial practices and financial reporting standards as well as other criteria that reflect the Board of Directors' views that best serve the interest of the Bank.

The Code addresses essential themes, including anti-corruption, data privacy, and conflict of interest management. It also outlines the Bank's approach to regulating stakeholder relationships and sets expectations for individual responsibility and conduct. Through structured policies, mandatory training, and a strong commitment to leadership, Doha Bank aims to create a working environment where ethical behavior is both expected and reinforced. The Bank promotes a clear tone from leadership, emphasizing that all employees, regardless of their seniority level, share the same responsibility for upholding professional conduct. Open communication is encouraged, allowing employees to seek guidance and express concerns. By adhering to high standards of professionalism, the Bank guarantees that its actions meet the expectations of regulators, customers, and the wider community.

Annual training on the Bank's Code of Ethics is conducted post which employees sign a declaration affirming the Code of Ethics.

Whistleblowing Policy

Doha Bank acknowledges that even the strongest systems and controls need additional mechanisms to detect and address potential misconduct. To this end, the Bank has developed a comprehensive Whistleblowing Policy that enables employees and stakeholders to report concerns securely and confidentially. The policy includes dedicated reporting channels accessible only by the Chief Internal Auditor, ensuring the confidentiality and protection of whistleblowers. Reports are investigated under the oversight of the Audit, Compliance, and Risk Committee, with findings reintegrated into the Bank's control and governance frameworks. Responses to whistleblower reports are proportional to the severity of the issue, and recommendations from the Committee are subject to final approval by the Board of Directors.

Doha Bank is dedicated to transparency, encouraging employees to voice their concerns without fear of retaliation. The Bank consistently emphasizes the significance of its Whistleblowing Policy and ensures that all staff are familiar with the procedures for raising concerns. Through this approach, Doha Bank continues to promote a culture of accountability, integrity, and ethical conduct throughout its operations. In 2024, zero whistleblowing incidents were reported.

Insider Trading, Anti-Corruption and Market Abuse Policy

Doha Bank has a comprehensive policy and a publicly available policy statement around anti-bribery and anti-corruption. The Bank takes a zero-tolerance approach to direct or indirect forms of Bribery and Corruption. The Policy applies to all units of the Bank, its overseas, subsidiaries, management and staff including outsourced staff and third parties acting on behalf of the Bank.

Doha Bank prohibits insider trading, misappropriation of confidential information, and bribery, reinforcing its commitment to ethical conduct, transparency, and regulatory compliance. All employees, insiders, and controlling persons are strictly prohibited from using or disclosing inside confidential information for personal gain, approving transactions involving conflicts of interest, or engaging in unethical practices such as bribery, facilitation of payments, accepting of gifts and business hospitality or make charitable donations or sponsorships for the purposes of influencing individuals. Violations are subject to internal disciplinary measures, criminal prosecution, and regulatory penalties, while mandatory disclosure obligations apply to insiders and related parties under the Corporate Governance Code.

Doha Bank is committed to preventing market abuse through supervision and ongoing employee training on insider trading, market manipulation, and related misconduct.

The policy requires the Bank to provide mandatory ABC training to all employees on a regular basis. The ABC framework includes monitoring and reporting mechanisms. Employees can report instances of corruption and bribery through the following email: antibribery-corruption@dohabank.qa.

In 2024, no significant corruption risks have been identified.

Anti-Money Laundering Policy Statement

In alignment with global best practices on anti-money laundering, terrorist financing and proliferation of weapons of mass destruction, Doha Bank has prepared a comprehensive Anti-Money Laundering / Combat Financing Terrorism Policy and procedures that are in compliance with the recommendations issued by the Financial Action Task Force (FATF) and Qatar Law No. 20 of 2019 and QCB regulations. The Policy applies to all of Doha Bank’s business units.

Doha Bank does not conduct business with Shell banks. In addition, Doha Bank does not offer services around the opening of anonymous accounts and payable through accounts. Doha Bank regularly trains its staff on KYC (Know Your Customer) and Anti-Money Laundering / Combatting Financing Terrorism policies and new AML / CFT / PWMD laws and regulations. The Bank regularly conducts risk assessments of its customers, with enhanced due diligence for high-risk customers. It maintains and updates its list of suspected individuals and organizations as circulated by QCB. The AML / CFT Unit has implemented an Anti-Money Laundering / Combatting Terrorist Financing system that generates alerts which are then reviewed by designated individuals in each jurisdiction.

Enterprise Risk Management

Doha Bank adopts a rigorous and integrated approach to risk management, recognizing that the effective oversight and mitigation of risks are crucial for achieving our strategic objectives. Climate-related risk also forms a part of the Bank’s enterprise risk management framework. The Bank consistently monitors risks, including climate-related risks and processes throughout the organization to identify, assess, measure, manage, and report on both opportunities and threats that may affect performance. The Board of Directors and Executive Management bear ultimate accountability for the risks undertaken by the Bank and are committed to striking a balance between the Bank’s risk profile and its goal of achieving sustainable returns. To support this mandate, the Board has engaged qualified professionals and established a comprehensive risk governance framework, which includes defined risk limits, policies and procedures, authority levels, and dedicated oversight committees.

Doha Bank’s Enterprise Risk Management Framework (ERMF) details the necessary tools, processes, and governance required for all staff to engage in establishing a strong risk and control framework. It outlines the responsibilities of key figures, particularly the Chief Risk Officer (CRO) and Chief Executive Officer (CEO) and is executed through management committees led by the CEO. These committees consist of the Management Executive Committee, Management Credit Committee, Investment Committee, Risk Management Committee, and Asset and Liability Committee. At the Board level, the Audit, Compliance, and Risk Committee assesses reports from internal audits, compliance checks, risk management evaluations, external auditors, and regulatory bodies to gauge the Bank’s overall risk exposure across its business and support areas. Doha Bank currently has adopted a ‘three lines of defense’ risk management model.

First Line Operational Management	Second Line - Risk & Compliance Functions	Third Line – Internal Audit
•Who: Business units, front-line staff, Finance, IT and operational teams. •Role: Own and manage risks directly. They are responsible for identifying, assessing, controlling, and mitigating risks in their day-to-day activities. •Examples: Branch managers ensuring compliance with procedures, operations teams implementing controls, IT is maintaining the availability of systems and staff following security protocols	• Who: Independent risk management, compliance, and control functions. • Role: Provide oversight, set policies, monitor risk exposure, challenge and support the first line with tools and frameworks. They ensure risks are properly managed and regulatory requirements are met. • Examples: Operational Risk, Compliance, Information Security, Legal and Business Continuity teams.	• Who: Internal Audit department. • Role: Provides independent assurance to senior management and the board that the first and second lines are functioning effectively. They assess the adequacy of controls and governance processes. •Examples: Auditing risk controls, reviewing compliance effectiveness, and reporting findings to the Board Audit Committee. •Examples: Auditing risk controls, reviewing compliance effectiveness, and reporting findings to the Board Audit Committee.

The implementation of the Bank's Enterprise Risk Management Framework (ERMF) is entrusted to a highly experienced Risk Management Group (RMG), operating under the leadership of the Chief Risk Officer (CRO). The Risk Management Group (RMG) is also empowered to escalate significant issues directly to the Board and its relevant committees. The Chief Risk Officer (CRO) reports directly to the Chief Executive Officer (CEO), with a secondary reporting line to the Board's Audit, Compliance, and Risk Committee, thereby ensuring independence and objectivity in the risk oversight process. The framework distinctly delineates the responsibilities of risk management throughout the Bank, from the Board and the Management Executive Committee to business managers and risk specialists, thereby ensuring that risk-return decisions are made as close to the business as possible and are subjected to rigorous review and scrutiny.

A fundamental component of the Bank's risk management framework is the Internal Capital Adequacy Assessment Process (ICAAP). This annual report is meticulously prepared in accordance with the guidelines set forth by the Qatar Central Bank (QCB) and is submitted by the deadline of December 15, based on the Bank's consolidated and audited financial statements as of September 30. The report encompasses an internal evaluation of all significant risks, including but not limited to credit, liquidity, market, operational, compliance, interest rate, country and transfer, credit concentration, counterparty, settlement, valuation, insurance, strategic, residual credit, sector concentration, and reputational risks. It evaluates the potential capital implications of these risks, thereby assisting the QCB in determining additional capital requirements in alignment with Pillar II of the Basel framework. In addition to risk quantification, the ICAAP includes capital planning, financial forecasting, stress testing, scenario analysis, and articulation of the Bank's risk appetite. It also defines the Bank's risk universe, aligning risk capacity, tolerance, and thresholds with strategic planning and operational execution.

Integrating ESG and climate-related risks into Doha Bank's enterprise risk management framework

In line with its commitment to robust risk governance, Doha Bank has broadened its risk identification and assessment framework to include a range of emerging risks. During 2024, the Bank formally incorporated Environmental, Social, and Governance (ESG) risk, climate-risk, fraud risk, technology risk, compliance risk, governance risk, project risk, macro-economic risk, and legal risk into its enterprise risk management processes. The Environmental, Social & Climate Risk Management (ESCRM) is a structured framework that integrates environmental, social and climate-related considerations into the Bank's operations and risk management practices. The framework is based on QCB Principles and CBUAE Principles.

Doha Bank has adopted an interconnected model approach towards ESCRM. There are three core components of ESCRM. At the enterprise level, ESG Risks are defined as part of the 'double materiality' process. Climate Risk, defined as one of the ESG Risks, is further evaluated through a comprehensive assessment. Climate Risk Assessment (CRA) focuses primarily on the Bank's operations and asset portfolio. At individual transaction level, the Environmental and Social Risks (E&S Risks) are addressed through assessments under Environmental and Social Management System (ESMS). ESMS results inform the CRA process of the portfolio clients' climate risks and adaptive capacity and are connected to the overall ESG risk topic of Risk Management (Credit Risk). The Bank has adopted multiple frameworks and processes to assess and manage ESCRM.

ESG risk integration is reinforced by regular reporting from the Management Executive Committee (MEC) and the Risk Management Committee (RMC), which provide detailed insights into emerging ESG and climate-related risks, their potential impact on the Bank's operations, the effectiveness of mitigation strategies, and evolving risk trends. These reports are reviewed by the Audit, Risk, Compliance and ESG Committee to evaluate the robustness of internal controls and to ensure that ESG risk management practices remain aligned with regulatory standards and the Bank's overarching sustainability goals. ESG risks are regularly discussed by the Board's Audit, Risk, Compliance, and ESG Committee, typically on a quarterly basis. These discussions are further supported by reviews conducted within the Management Executive Committee (MEC) and the Risk Management Committee (RMC).

Doha Bank has also undertaken a climate-related risk assessment, including scenario modelling, to evaluate the exposure of its loan book to both physical and transition climate risks. These assessments are aligned with international frameworks such as the Task Force on Climate-related Financial Disclosures (TCFD) and consider multiple climate scenarios, including those from the Network for Greening the Financial System (NGFS). The insights from these analyses inform the Bank's credit risk strategy, sectoral exposure limits, and sustainability-linked lending practices. The insights from climate risk assessments are embedded within the Bank's risk management framework, enabling informed decision-making at both strategic and operational levels. This includes:

- **Credit Risk Assessment:** Climate-related risks are factored into borrower evaluations, particularly in high-impact sectors.
- **Sectoral Exposure Management:** The Bank uses climate risk data to adjust sectoral limits and lending strategies, aligning with its sustainability objectives.
- **Stress Testing and Scenario Analysis:** Climate scenarios are used to assess portfolio resilience under different climate pathways, supporting long-term risk planning.
- **Governance and Oversight:** The results of the climate risk assessment are regularly reported to the Audit, Risk, Compliance and ESG Committee, ensuring Board-level oversight and alignment with regulatory expectations.

For more information on the results of Doha Bank's climate risk assessment and how the Bank is integrating the results of its climate risk assessment into its operations, please refer to [Page 43](#). For more information on the Bank's ESMS, please refer to [page 49](#).

ICAAP Assessment

Doha Bank has fully embraced the Basel III framework and submits its Capital Adequacy Ratio (CAR) to the Qatar Central Bank (QCB) on a quarterly basis, in alignment with the standards set forth by the Basel Committee on Banking Supervision (BCBS). The Bank's Board has officially sanctioned a Risk Appetite Framework, which establishes quantitative thresholds and delineates risk capacity limits. A robust system of controls underpins this framework, incorporating review mechanisms, delegated authorities, and escalation procedures, thereby facilitating proactive management of the Bank's risk exposure. Through this enterprise-wide approach, Doha Bank integrates risk management into its decision-making processes, reinforcing its resilience and long-term sustainability. The Bank uses a qualitative risk assessment approach to assess the materiality of ESG & Climate risks. The ESG & Climate risk model is based on the Bank's ESG strategic pillars, QCB Principles and CBUAE Principles and evaluates the risk of the Bank not being able to meet its ESG objectives and requirements. These results are incorporated in the ICAAP submissions to the regulators in Qatar and UAE.

Information Security and Data Privacy

The protection of our customers' information, including confidentiality, integrity, and availability, remains one of Doha Bank's top priorities. As the financial sector rapidly embraces digital technologies, the risk landscape is also constantly changing. While innovation enhances the efficiency and accessibility of financial services, we must also address intricate cybersecurity and data privacy challenges. To address these challenges, Doha Bank has implemented a comprehensive information security and data privacy framework, which we continually evaluate and improve to ensure compliance with regulatory requirements and adherence to evolving international best practices.

The Information Security Department at Doha Bank is overseen by our Chief Information Security Officer (CISO) and is governed by our Information Security Council (ISC). At the Board level, the Audit, Compliance and ESG Risk Committee has the responsibility of overseeing the Bank's information technology security. Doha Bank maintains both a Group Information Security Policy and a Group Data Privacy Policy and Procedure, which cover all employees, contractors, and business partners. Building on our progress from last year, when we established our formal Information Security and Business Continuity Program to safeguard against ongoing cyber threats and operational interruptions, the Bank updated and approved the Group Data Privacy Policy and Procedure in July 2024.

The Bank's Information Security department operates under additional stringent internal policies and an information security and data protection framework that details the strategic roadmap for implementing controls and upgrading our technology. The Information Security team evaluates each proposed system change or acquisition to guarantee that sufficient controls are incorporated at every stage. Additionally, routine risk assessments are carried out across all our IT systems and processes. In particular, internal vulnerability assessments and penetration tests (VAPTs) are conducted on all critical assets, with all vulnerabilities tracked and reported to the IT Department for remediation.

The Bank's Information Security Department operates under additional stringent internal policies to consistently improve the security posture of the Bank. The department evaluates each proposed system change or acquisition to guarantee that sufficient security controls are incorporated at every stage. Additionally, periodic risk assessments are carried out across IT systems and processes. In particular, Vulnerability Assessment and Penetration Testing (VAPT) is conducted on all assets, with identified vulnerabilities tracked and reported to the IT Department for remediation.

Doha Bank maintains certifications for several industry standards, including ISO 27001 (Information Security Management System), ISO 20000 (IT Service Management System), and the Payment Card Industry Data Security Standard (PCI-DSS). These certifications cover all of Doha Bank operations across information technology, card operations and information security segments. We have migrated to the latest version of the ISO 27001 standard, the 2022 edition, achieving formal certification in December 2024. Doha Bank is audited annually by certification bodies to assess the compliance with ISO 27001, ISO 20000 and PCI-DSS standards. In addition, assessments are conducted by third parties as mandated by the regulators. The most recent Cybersecurity Assessment, mandated by the Central Bank of Kuwait and conducted by a third party, placed Doha Bank at an impressive 93%.



Promoting a culture of security awareness constitutes an essential aspect of the Bank's strategic approach. We provide Information Security and Data Privacy Awareness Trainings to all our employees on a monthly basis, including contractors, with employees required to attend the trainings at least annually. Training is available through in person sessions and Doha Bank's Learning Management System (LMS), which includes various elements pertaining to Information Security and Data Privacy awareness. We also conduct phishing simulations on a monthly basis.

87% Attendance for Information Security training 

83% Attendance for Data Privacy training 

Alongside these controls, Doha Bank has fully operationalized its Security Operations Centre (SOC), enabling real-time monitoring and response to cyber threats. Issues related to information security, such as control gaps and non-compliance observations, are escalated to dedicated management and Board-level committees for oversight and action. This structure of oversight guarantees that the Bank’s cybersecurity stance is consistently evaluated and enhanced. Doha Bank also maintains a comprehensive cybersecurity insurance policy as an additional measure to mitigate risk.

Privacy Policy

In alignment with Law No.13 of 2016 Personal Data Privacy Protection and relevant national consumer protection regulations and standards in our areas of operation, Doha Bank is committed to upholding customer rights around the collection, usage, retention and deletion of data. Customers have the right to access, rectify and request deletion of their data. The bank collects customer data for legitimate business and legal purposes, and retains it only for as long as required by laws applicable to it. Guidelines and best practices are consistently communicated to customers to promote safe digital banking behavior and protect against emerging digital threats, such as the methods bad actors may use to impersonate Doha Bank. The Bank’s Privacy Policy is available on our website.

Doha Bank Qatar collects and uses personal information to provide requested services and to inform customers about other products or services from the Bank and its affiliates. In doing so, the Bank never sells, rents, or leases customer lists to third parties. It may occasionally contact customers on behalf of external partners about relevant offers, however, does not share customers’ personal information (e.g., name, email, address, phone) with external parties. Without explicit customer consent, sensitive information such as race, religion, or political affiliation is never used or disclosed.

Finally, the Bank has onboarded a Data Privacy Officer under the Information Security Department to ensure the protection of personally identifiable information (PII) following the new legal requirements and global privacy standards. For suppliers and business partners, inspections are conducted to verify that suppliers and business partners comply with Doha Bank’s data protection and information security policies. Training is conducted annually to ensure that suppliers and business partners are aware of any updates or modifications to these policies.

Through these comprehensive initiatives, Doha Bank actively boosts its information security capabilities, ensuring resilience in its systems, personnel, and processes amid the current dynamic threat landscape. As a result, we are proud to state that we have continued to experience no known data breaches resulting in affected users or their personally identifiable information (PII) over the previous four years.

	2021	2022	2023	2024
Number of data breaches	0	0	0	0
Number of account holders affected	0	0	0	0
Percentage involving PII	0	0	0	0

Supply Chain Management

Effective supply chain management is essential for achieving operational excellence, ensuring customer satisfaction, mitigating risks, driving innovation and growth, and promoting sustainability at Doha Bank. Our Supply Chain Department is committed to adhering to ethical and socially responsible practices, actively supporting local communities, and purchasing locally produced goods. This year, procurement from local suppliers accounted for 81% of our total supply chain budget, demonstrating our ongoing commitment to supporting local suppliers and the local economy. By prioritizing local suppliers, the Bank contributes to sustainable procurement practices while maintaining high standards of service and operational efficiency.

	2021	2022	2023	2024
Total number of suppliers engaged	200	219	226	225
Total number of local suppliers engaged	164	183	185	181
Total supply chain spending (QAR '000)	297,991	293,047	335,407	369,221
Supply chain spending onn local suppliers (QAR '000)	233,920	244,276	257,033	299,677
Spending on locally bassed suppliers (%)	79%	83%	77%	81%

Doha Bank also recognizes the importance of responsible sourcing and ethical supplier management and has established a structured approach to addressing supplier complaints and ethical violations. Although Doha Bank does not have a formal program in place yet to assess suppliers for social or environmental criteria, any complaints of violations that may be reported through formal channels, such as Doha Bank's query and complaint email, or identified during routine supplier audits and evaluations, may be investigated by the Bank to determine the root cause. This may involve reviewing audit findings, contractual agreements, and engaging with relevant stakeholders. To date, Doha Bank has not been made aware of any significant adverse environmental or social impacts in its supply chain requiring follow-up action.

If necessary, however, corrective action plans may be developed to ensure timely and appropriate remediation, with follow-up actions such as follow-up audits, capacity-building support, or contract reviews taken depending on the severity of the findings. To prevent recurrence, Doha Bank may also implement monitoring mechanisms or provide additional support to the suppliers. The bank recognizes the importance of equipping suppliers with the necessary knowledge to navigate procurement systems and meet compliance requirements. As part of its broader sustainability and operational strategy, Doha Bank continues to explore opportunities to enhance supplier engagement and training effectiveness through structured feedback mechanisms and performance assessments.

A photograph of a white horse standing in a stable stall. The horse is facing left, looking out through the stall's opening. In the foreground, there is a wooden fence made of two horizontal rails. The background shows a building with arched windows and a balcony with a decorative railing. The lighting is warm, suggesting a sunset or sunrise.

NAVIGATING SUSTAINABLE GROWTH

NAVIGATING SUSTAINABLE GROWTH

ESG Risk Management System and Policies

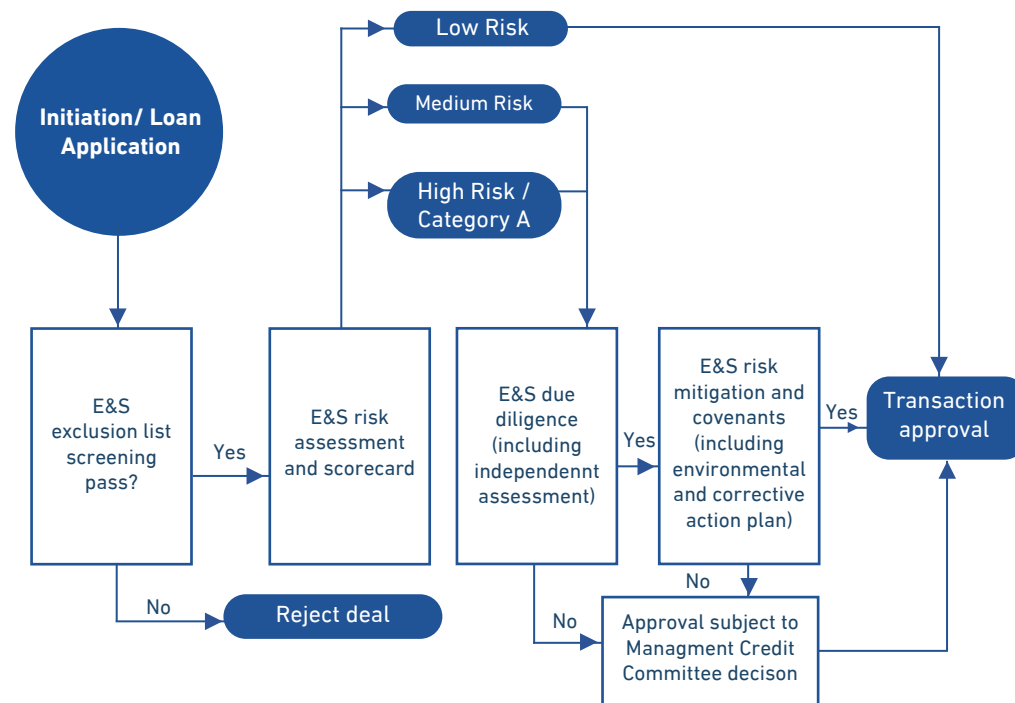
Doha Bank has implemented a comprehensive Environmental and Social Management System (ESMS) as an integral part of its risk management framework. This system operationalizes the Bank's Sustainable Finance Framework in lending practices, systematically identifying, assessing, and managing environmental and social (E&S) risks to be able to capture eligible opportunities. The ESMS is applicable across Wholesale Banking (including corporate and project finance) and Investment Banking activities, both in Qatar and internationally. It encompasses a structured process, including E&S screening, risk categorization, due diligence, the integration of mitigation measures, E&S-related covenants, and continuous monitoring and reporting. The ESMS has been utilized to assess the risk in the existing portfolios.

The Bank recognizes that all applicable activities and investments should comply with the best environmental and social standards which include:

- An exclusion list
- Applicable local laws on Environment, Health & Safety issues
- International Standards (IFC Performance Standards and Equator Principles)

ESG Due Diligence and Risk Escalation

Doha Bank has established an internal process to identify Eligible Assets in Green and Social Eligible Categories, in accordance with the guidelines of the ICMA and the LMA / LSTA / APLMA Principles. Green and Social Eligible Assets are evaluated and selected based on compliance with the Eligibility Criteria as defined in the Use of Proceeds section of this Framework.



The evaluation and selection process is governed by the Doha Bank ESG Bond Committee, formed by members of Treasury, Wholesale and Retail Banking, Investor Relations, Market and Credit Risk, Finance, and Strategy. As required, additional attendees can be nominated by the ESG Bond Committee. The ESG Bond Committee intends to meet quarterly. Ad-hoc meetings may also be held as and when required.

The ESG Bond Committee is entrusted with the following tasks:

- Perform decision-making process to select eligible assets for Doha Bank Sustainable Asset Pool in line with the Framework. This decision-making process refers to the evaluation of the potential assets' compliance with the Eligibility Criteria for asset selection as per this Framework, as well as the assets' evaluation considering any potential environmental and social risks and negative externalities that may be generated in the context of asset financing. Doha Bank is keen to transparently report within its Sustainable Financing Report on the outcome of such assessment, when relevant and on a best effort basis.

- Update the Framework, at its own discretion.
- Observe developments in areas of environmental, social and governance concern (ESG) (including regulatory and market driven)
- Review and approve all allocation and impact reporting documents prior to their publication.
- Obtain and routinely monitor position value of assets in the Sustainable Asset Pool and map against outstanding Sustainable Financing Instruments
- Perform an annual review of the Sustainable Asset Pool to validate that all assets still meet the Eligibility Criteria.

Assets are categorized based on their environmental and social risk level. This categorization is based on business sector, as defined in the European Bank for Reconstruction and Development (EBRD) E&S Risk Categorization List, Size of loan, tenure of loan.

Borrowers that are not excluded during the screening in prior steps are subject to further assessment and risk categorization, in the following categories: low risk, medium risk, high risk and category A. Furthermore, customers falling into a High-Risk/Category A or Medium Risk Category will have to fulfil additional requirements set by the Bank to manage their environmental and social risk, which would be monitored closely.

To enhance governance, Doha Bank has implemented a formal escalation process for unresolved or critical environmental and social risks. If these risks cannot be sufficiently managed, they are elevated to the relevant governance body depending on their severity. In severe situations, this could lead to a decision to stop any additional financing. Although no escalated E&S risks have occurred thus far, Doha Bank is committed to maintaining complete transparency in the event that such situations arise.

ESG Risk Mitigation

For customers classified as medium or high E&S risks, Doha Bank mandates the creation and execution of an Environmental and Social Action Plan (ESAP). This plan outlines the corrective actions required and their respective timelines, ensuring that risks are effectively managed before the financing matures. Based on the level of risk, E&S conditions are integrated into loan agreements such as Conditions of Commitment (COC) or Conditions of Disbursement (COD). While ESG-linked commitments, targets, or KPIs do not currently influence loan pricing, future preference may be given to clients who achieve their ESG-linked targets.

Moreover, Doha Bank has established an Exclusion List that corresponds with the International Finance Corporation (IFC) Exclusion List. This list outlines the activities the Bank will never finance under any circumstances. This measure guarantees that the Bank's financing does not promote actions with detrimental environmental or social impacts. These exclusions are implemented during client onboarding and refinancing stages, highlighting Doha Bank's principled approach to responsible lending and its commitment to sustainable development. Key exclusions include:

- Production or trade in illegal goods or services under national or international law;
- Trade in endangered wildlife or products regulated under the CITES framework;
- Production or trade in weapons and munitions (excluding national defense);
- Gambling and related enterprises.
- Production or trade in alcoholic beverages (excluding hospitality);
- Activities involving radioactive materials, among others.

- Production or activities involving harmful or exploitative forms of forced labor /harmful child labor.
- Commercial logging operations for use in primary tropical moist forest.
- Production or trade in pharmaceuticals subject to international phase outs or bans.
- Production or trade in pesticides/herbicides subject to international phase outs or bans.
- Production or trade in wood or other forestry products other than from sustainably managed forests.
- Production or trade in products containing PCBs
- Production or trade in ozone depleting substances subject to international phase out
- Production or activities that impinge on the lands owned, or claimed under adjudication, by Indigenous Peoples, without full documented consent of such peoples.



SUSTAINABLE FINANCE FRAMEWORK

Doha Bank acknowledges the essential role we play in promoting sustainable development through responsible banking practices. By integrating environmental, social, and governance (ESG) considerations into our financing and investment decisions, the Bank seeks to create long-term value for clients, stakeholders, and the broader economy. The Bank is enhancing its capacity to facilitate the transition to a low-carbon economy, mitigate climate-related risks, and explore green financing opportunities. As such, sustainable finance is a foundational element of Doha Bank's Responsible Banking strategy. Doha Bank's Sustainable Finance Framework, with a Second Party Opinion outlines the principles that guide Doha Bank in issuing Green, Social, and Sustainability Financing Instruments. These instruments may include bonds, private placements, commercial papers (CPs), and loans, and are intended to finance new or existing projects with environmental and/or social benefits.

All issuances under this Framework will align with the following standards:

- The ICMA Green Bond Principles 2021 (including the June 2022 Appendix)
- The ICMA Social Bond Principles 2021
- The ICMA Sustainability Bond Guidelines 2021
- The Qatar Financial Centre's Sustainable Sukuk and Bond Framework 2022
- The LMA / LSTA / APLMA Green Loan Principles and Social Loan Principles updated in 2023

The Bank distinguishes the type of funding instruments that can be issued under this Framework, as follows:

- **Green Financing Instruments**, to finance and/or refinance eligible green assets.
- **Social Financing Instruments**, to finance and/or refinance eligible social assets.
- **Sustainability Financing Instruments**, to finance and/or refinance a combination of eligible green assets and eligible social assets.

Doha Bank acknowledges the reporting requirements set out by the EU Taxonomy Regulation for both financial and non-financial institutions operating within the European Union or with exposure to EU-based assets. The Bank is also aware of the EU Green Bond Standard (EU GBS), a voluntary framework for both EU and international green bond issuers.

While Doha Bank's eligible green assets are located outside the EU and are governed by different legal and regulatory frameworks, the Bank demonstrates its awareness of ongoing developments in the green bond market by considering the EU Taxonomy Technical Screening Criteria (TSC) for Substantial Contribution to Climate Change Mitigation. These criteria have been applied on a best-effort basis and where applicable, for instance, using the Top 15% location-based approach for Green Buildings.

Furthermore, the Bank's green eligible assets contribute positively to the broader EU Environmental Objective of Climate Change Mitigation. Doha Bank will continue to monitor the evolution of green finance standards in global markets.

Doha Bank has set the following eligibility criteria for each of its financing instruments under the Sustainable Finance Framework:

ICMA Green Category	Eligibility criteria for asset selection	Metrics for monitoring	Contribution to the UN SDGs
Green Buildings	New and existing buildings that meet the minimum external green building certification level of either: • LEED 'Gold' • BREEAM 'Excellent' • Global Sustainability Assessment System (GSAS) 3-4 star • BCA Green Mark 'Gold plus' • Passive Haus (carbon neutral) • Equivalent building environmental certification schemes New and existing residential (or commercial) buildings that are within the top 15% more energy-efficient buildings respectively in the residential (or commercial) national building stock, as determined through, for instance, a specialist study, public information, or via the Climate Bond Initiative (CBI) Low Carbon Buildings Standard, if available for the relevant location. Loans for energy efficient residential buildings granted under the Doha Bank Green Mortgage Loan scheme. Refurbished buildings that achieve a minimum 30% improvement in energy use or carbon emissions, or at least a two-step improvement in terms of the Global Sustainability Assessment System (GSAS).	• Overview of Environmental Certification or Energy Performance • Certificate or Top 15% most energy efficient buildings, if relevant • Estimated annual energy consumption in KWh/m2 or savings in MWh • Estimated annual emissions avoid-ed (in CO2e)	 

ICMA Green Category	Eligibility criteria for asset selection	Metrics for monitoring	Contribution to the UN SDGs
Renewable Energy	Renewable energy generation facilities from the following renewable sources: • Wind: Onshore and offshore • Solar: Photovoltaic solar power, concentrated solar power (CSP) and solar ther-mal • Hydroelectric: Run-of-river and small-scale projects (maximum 25 MW of in-stalled capacity) gen-erating no more than 5W/m2 or emissions intensity of less than 100gCO2e/kWh • Bioenergy: Facilities for electricity generation with emission in-tensity of less than 100gCO2e/kWh, heating, or both (CHP) that use biomass or biofuel from sustainable sources.	• Installed capacity (MW) • Annual production of renewable energy (MWh) • Estimated annual emissions avoid-ed (in CO2e)	 
Energy Efficiency	• District heating and cooling systems • Direct connections to renewable energy sources • Smart energy grids, energy me-ters, management systems and bat-tery storage faci-lities • Smart Cities • Energy efficient equipment for buildings (e.g., in-sulation, LED lighting and HVAC (heat, ventilation, and air conditioning), instruments for measuring and controlling the energy peformance of buildings, etc.)	• Number and type of projects being financed • Depending on data availability, the estimated annual amount of energy saved (% or MWh per year) and emissions avoided (in CO2e)	 

ICMA Green Category	Eligibility criteria for asset selection	Metrics for monitoring	Contribution to the UN SDGs	
Clean Transportation	Low carbon vehicles for public and passenger purposes, including cars, buses, ferries, and trains powered by either: • Electricity (Battery Electric Vehicles, BEVs) • Plug-in hybrid electric with direct emissions intensities < 50gCO2e/km • Hydrogen, or fuel cell • Loans granted under the Doha Green Car Loan Scheme if the asset respects the eligibility criteria above • Low carbon transport infra-structure including electrified railways, electrified metro lines and charging stations for electric vehicles.	• Low carbon vehicles: Number of vehicles (units per year) • Estimated annual emissions avoided (in CO2e) • Low-carbon infrastructure: • Number/KM of units • Estimated modal shift, by transferring transport from road to e.g., railway • Estimated annual emissions avoided (in CO2e)	 	
ICMA Social Eligibility Criteria	Eligibility Criteria for asset selection	Target poplation	Metrics for monitoring	Contribution to the UN SDGs
Healthcare	Loans dedicated to the finaning of healthcare facilities, including hospitals for the provision of healthcare, including facilities that treat specific physical and/or cognitive conditions, rehabilitation services and elderly care facilities.	Patients affected by any physical and/or mental illnesses and the elderly.	•Number of healthcare facilities financed •Number of beneficiaries	

ICMA Social Eligibility Criteria	Eligibility Criteria for asset selection	Target population	Metrics for monitoring	Contribution to the UN SDGs
Education	Loans financing the activities of education facilities, such as schools, universities, and campuses, including school sports facilities dedicated to students.	Youth and students	• Number/ amount of loans granted to essential services • Number of enrolled students • Number of training program graduates successfully employed	
Support to SMEs and microfinance	Loans to SMEs, microfinance and entrepreneur clients with an emphasis on employment creation or employment retention in economically underperforming regions • Loans to female owned SMEs and female entrepreneur clients • Loans to SMEs and micro enterprises negatively impacted by economic slowdown as a result of various events such as natural disaster (e.g., earthquakes, floods, etc.), social and/or health emergencies including the Covid-19 pandemic (including loans provided under State Guarantee Schemes)	• SMEs • Microfinance and entrepreneur clients who are female or SMEs and microenterprises impacted by external factors, with a consequently negative impact on employment generation or retention.	• Number/ amount of loans granted to SMEs, microenterprises, entrepreneurs • Number/ amount of loans granted to SMEs, microenterprises, entrepreneurs owned by women • Number of jobs created or retained in the selected region on a best effort basis, based on estimates and assumption which will be disclosed	 

EXCLUSIONARY CRITERIA:

The Sustainable Finance Asset Pool will explicitly exclude unfunded and non-performing exposures, as well as loans to businesses or projects in the following domains:

- Coal financing
- Environmentally negative resource extraction (such as rare-earth elements, metals, or fossil fuels)
- Nuclear and nuclear-related technologies
- Weapons, tobacco, gambling, and adult entertainment
- Deforestation and degradation of forests

The proceeds from Sustainable Finance Instruments will be managed by Doha Bank in a portfolio approach. The Bank intends to allocate the proceeds from Sustainable Finance Instruments to a pool of eligible assets, called the Sustainable Finance Asset Pool.

Eligible Assets will be added to or removed from the pool as and when required. Assets reaching maturity will be removed and new eligible assets will continue to be added. Additionally, any assets that fail to fulfil the eligibility criteria during the life of the outstanding bond or financing instrument will also be removed.

Doha Bank intends to fully allocate the proceeds within 24 months from issuance.

Unallocated net proceeds from Sustainable Finance Instruments will be held in Doha Bank's treasury liquidity portfolio, in cash or other short-term and liquid instruments, at the Bank's discretion but in line with the Exclusion List mentioned above.

Impact Investing

Doha Bank consistently incorporates sustainability considerations into its Treasury and Investments (T&I) operations, recognizing the need to achieve strong financial outcomes while promoting responsible investment practices. The Bank's investment portfolio, mainly consisting of high-quality sovereign debt, is crucial for maintaining liquidity and generating reliable returns. Reflecting the global trend towards ESG-focused investing, the Bank has effectively woven environmental, social, and governance (ESG) criteria into its investment decision-making framework. In 2024, this led to the addition of QAR 2.70 billion in ESG compliant assets, while total ESG eligible assets stood at QAR 3.10 billion. The Bank's inaugural Green as well as Sustainable Repo funding transactions during the year stood at a total of QAR 1.97 billion.

To enhance the scope of ESG-aligned investments, Doha Bank is also concentrating on developing internal expertise. Relationship managers are being provided with resources and knowledge to guide clients on ESG investment options, ensuring that the Bank's responsible investing strategy goes beyond just portfolio management and engages actively with clients. At the same time, the T&I Group is seeking new funding sources and improving its risk management services to better conform to changing sustainability and regulatory demands.

Doha Bank's total exposure to Green and ESG eligible securities amounts to ~US\$ 900 million as at present, which represents approximately 9% of the Bank's Fixed Income portfolio.

Additionally, Doha Bank is actively managing its investments in a responsible manner while providing green financing to clients in eco-sensitive sectors. To assess creditworthiness, these clients are required to fill out a climate risk questionnaire to gauge their transition readiness. This evaluation includes checking whether they have established science-based emissions reduction targets or formal decarbonization strategies. The insights from this assessment are used to customize financing terms that assist clients in reaching their sustainability goals. This approach ensures that impact investing at Doha Bank includes not only portfolio management but also supports real-economy transitions.

Microfinance and SME Lending

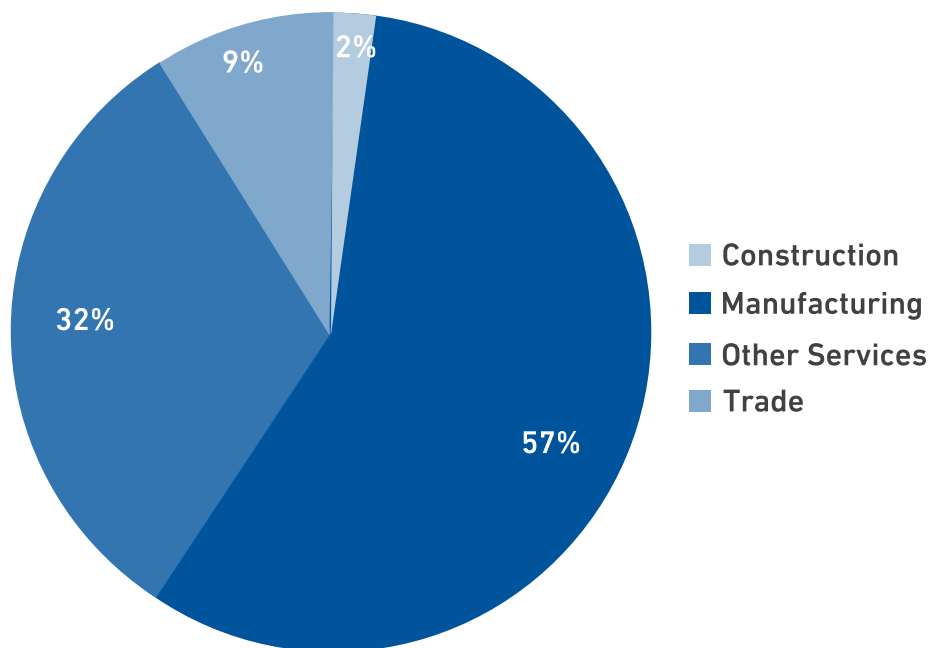
Doha Bank remains committed to enhancing Qatar's small and medium-sized enterprise (SME) and microfinance and ecosystem, promoting economic diversification and fostering entrepreneurship. With customized financial solutions and focused lending initiatives, the Bank consistently supports SMEs, particularly those that contribute to boosting non-oil GDP growth.

In alignment with national priorities, Doha Bank actively participated in the "National Guarantee Program" in collaboration with Qatar Development Bank to support the private sector's short-term liquidity needs, including salary and rent payments. The Bank also extended relief measures, such as loan installment deferrals and interest reductions, in line with directives from the Qatar Central Bank. Additionally, as a key partner in QDB's 'Al Dhameen' Credit Guarantee Program, Doha Bank supports access to finance for start-ups and SMEs in the manufacturing and services sectors, reinforcing its role as a catalyst for inclusive economic development. In 2024, Doha Bank's SME loan portfolio comprised 287 clients, with QAR 568 million in funded facilities and QAR 337 million in non-funded exposures. While this is a slight decrease compared to previous years, attributable to market-driven factors, overall exposure remained substantial, underscoring the Bank's continued commitment to supporting high-potential enterprises through both funded and non-funded facilities. Further, Doha Bank is currently finalizing its partnership with QDB for the upcoming 'National Funding Gate' initiative, which aims to further enhance support for underserved sectors of the economy.

SME Loan Portfolio (QAR Mn)	2021	2022	2023	2024
Funded	799	755	703	568
Non Funded	387	340	373	337
Total Exposure	1,186	1,095	1,076	905
Number of SME clients	425	387	333	287

As part of its ongoing efforts to deepen financial inclusion, Doha Bank intends to further explore and analyze the composition of its SME portfolio to better understand and support the share attributable to micro enterprises. A current assessment indicates that loans to micro enterprises constitute approximately QAR 20 million. These loans are distributed across several key sectors, which play a vital role in driving grassroots economic development.

In 2024, the following sectors made by the majority of Doha Bank's QAR 20 million loan portfolio: manufacturing (57%), other services (32%), trade (9%) and construction (2%).



Recognizing the unique needs of these sectors, Doha Bank is committed to enhancing its financial products and services to better serve micro enterprises. Moving forward, the Bank will focus on tailoring solutions that address sector-specific challenges and opportunities, thereby strengthening its support for micro businesses and reinforcing its role in fostering inclusive and sustainable economic growth.

Sustainable Products and Services

As a leading advocate for environmental and climate change awareness in Qatar, Doha Bank is committed to positioning itself as a sustainable finance institution. The Bank actively encourages customers to adopt eco-friendly practices by choosing Paperless Banking and exploring green financial solutions such as Electric Vehicle (EV) loans.

To encourage electric vehicle adoption, Doha Bank has started with targeting the elite banking segment with a focus on sustainable practices. We have introduced exclusive offers for electric and hybrid cars in partnership with premium brands such as Audi, BYD, and Porsche, promoting eco-friendly transportation options. With a step in the right direction, we shall keep expanding our pool of sustainable services and offerings.

KPI	2024
Number of Paperless Banking Accounts	2,302
Exposure of Electric Vehicle loans (QAR)	124,704
Number of Education loans	10
Exposure of Education loans (QAR)	122,975

CASE STORY

Doha Bank Partners with Mastercard to Drive Sustainable Banking in Qatar

Doha Bank has entered a collaboration with Mastercard to help drive its sustainability offerings. This partnership brings together Mastercard's global expertise and Doha Bank's commitment to environmental responsibility within Qatar's financial landscape.

As part of the collaboration, Doha Bank will implement Mastercard's Carbon Calculator, a digital tool that allows consumers to receive a snapshot of the estimated carbon emissions generated by their purchases providing customers with greater visibility into the environmental impact of their spending.

Investment Products

The Private Banking division serves high-net-worth clients. Doha Bank has partnered with Bank of Singapore (BOS) to utilize their investment platform. Clients are risk profiled using BOS methodology to establish a suite of matching products to cater for their needs. The investment products offered include money markets, Investment Grade (IG) bonds, international equities, structured notes, global funds, ESG funds as well as ESG MSCI rated bonds. Through carefully established portfolios, Doha Bank can extend Lombard financing against existing assets. Using the services of BOS, Doha Bank can offer estate planning, trust services and life insurance to our clients. The Bank complements this offering by a VISA Infinite Privilege metal card (by invitation only).

Green and Social Bonds

Doha Bank has taken significant steps to issue its inaugural sustainability bonds, leveraging its Sustainable Finance Framework. The Bank has commenced preparatory actions and internal dialogues to facilitate a near-term launch, contingent on market conditions. This strategic effort seeks to bolster the Bank's green financing profile and contribute to Qatar's national sustainability objectives. Once launched, the bond is expected to establish Doha Bank as one of the nation's pioneering sustainable issuers and the first to create a green bond entirely supported by local green assets.

CASE STORY

Pioneering Green Finance in MENA – Doha Bank and MUFG's First Green Repo Transaction

In a regional first, MUFG EMEA and Doha Bank successfully completed a Green Repurchase (Repo) transaction, the first of its kind in the Middle East and North Africa (MENA) region for both institutions. The deal sets a new benchmark for sustainable finance in the region by utilizing green bonds as the underlying collateral.

The Innovation

A Green Repo functions like a traditional repurchase agreement, but with a sustainable twist: it uses green collateral such as green bonds to raise liquidity that is then reinvested in environmentally beneficial assets. In this landmark transaction, green bonds issued by the State of Qatar served as the collateral, with proceeds earmarked for the funding and acquisition of green assets in accordance with Doha Bank's Sustainable Finance Framework.

Strategic Impact

This transaction supports Doha Bank's broader ESG and sustainable finance strategy and reflects a growing commitment to aligning financial instruments with environmental outcomes. The funds raised through the Green Repo will directly contribute to projects and assets that meet the Bank's eligibility criteria for green investments, reinforcing its sustainability commitments under the Qatar National Vision 2030.

Sheikh Abdulrahman bin Fahad Al-Thani, Group CEO of Doha Bank, commented:

"We are very pleased to collaborate with MUFG to execute our first Green Repo transaction. Innovative products such as Green Repos are central to Doha Bank's ESG initiative. These funding initiatives help raise liquidity to invest into 'green eligible' collateral that acts as a bridge in achieving our sustainability targets in line with Qatar National Vision 2030."

Financial Inclusion

Product Offerings

The Retail Banking division at Doha Bank has been focused on building financial inclusion. Customers have access to loan rescheduling options, which are processed manually and routed to the Recoveries of Loans and Advances (RLA) department. This strategy remains firmly customer-centric, aimed at maintaining market leadership through innovative financial products and delivering exceptional levels of customer service.

Innovative Retail Campaigns

In 2024, Doha Bank continued to lead the retail banking space with a series of innovative loan campaigns, offering compelling incentives to attract and retain customers. These initiatives were strategically designed to reinforce Doha Bank's position as a top-tier Qatari retail bank and promote sustainable banking practices aligned with global standards and Qatar National Vision 2030. Key Retail Loan Campaigns in 2024 included:

"A Million Reasons" Transfer Loan Campaign

A market-leading offer exclusive to Qatari nationals, providing up to 1 million Avios for customers who transferred their loans to Doha Bank. This high-impact campaign significantly increased customer acquisition from competitor banks.

58Mn QAR worth of loans disbursed in 2024

53 customers availed the promotion

Over 19Mn worth of Avios rewards given away

National Day Personal Loan Offer

In celebration of Qatar National Day, this campaign offered up to 1 million Avios and a competitive interest rate of 4.49% for customers applying for new personal loans or transferring existing loans to Doha Bank.

7.5Mn QAR worth of loans disbursed in December 2024

7 customers availed the promotion

2.25Mn worth of Avios rewards given away

Multi-Product Cashback Campaign

A bundled incentive package across multiple retail products that boosted new customer acquisition and encouraged loan buyouts. The campaign offered attractive cashback rewards tailored to customer needs.

40Mn QAR worth of loans disbursed from Jan - April 2024

Green Car Loan Initiative

Targeting the elite banking segment, this campaign promoted eco-friendly mobility by offering exclusive loan deals on electric and hybrid vehicles in partnership with premium automotive brands such as Audi, BYD, and Porsche. This initiative supported Doha Bank's commitment to environmental sustainability.

220,800 QAR worth of car loans disbursed in 2024

2 customers availed the promotion for BYD and Audi

Innovative Home Loan Campaign

A comprehensive offer that included a free car or cashback incentive with every home loan, along with value-added benefits like complimentary life and fire insurance, enhancing the overall customer experience.

QAR 69 million worth of home loans in 2024

26 customers availed home loan in 2024

The Bank offers a comprehensive suite of retail financial products and services, including transactional and deposit accounts, personal finance solutions, credit cards, and insurance offerings. These products are categorized as follows:

Category	Product Offerings	Target Audience
Assets	• Personal Loans • Auto Loans • Mortgage Loans • Loans Against Deposits	• Salaried individuals • Expatriates
Credit Cards & Payments	• Credit Cards • E-Wallets • D-Payroll Cards • Remittance Services • Bill Payments	• Working professionals • Frequent travelers • Expatriate workers
Liabilities	• Current Accounts • Savings Accounts • Al Dana Saving Scheme (various variants) • Salary/Payroll Accounts • Time Deposits • Upfront Deposits • Recurring Deposits	• Salaried employees • Savings-focused customers
Bancassurance	- Life Insurance - General Insurance	• Individuals • Families • Business owners

CASE STORY

Access to Finance through D-Pay

Doha Bank has taken key steps to expand access to financial services for underserved and underbanked communities in Qatar. This includes the launch of the Himyan Prepaid and Debit Cards, part of the national payment initiative, aimed at low-income individuals (DPay Customers) and those without traditional banking access.

Additionally, the Bank enabled the mobile banking access for this segment, allowing them to view account details, manage their account, pay their bills through bills payment options and send remittances. This service is designed to be simple and accessible.

These initiatives aim to promote financial inclusion, reduce cash dependency, and support economic participation for all.



Digital Transformation

Digital Systems & Information Technology

Digital Systems & Information Technology (DS & IT) are crucial to Doha Bank's transformation, facilitating secure, scalable, and efficient banking services to meet increasing digital demands. The team provides robust infrastructure and innovative technology solutions to enhance operational efficiency and improve customer experience across business units. For more information on our distribution channels please refer to [page 62](#) in the Customer Excellence chapter.

We maintain a robust network across our domestic and international branches, ensuring the seamless operation of essential interfaces, including eChannels, call centers, ATMs, and POS systems. To bolster business continuity, we consistently conduct Disaster Recovery (DR) drills and adhere to a certified IT Service Management framework.

Doha Bank's technology roadmap prioritizes:

Our technology strategy is built around five focus areas: Digitization, Digitalization, Architecture & Analytics, AI & Robotics, and Data, Cloud & Security.

- Integrated digital platforms and modular architecture
- Cloud-based solutions responsive to market trends
- Faster product deployment and customer onboarding
- Data-driven automation and secure service design

To realize this vision, our efforts are structured around three strategic pillars:

- 1. Build Solid Foundations around secure**, modular architecture, managed cloud services, and emerging tech for enhanced experiences
- 2. Protect Revenues and Drive Growth** through automation and intelligent design, bundled product offerings, and innovative pricing models
- 3. Embrace the Digital Ecosystem** via open banking standards, partner APIs and technologies, collaboration with FinTechs and regulators, and built blockchain capabilities

Numerous digital transformation initiatives are in progress, aligning with cybersecurity and regulatory mandates. DS & IT remains dedicated to providing innovative, resilient, and customer-centric digital services that promote sustainable growth. To learn about our data privacy measures, please refer to [page 44](#) in the Upholding Trust chapter and for more information on our digital transformation initiatives, please refer to Page 38 of our [Annual Report](#).





ENHANCING CUSTOMER EXCELLENCE

ENHANCING CUSTOMER EXCELLENCE

Customer Satisfaction

Customer Experience is at the core of our strategy, driven by our key principles of “Place the customer at the core of all we do and deliver a leading omni-channel experience.” These values are driven and communicated across the organization by the senior leadership team.

Doha Bank has a dedicated Customer Service department. The department has adopted the Call Centre Manual that explains the roles and responsibilities and the Bank’s quality service standards for front-line staff with the objective of helping branch employees uphold Doha Bank’s customer service quality. The Bank has also adopted Service Standards and a CX Framework. Additionally, the department has launched monthly training and awareness initiatives to ensure that all customer-facing employees are familiar with the service standards and service excellence pillars. They include the following:

Module	Key Learning Objectives
1. Anti-Money Laundering (AML) & Counter-Terrorism Financing (CTF)	•Understand QCB regulations and legal framework for financial institutions in Qatar •Stay updated on GCC compliance standards and international best practices •Identify and report suspicious activities per QFIU guidelines •Apply AML/CTF procedures during customer onboarding and transaction monitoring

2. Monetary Forgery Awareness	• Detect counterfeit currency and forged financial documents • Follow proper procedures for handling and escalating forgery cases • Collaborate with law enforcement and regulatory bodies as necessary
3. Fraud Detection and Prevention	• Recognize common types of fraud (e.g., identity theft, phishing, internal fraud) • Use fraud detection tools and techniques to investigate anomalies • Understand legal consequences and reporting responsibilities
4. Risk Management and Internal Controls	• Strengthen internal audit functions and compliance checks • Implement controls to manage operational, reputational, and financial risks • Promote a culture of risk awareness and accountability
5. Practical Application and Case Studies	• Engage in scenario-based learning to apply compliance principles • Analyze past fraud and forgery incidents to enhance preventive strategies
2024 Highlights	20 Training Sessions 98% Attendance rate

The Customer Service Department has developed tools to assess how well they adhere to the Service Standards. They have also developed tools to measure customers’ feelings about their experiences and satisfaction. The department has identified areas for improvement and is collaborating with stakeholders and other departments to enhance the customer experience.

The Bank also has a Debt Collection Policy with well-defined procedures. The Policy is built on fair treatment to customers. Daily & weekly meetings focused on application of policy are held to ensure employees are aware of its provisions.

At Doha Bank, we remain committed to providing the best possible customer experience and continuously striving to enhance our services to meet our customers’ evolving financial needs. Additionally, our regulatory team receives inquiries from the QCB and ensures that all questions are addressed promptly and within the specified due date.

Customer satisfaction	2021	2022	2023	2024
Customer complaints	3,032	2,998	3,187	2,840
Complaints resolved in less than 5 days (%)	89.5%	88%	82%	70%

Doha Bank successfully resolved 70% of all customer complaints in less than five working days on average over the last five years. This was achieved through the high standards adhered to by the service quality team in efficiently recording and processing complaints and effectively communicating solutions to our customers. Furthermore, the framing of our corporate strategic pillars enables seamless collaboration and knowledge sharing between different functional teams, enabling complaints to be addressed promptly.

To ensure that our customers receive the highest quality of service, we have implemented measures to improve their experience by making our services faster and more accessible through automation and digitization. We continue to enhance our digital, mobile, and online banking systems to provide customers with access to a wide range of financial services without the need to visit branches in person. We have conducted a customer satisfaction survey through mobile banking during the period from December 2024 to January 2025 and received responses from nearly 3,000 customers with an average response rating of 4.43 on a scale of 1 to 5. We also maintain an app rating of 4.7 on iOS App Store and 4.5 on Google Play Store indicating high quality and satisfaction.

Furthermore, Doha Bank India has also formulated a Customer Rights Policy that details out that customers have the following rights:

- 1. Right to Fair Treatment
- 2. Right to Transparency, Fair and Honest Dealing
- 3. Right to Suitability
- 4. Right to Privacy
- 5. Right to grievance redressal and compensation

Customer grievance redressal

At Doha Bank, we understand that occasionally, customers may have complaints or inquiries. We take such matters seriously and aim to resolve them as quickly as possible to comply with QCB regulations. Our complaints team may receive concerns via phone calls, mail, email, in-person visits, and negative comments on social media. Our call center is available 24x7 and our WhatsApp chat service is available from Sunday to Thursday from 8AM-8PM. For more information on our grievance mechanism, please refer to our [website](#).

Customer Service Numbers	
General Customer service:	+974 4445 6000
Card Fraud Monitoring Unit:	+974 4445 6789
Al-Riyada Customer Services:	+974 4445 6655
Disputed Transaction Hotline:	+974 4445 6789
Branch Helpline:	+974 4445 6000
Internet Banking Helpline:	+974 4445 6000
Customer Service email	
Hellodoha@dohabank.com.qa	

Each complaint is acknowledged via SMS with a unique reference number, ensuring transparency and traceability. Complaints are categorized and routed by the Customer Complaint Resolution Unit, which coordinates with relevant departments to ensure timely resolution. A follow-up call confirms customer satisfaction, demonstrating our commitment to responsive service and continuous improvement. Root cause analysis and monthly performance reviews are conducted by the Quality Assurance Team. Escalations are made for anomalies such as spikes in complaint volumes or delays in resolution, with corrective actions including process enhancements and system upgrades.

Customer complaints are monitored within the bank's risk management framework. Key Risk Indicators (KRIs) are reviewed quarterly by the Risk Management Committee and at the Audit, Risk, Compliance and ESG Committee as a part of the Risk Appetite, chaired by the Board. This governance structure ensures accountability and supports compliance with laws and regulations related to customer rights and service standards. All complaint data is handled in accordance with Doha Bank's data privacy standards, ensuring confidentiality and compliance with applicable regulations. The use of unique reference numbers and secure communication channels reflects our commitment to safeguarding customer information.

For complaints submitted through social media, the Marketing Department forwards them to the appropriate department. If a response is required, the Marketing Department replies after coordinating with the unit concerned. Oversight of customer complaints is handled by our customer care unit, which ensures timely resolution and reporting. Our team strives diligently to respond to customer complaints within three days, when possible, as best practice. However, when unable to respond within three days, Doha Bank works to resolve these issues within ten days at a minimum, as required by regulatory guidelines.

Fair Marketing and Advertising

Doha Bank is dedicated to responsible communication practices that embody the values of transparency, integrity, and accountability. Doha Bank fully complies with Qatar Central Bank (QCB) regulations on fair marketing and advertising, as well as the Ministry of Commerce and Industry's guidelines on customer protection. In line with this commitment, the Bank has developed a comprehensive sustainability communication strategy that guarantees the distribution of accurate, consistent, and verifiable information through all channels. This approach enhances the Bank's engagement with key stakeholders, including investors, regulators, rating agencies, and the broader public, fostering trust and boosting the credibility of the Bank's sustainability journey.

To mitigate the risk of greenwashing and uphold high standards of ethical marketing, Doha Bank adheres strictly to both local and international guidelines regarding fair marketing and advertising. All marketing materials, including visuals for products and services, are developed in collaboration with authorized agencies under the guidance of the Marketing team. Final approvals are coordinated with the Retail Banking team and are subject to clearance from the Qatar Central Bank (QCB) and other relevant authorities to ensure compliance with regulatory requirements. This rigorous process highlights Doha Bank's commitment to upholding the integrity of its brand communications, ensuring that all sustainability-related claims are supported and aligned with the Bank's objectives.

Distribution and Outreach Channels

Doha Bank is committed to enhancing financial access and ensuring that banking services are inclusive, accessible, and equitable for all segments of the population. Recognizing the essential role of financial services in promoting economic participation and resilience, the Bank continues to invest in both physical infrastructure and innovative distribution channels that bridge access gaps for underserved and vulnerable groups.

With a widespread physical presence across Qatar, Doha Bank maintains a strong retail network of 18 branches and 76 ATMs, strategically located to serve customers in both urban and remote areas. To complement this reach, customers can access banking services through our Call Center, where they can inquire about loan eligibility and discuss financial needs, or via our comprehensive digital platforms, which provide 24/7 access to products, services, and information.

Retail Banking Group's Distribution Channels as on 31.12.2024

No. of Branches in Qatar: 15 Conventional Branches

No. of E-Branches in Qatar: 3 E-Branches in Qatar

International Branches: 4 Branches – Dubai, Kuwait City, Mumbai, and Kochi

No. of ATMs in Qatar: 76 ATMs (including 3 ITMs and 2 Mobile ATMs)

Offshore ATMs: 5 ATMs (1 in UAE, 1 in Kuwait, and 3 in India)

As of year-end, 92% of retail cash transactions and 61% of cheque deposits were processed via Doha Bank's ATM and ITM networks.

Expanding financial accessibility

To further expand financial accessibility, Doha Bank introduced Interactive Teller Machines (ITMs) prior to 2024. These advanced, branchless kiosks enable customers to conduct a wide range of banking transactions without needing to visit a traditional branch. Key features include real-time interaction with a remote teller via live video, cash deposits and withdrawals, and account inquiries and updates. These services are particularly beneficial for customers with mobility limitations or those residing in areas without convenient access to branches.

CASE STORY

Inclusive Services for Special Needs and Elderly Customers

Aligned with the Qatar Central Bank's directives, Doha Bank is actively enhancing its services for customers with special needs and the elderly. Key initiatives include:

- Upgrading at least 20% of ATMs to meet accessibility standards such as Braille keypads, touchscreens, and headphone jacks
- Training staff in each branch to communicate in sign language
- Designating accessible rooms in branches equipped with surveillance and privacy features to facilitate secure transactions
- Home banking support (excluding cash transactions) via Relationship Managers and Direct Sales agents for customers unable to visit branches
- Installation of ramps, sliding doors, and disability signage across most branches and ATM locations

The Bank is also working toward printing statements in Braille, exploring enhancements to debit and credit card designs, and assigning coded account identifiers for easier service delivery. These enhancements are part of a broader goal to meet and exceed QCB's expectations under the Third Financial Sector Strategic Plan.

CASE STORY

Serving underserved communities in remote areas

In a bid to enhance financial accessibility, Doha Bank launched its Mobile ATM service, specifically targeting labor camps in remote locations across Qatar. These fully equipped ATMs on wheels travel to camps where access to banking infrastructure is limited or nonexistent.

For many workers, this service marks the first time they can withdraw salaries, transfer money, or check account balances without traveling long distances. Operated on a regular schedule, the mobile units ensure convenient, secure, and timely access to essential banking services, empowering thousands with greater financial independence.

By bridging the gap between underserved communities and formal banking systems, Doha Bank's Mobile ATMs reflect the Bank's commitment to inclusive growth and customer-centric innovation.

Towards Digital Banking

Doha Bank has strategically focused on monetizing its branch network by driving transactions offloading to alternative digital channels. This approach aims to enhance return on investment from branch operations as more customers migrate to self-service and digital platforms for routine transactions.

In line with this strategy, the Bank has continued to strengthen its online and mobile banking services. In 2024, Doha Bank successfully revamped its mobile banking platform, delivering a significantly enhanced user experience. The upgraded app offers:

- Fewer taps and simplified navigation for faster transactions
- Personalized security settings and simplified login options
- Instant savings account opening, loan applications, and insurance payments
- Seamless cash advance requests
- Dark and light mode options for user preference
- Enhanced card security features

As a result of these enhancements, digital banking has become the primary transaction channel. By 31st December 2024, 88% of all comparable retail financial transactions were processed through Doha Bank's digital and self-service platforms.

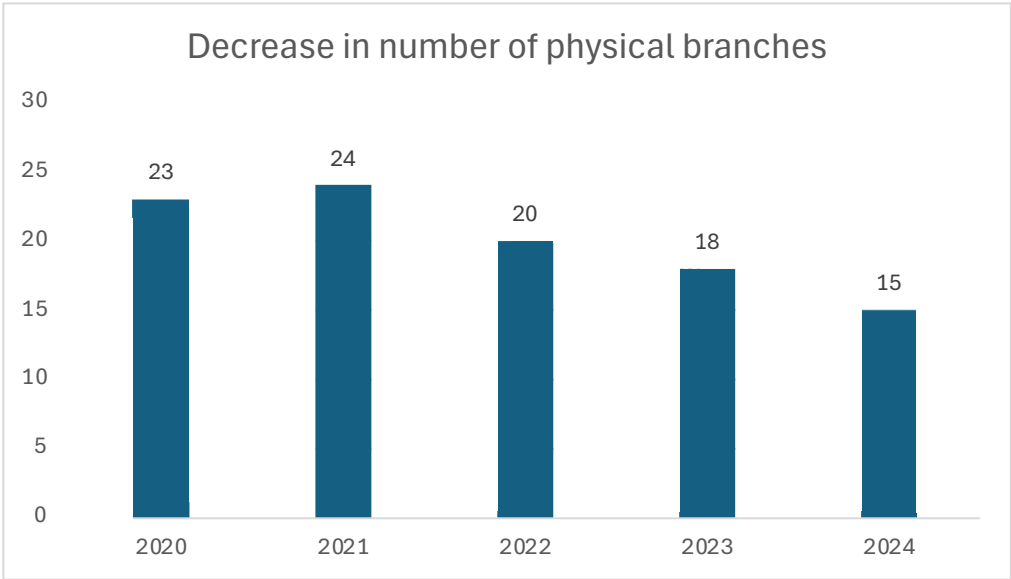
Total	2020	2021	2022	2023	2024	%YoY
Online/ Mobile	2,557,500	2,711,717	2,880,847	2,876,433	3,068,324	+7%
Doha Pay	607	38,942	189,773	359,546	435,064	+21%



Within our Wholesale Banking division, the push towards digitalization continued. To deliver best-in-class institutional services, Doha Bank has invested in its proprietary corporate platform, Tadbeer, to fully digitize payroll transactions across both the Wage Protection System (WPS) and QCB platforms. These digital advancements not only enhance customer experience but also generate significant fee-based revenue and contribute to lower operational costs.

Number of transactions - Wholesale	2020	2021	2022	2023	2024	%YoY
Online/Mobile (Tadbeer)	35,478	50,048	58,193	62,637	83,596	+33%

Looking ahead, the Bank remains committed to ongoing digital investment, continuously introducing new services and innovations to meet the evolving needs of both individual and corporate customers.



A photograph of two women in traditional white Qatari dress (thobe and headscarf) walking away from the camera in a courtyard. The background is a light-colored wall with vertical architectural elements. The scene is brightly lit, suggesting daytime.

EMPOWERING PEOPLE & COMMUNITIES

EMPOWERING PEOPLE AND COMMUNITIES

Our people are at the core of our operations and serve as the guiding light for our ESG Strategy. Our people are at the heart of everything we do and serve as the driving force behind our ESG Strategy. In line with the Qatar National Vision 2030, Doha Bank is committed to cultivating a diverse and capable workforce, empowered with the skills and knowledge needed to thrive in a rapidly evolving world.

Human Capital Development

Doha Bank is fully compliant with labor laws and social regulations across all jurisdictions in which it operates. The Bank is committed to attracting, developing, and retaining competent talent through holistic human resource practices that focus not only on skill development but also physical and emotional wellbeing of employees. Our practices are aligned with labor and Central Bank regulations, Qatar National Vision 2030, and global industry best practices.

We actively seek talent from diverse backgrounds, including individuals with special needs, ensuring our workforce reflects the inclusivity essential to our business and growth strategies. This approach positions Doha Bank competitively in both local and global markets. Our workplace culture prioritizes safety, ethical conduct, diversity, and transparency. Doha Bank's Human Resources and Talent Management function plays a central role in delivering the Bank's ESG agenda by driving initiatives across Qatarisation, gender diversity, employee engagement, learning and development, national capacity building, university partnerships, and scholarship programs.

1,180 Employees
across locations

31.35 Gender
%Diversity

22:1 Annual Total
Compensation Ratio

Our employees are the backbone of our organization. We are proud to have a diverse and skilled team that brings together a wide range of experiences, perspectives, and expertise. Through continuous learning opportunities, inclusive policies, and a strong emphasis on employee well-being, we inculcate an environment where individuals can grow and thrive. Our people are not just employees – they are collaborators, problem-solvers, and ambassadors of our values.

a. Talent Attraction and Retention

Human Development is a cornerstone of the Qatar National Vision 2030 and aims at attracting and retaining highly skilled and innovative talent that can help drive Qatar's goals. Doha Bank views talent development as a continuous journey and believes it should be supported by succession planning and tailored assessments that help identify and nurture future leaders.

119 New Hires
across locations

11.8 Employee
% turnover rate

Our comprehensive onboarding process ensures new employees are well-equipped with the tools and knowledge needed to integrate smoothly into the organization. New employees are trained on Doha Bank's policies and procedures upon onboarding. Doha Bank has a best-in-class employee benefits program with robust and transparent policies around recruitment and retention which has resulted in a low employee turnover rate of 11.8% in 2024.



Onboarding training programs are conducted for all new employees. Some key training topics include the following:

Doha Bank Overview: Brief about DB foundation and Vision, Mission, Values

Human Resources: Key HR processes: Leave, Attendance, Probation, Appraisal, and Benefits.

Core Functions Overview: Overview of departments and their roles within the Bank.

Products & Services: Retail banking offerings Accounts, Loans, Cards, Premium Banking.

Information Security: Ensuring CIA (Confidentiality, Integrity, Availability), manage privacy, and prevent cyber incidents.
Business Continuity Management: BCM fundamentals, roles, policies, drills, and crisis communication.

Internal Audit: Adding value, protecting resources, and ensuring compliance and activities: Advisory, investigations, Policy Reviews.
Operational Risk: Definition, significance, management tools, and responsibilities.

Compliance:

- Managing compliance risk, enhancing culture, and regulatory guidance.
- AML/CFT: Risk management, monitoring, and reporting.
- FATCA/CRS: Customer onboarding and regulatory reporting.
- Managing compliance risk, enhancing culture, and regulatory guidance.

Intranet and Learning & Development (L&D): Blended learning, training programs, LMS, internships.

Floor Plan & Department Locations: Detailed layout of departments across various floors.

Employee Compensation and Benefits

Doha Bank fully complies with the legal requirements established under Qatar Labor Law, which governs labor relations and prohibits the employment of minors. This commitment extends to our vendors and suppliers, who are also expected to adhere to the same laws and regulations. We are dedicated to creating an inclusive and respectful workplace that values all employees. Our Group's Code of Conduct applies to all staff members and reflects our strong commitment to employee protection and the strict prohibition of forced labor, in accordance with Qatar Labor Law.

Doha Bank's employee compensation packages are designed to motivate talent by ensuring fair and competitive compensation. Salary levels are regularly reviewed to ensure they remain competitive and aligned with market trends and internal performance standards.

Across all employee categories, basic salary, housing allowance, cost of living allowance, transport allowance, monthly fixed bonus and annual performance bonus form a part of their remuneration. For certain employee categories, post allowance is also provided due to the nature of their job. Additionally, for Qatari employee national allowance also forms a part of their remuneration structure. All employees are entitled to gratuity, health insurance for self and dependents, life insurance and airfare allowance. Additionally, grade dependent benefits are available to employees that include education allowance, club membership, mobile allowance and furniture allowance. Employees that are on fixed term contracts are eligible for performance bonuses. A clawback provision is in place specifically in cases of misconduct.

CASE STORY

Talent Assessment Centre

To enhance talent development and strategic workforce planning, Doha Bank has established a customized assessment center. The initiative was designed to identify employee skills gaps, support targeted recruitment, and ensure tailored training and development programs.

The assessment center enables objective evaluation of employees' skills, supporting more informed decisions in training investment, succession planning, and career progression. It also plays a key role in strategic Qatarisation efforts, as well as identifying high-potential employees and graduates for future leadership roles.

Key Outcomes:

- Clear visibility of individual and organizational skills gaps
- Targeted training plans that ensure continuous skills development
- Data-driven talent identification and recruitment
- Stronger ROI on learning and development investments
- Robust support for succession planning and talent pipeline building



This strategic tool empowers Doha Bank to align its workforce capabilities with long-term business goals.

Performance and career development reviews

Performance and career development reviews are an integral part of our talent management framework, aimed at supporting continuous growth and aligning individual goals with organizational objectives. Through structured feedback, goal-setting discussions, and personalized development plans, we ensure that employees receive the guidance and support needed to advance in their careers.

Annual and mid-year performance reviews provide valuable feedback and direction, aligning individual aspirations with organizational goals and helping every employee maximize their potential at the Bank. To be eligible for a performance review, an employee must complete a minimum of nine months' service.

GRI 404-3 Employees receiving regular performance and career development reviews								
Category	2021		2022		2023		2024	
	Total employees	No. of employees receiving career performance review	Total employees	No. of employees receiving career performance review	Total employees	No. of employees receiving career performance review	Total employees	No. of employees receiving career performance review
Senior Management								
Male	13	12	12	10	10	8	12	6
Female	0	0	0	0	0	0	1	0
Total	13	12	12	10	10	8	13	6
Middle Management								
Male	80	67	85	74	82	73	84	77
Female	9	8	11	10	10	10	13	12
Total	89	75	96	84	92	83	97	89
Junior Management								
Male	291	263	301	272	291	268	309	280
Female	67	58	72	70	72	65	77	69
Total	358	321	373	342	363	333	386	349
Non Management								
Male	425	404	414	357	419	377	405	366
Female	307	246	298	264	291	254	279	253
Total	732	650	712	621	710	631	684	619

b. Diversity and Inclusion

Doha Bank is an equal opportunity employer. While a formal policy around diversity and inclusion is not currently available, the Bank adheres to national labor laws and implements internal diversity practices in line with government requirements.

Doha Bank has set an internal target to achieve 35% female representation in its workforce by the year 2028. At present, Doha Bank's overall workforce has 31% women employees.

Doha Bank is steadily progressing toward QCB's employment targets for individuals with disabilities, with the current representation at 0.20% and efforts underway to reach the 0.25% threshold. The Bank will continue to report quarterly on its compliance with QCB requirements and ensure visibility of its inclusive banking services across various media platforms and through relevant disclosures.

Recruitment processes are aligned with internal diversity targets, ensuring inclusive hiring across traditionally male-dominated roles. Diversity-related targets are communicated via email to hiring managers and quarterly progress updates are sent to the Executive Management.

In 2024, Doha Bank appointed its first female C-level executive and continues to promote gender-balanced leadership by sharing qualified female profiles for recruitment to executive positions.



CASE STORY

Diversity and Inclusion Practices at Doha Bank

Doha Bank is dedicated to fostering a safe, inclusive, and empowering workplace for all employees. As part of its commitment to national development and talent inclusion, the Bank has implemented a range of strategic initiatives, including:

1. Advertising job opportunities through the Ministry of Labour (MOL) portal to prioritize the recruitment of Qatari nationals and children of Qatari mothers
2. Launching the Teller Program to support entry-level career pathways
3. Offering a Scholarship Program to support higher education and skill development
4. Introducing the Kawader Al Mostaqbal Program for fresh graduates to build future banking leaders
5. Providing structured internship opportunities to nurture early professional experience
6. Actively participating in career fairs to engage with emerging talent
7. Signing Memorandums of Understanding (MOUs) with leading universities to strengthen academic-industry collaboration

Doha Bank offers women various benefits, including maternity leave of up to 50 calendar days, in accordance with Qatar's labor laws. Women are also entitled to up to 1 hour of nursing leave. We are proud to have retained all of our employees following their entitled maternal leave, demonstrating the strength and commitment of Doha Bank's culture to supporting our employees.

GRI 401-3 Details of Parental Leaves for Employees				
category	2021	2022	2023	2024
Total number employees entitled to parental leaves	383	381	373	370
Number of employees that took parental leaves	10	13	7	15
Return to Work Rate	100%	100%	100%	100%
Retention Rate	100%	100%	100%	100%

Doha Bank is committed to fostering a workplace where all employees are valued and rewarded fairly. While we recognize that achieving gender pay parity is an ongoing journey, we strive to identify and address any gaps through continuous monitoring, transparent reporting, and inclusive talent practices. Our ambition is to create an environment where remuneration reflects skills, performance, and contribution irrespective of gender, supporting equal opportunity for all. The Bank calculates its gender pay ratio based on the average pay of each gender within each employee category. The ratio per employee category is given below:

GRI 405-2 Ratio of Basic Salary and Remuneration of Female to Male	
Parameters	2024
Senior Management	0.73
Middle Management	0.74
Junior Management	1.11

In FY 2024, the ratio of basic salary and remuneration of female to male employees remained broadly aligned across all management levels, with near parity in middle and senior management, and a strong position in junior management where the ratio exceeded 1.

Diversity and Inclusion training programs	
Diversity and inclusion modules are outlined for People Managers at the Bank. They include the following topics: • Understanding Diversity in the Qatari Context • Unconscious Bias and Inclusive Behavior • Inclusive Leadership and Management • Gender Equality and Empowerment • Ethnic and Cultural Inclusion • Accessibility and Inclusive Technology • Mental Health and Well-being • Legal and Ethical Frameworks The L&D department has also launched an internal LMS platform that supports continuous learning and development, including for Qatari staff to prepare for leadership roles. While not explicitly focused on D&I, this platform can be leveraged to integrate D&I modules and promote inclusive growth. Additionally, Doha Bank's collaboration with Carnegie Mellon University in Qatar includes executive training programs and community engagement initiatives, which is aligned with the Bank's overarching D&I goals.	All employees receive diversity and inclusion training during the time of onboarding.

Diversity and Inclusion training is an integral part of employees' role-specific development and refresher training courses covering the following themes. These training sessions, which are conducted annually for people managers are designed to promote a culture of inclusivity.

In collaboration with Qatar Social and Cultural Center of the Deaf, Doha Bank Academy is had selected 19 of customer facing staff to attend a mandatory training on Sign Language.

The course began with basic sign language and gradually progresses to more complex signs. The course equipped employees with the skills to communicate proverbs, ideas, and meanings effectively. The second level of the course focused on banking terminology. The objective of the course was to ensure that customers with special needs.



Qatarisation

Doha Bank is firmly committed to advancing Qatarisation by cultivating future Qatari leaders and strengthening its succession pipeline. While no formal internal policy exists, Doha Bank follows the Qatar Ministry of Labor mandate of 20% on Qatarisation.

The Bank has set a 25% Qatarisation target by 2028. In 2024, the Bank surpassed its target for Qatarisation by achieving a 26% qatarisation rate.

Key challenges around Qatarisation include a skills mismatch, limited career growth perceptions and expectations of compensation. Keeping these challenges in mind, the Bank has enhanced its development programs to empower Qatari employees with the skills and experience needed to excel in key roles. Flagship initiatives such as the Kawader Al Mostaqbal and Leadership Development programs are tailored to prepare high-potential individuals for leadership positions.

CASE STORY

Developing Future Leaders at Doha Bank

A comprehensive Leadership Development Program is currently being designed to support the professional advancement of 20 mid-level Qatari managers. This initiative aims to prepare participants for senior leadership roles by enhancing their strategic thinking, advanced leadership capabilities, and organizational acumen. Serving as a vital component of the organization's leadership succession and national workforce development strategy, the program will focus on building both personal and institutional leadership strengths. It will feature a dynamic mix of experiential learning, executive coaching, mentorship, and hands-on strategic project work. The program is set to launch in Q4 2025, following the completion of the design and planning phase. Through this investment in Qatari talent, the organization seeks to cultivate a strong, future-focused leadership pool capable of driving innovation and long-term organizational resilience.

Additionally, foundational programs like the Management Trainee Program, Basic Banking Program, and Customer Service Development Program are aligned with the Bank’s long-term workforce strategy, supporting sustained growth of talent across all levels. To promote skill development, Qatari nationals are also provided with tuition support on a case-by-case basis.

A glimpse of the programs we offer:		
Management Trainee Program (MTP)	Basic Banking Program (BBP)	Customer Service Development Program (CSDP)
Target Audience: - Recent university graduates or junior-level employees with high potential for leadership roles. Overall Objective: - To develop future leaders by providing structured exposure to various business functions, leadership training, and mentorship, preparing them for entry-level management positions.	Target Audience: - New hires, interns, or employees transitioning into banking from non-financial backgrounds. Overall Objective: - To build foundational knowledge of banking operations, products, and compliance, enabling participants to perform effectively in entry-level banking roles	Target Audience: - Frontline staff such as tellers, call center agents, and customer service representatives. Overall Objective: - To enhance customer service skills, focusing on communication, empathy, and problem-solving, in order to improve customer satisfaction and service quality.

Doha Bank has a formal talent development strategy for Qatari nationals. The strategy’s main pillars are built around several key pillars designed to nurture and empower Qatari talent in the banking sector:

Kawader Al Mostaqbel Program

This flagship initiative equips Qatari nationals with essential banking skills. It includes specialized programs such as the Teller & Customer Service Representative (CSR) Program, which helps fresh graduates begin their careers in retail banking.

E-Learning and Certification

Mandatory e-learning modules cover critical banking topics such as:

- Anti-Money Laundering (AML) & Counter Financing of Terrorism (CFT)
- Operational risk
- Information security
- E-Learning and Certification

Doha Bank Academy

An internal training hub offering a wide range of professional development courses for Qatari employees. Core training areas include:

- Personal Effectiveness & Business Communication
- Teller & Customer Service Certification Programs
- Retail Branch Controls & Currency Awareness
- Key Banking Systems & Product Knowledge

Mandatory e-Learning Modules on:

- Business of Banking
- Anti-Money Laundering (AML) & Countering the Financing of Terrorism (CFT)
- Operational Risk
- Information Security
- Business Continuity

Primary training methods include:

- instructor-led classroom training
- e-Learning modules
- Workshops and seminars
- On-the-job training and mentoring

Strategic Partnerships

Doha Bank collaborates with the Ministry of Labor to design tailored training programs for job seekers with university or secondary school qualifications, focusing on customer service and banking operations.

CASE STORY

Internship Program in collaboration with the Ministry of Labour

In alignment with the Qatar National Vision 2030, Doha Bank has initiated an internship program in collaboration with the Ministry of Labour. The objectives of the program are twofold:

1. Encouraging skill development for Qatari students
2. Providing employment opportunities to skilled Qatar students

In 2024, Doha Bank placed Qatari students as interns across the Bank's departments, providing them with mentorship opportunities and hands-on project experience to enhance their skills. This included assigning interns to departments such as Retail Banking, Corporate Banking, Risk, Compliance and so on. Additionally, mentors were assigned to the interns to support learning and career development with scheduled feedback and coaching sessions to track progress. The program prioritized project based learning through real time participation in projects and case stories relevant to each department. Interns were introduced to basic banking knowledge and training on subjects such as AML, KYC and data protection.

28 interns were trained as a part of this internship program in 2024.

In the forthcoming year, the Bank intends to expand the intake of its interns and allow more departments to participate in the program.

C. UPSKILLING OUR WORKFORCE

A crucial aspect of the Human Development pillar of the Qatar National Vision 2030 is its focus on training and development. In alignment with this vision, Doha Bank has implemented a comprehensive strategy to empower young professionals, recent graduates, and existing employees at various levels of the organization.

Doha Bank has a structured training and development policy in place for all employees. The Bank identifies training needs specific to each employee's skillset and job description. A blended delivery model has been adopted using e-learning. Employees complete a minimum of five topics relating to their job description and mandatory courses identified by the Bank annually. Subject matter experts are engaged to deliver specialized training to employees. External training is also offered to employees and comprise primarily of training programs offered within Qatar or internationally as well as conference and seminars. Employees attend one external training program in a year.

At the heart of these efforts is the Doha Bank Academy, which delivers a wide range of structured development programs aimed primarily at high-potential Qatari graduates. Doha Bank Academy serves as the central hub for learning and development within Doha Bank. It is dedicated to enhancing the professional capabilities of employees, with a strong focus on developing Qatari nationals in alignment with Qatar National Vision 2030. The Academy provided various training programs provide a strong foundation for early-career professionals, equipping them with the necessary skills and knowledge for long-term career success. In addition to these structured programs, on-the-job training and targeted career development initiatives are made available to employees across both branches and head office functions.

Doha Bank also prioritizes continuous learning across middle management and executive levels through specialized leadership development programs. These initiatives are designed to cultivate talent and prepare leaders to meet the evolving needs of the organization. The Bank follows a blended learning approach, combining LMS-based modules, in-class training sessions, and online learning. Participation in these training programs is closely monitored using surveys and Excel-based tracking tools. Employees are encouraged to complete a content-based minimum number of training hours annually to ensure ongoing development.

To ensure training remains relevant and impactful, training needs analyses are annually conducted. These analyses align learning interventions with job-specific competencies, role requirements, and skill set specifications. As a result, a diverse array of training topics is offered, including:

Training program	Target audience
Performance Management •Understand the principles and cycle of effective performance management. •Learn how to set clear expectations and provide constructive feedback. •Develop skills to conduct fair and impactful performance appraisals.	Line managers, team leaders, and HR professionals.
Mastering Advanced Time Management •Apply advanced prioritization techniques to manage competing tasks. •Identify and eliminate time-wasting habits and distractions. •Use tools and strategies to enhance personal and team productivity.	Mid- to senior-level employees, project managers, and team leads.
Setting SMART Objectives •Learn how to formulate Specific, Measurable, Achievable, Relevant, and Time-bound goals. •Align individual objectives with departmental and organizational goals. •Monitor and evaluate progress effectively using SMART criteria.	All employees
Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT) •Understand the legal and regulatory framework surrounding AML/CFT. •Identify suspicious activities and apply appropriate reporting procedures. •Strengthen compliance culture and risk mitigation practices.	All employees, with special focus on those in compliance, operations, and customer-facing roles.

Training program	Target audience
Customer Service Excellence (with simulations and real case studies) •Enhance communication and problem-solving skills in customer interactions. •Apply best practices through real-life case studies and role-playing. •Build customer loyalty through empathy and service consistency.	Frontline staff, call center agents, and relationship managers
Environmental, Social, and Governance (ESG) Training. •Understand the fundamentals of ESG and its relevance to the banking sector. •Learn how to integrate ESG principles into business decisions and reporting. •Promote sustainable practices and corporate responsibility.	Senior management, sustainability officers, risk managers, and strategy teams
Risk Management training: •Risk Champion training •ORM Framework training •Risk and Controls Self-Assessment (RCSA) training	All employees

2024 Training highlights

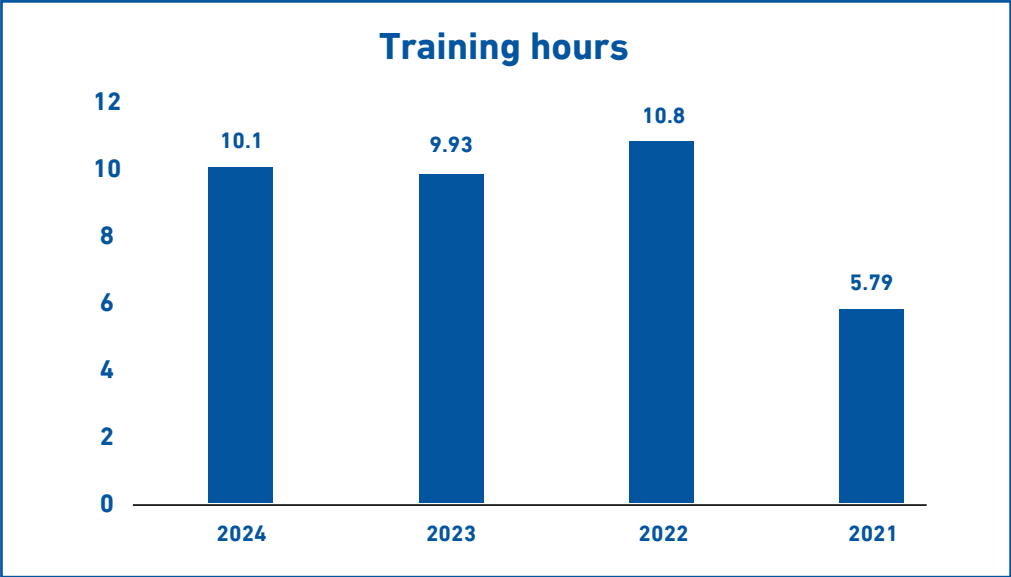
QAR million 1.4 Annual Training Budget for 2024

10.1 Hours Average training hours per employee across all categories

9.94 hours Average Training Hours /Female Employee

10.17 Hours Average Training Hours /Male Employee

Year on year trend in training hours (hrs/employee)			
2024	2023	2022	2021
10.1	9.93	10.8	5.79



Training effectiveness is evaluated through post-training satisfaction surveys, and outcomes are reported to the CEO and CHRO as part of the annual HR Key Performance Indicators (KPIs).



CASE STORY

Doha Bank's Learning Management System

In an effort to inculcate a culture of continuous learning, address skills gaps, and improve training efficiency, in 2024 Doha Bank implemented a customized Learning Management System (LMS). The new system has been designed to make learning more accessible and flexible for employees while automating critical training processes and supporting a blended learning strategy.

The system was tailored to the specific needs of the organization, allowing for:

- Centralized management of training resources and records.
- Flexible access to digital learning content across devices and locations.
- Blended learning integration, combining online modules with instructor-led sessions.
- Automated assignment, tracking, and reporting of mandatory compliance training.
- Real-time analytics to monitor progress and effectiveness of training initiatives.

Key Features

- **Blended Learning Support:** Integration of e-learning, virtual classrooms, and face-to-face sessions.
- **Automated Workflows:** Reduced manual effort through automated notifications, course assignments, and certification renewals.
- **Scalability:** Designed to accommodate a growing number of users and evolving training needs.
- **User-Centric Interface:** Intuitive navigation and personalized learning paths.
- **Analytics and Reporting:** Real-time insights into learner progress, engagement, and course effectiveness.

Results

- **Enhanced Learning Accessibility:** Employees now access training at their convenience, reducing disruption to daily operations.
- **Increased Training Efficiency:** Hundreds of classroom-based courses were transitioned to digital formats, saving time and cost.
- **Stronger Learning Culture:** Employees engage more proactively with learning content, contributing to higher upskilling rates.
- **Operational Savings:** Reduced reliance on physical classrooms and travel expenses.
- **Compliance Assurance:** Improved tracking and completion rates for mandatory training programs.



d. Employee Health and Well-being

At Doha Bank, the wellbeing of our employees both physical and mental remains a core priority. The Human Resources department is committed to supporting employees through a comprehensive range of financial and non-financial benefits, reinforcing the bank's strong employee value proposition and fostering a supportive, balanced work environment.

Doha Bank has developed a General Services Security Policy, which covers occupational health and safety aspects. According to the Policy, a Physical Security and Safety Officer shall ensure that the Bank's physical security systems, equipment and devices will remain up to date through systems testing, preventive and reactive maintenance that will be performed regularly by competent service contractors. The Bank has a Disaster Control Committee that will execute a disaster readiness plan.

All employees are regularly trained on the Bank's Policy and mock fire evacuation drills are conducted annually.

0 Workplace
injuries

0 Workplace
fatalities

Doha Bank strictly prohibits the use of child and forced labor through its established policies and guidelines. All employment at Doha Bank is governed by clear and formal contracts. The Bank ensures full compliance with labor laws in every jurisdiction where it operates.

During the reporting period, there were no reported cases of child or forced labor.

Employee grievance redressal

Doha Bank is committed to promoting accountability and transparency through a strong employee grievance redressal mechanism. Under its Human Resources Manual, Doha Bank has established an employee grievance redressal mechanism. Employees are encouraged to voice their concerns through designated grievance channels, with the Human Resources department serving as a key point of contact.

Doha Bank aims to ensure the complete confidentiality of employee grievances. Doha Bank has a strict non retaliation policy towards grievances. No person shall directly or indirectly use any official authority or influence in any manner to discourage the use of this procedure. Any person found to have acted in a manner to discourage the use of this procedure may be subject to discipline. While the Bank's official grievance redressal policy is currently being updated, the process remains active and responsive. Doha Bank aims to complete investigations within two weeks and has established a Penalty Ordinance to ensure the protection of individuals who report grievances, reinforcing its commitment to a fair and supportive work environment.

In 2024, there were zero incidents or complaints related to any type of discrimination or harassment at the workplace.

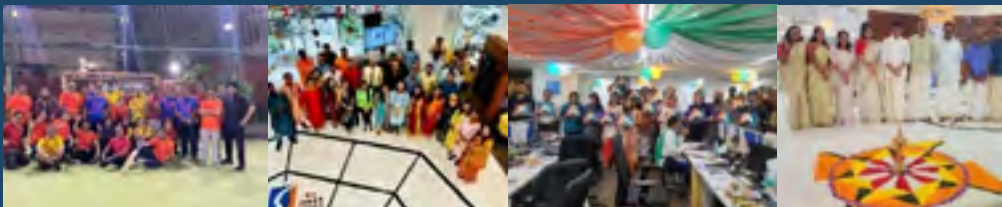
Employee engagement

Employee engagement is a cornerstone of our organizational culture, reflecting our commitment to building a motivated, connected, and high-performing workforce. Across our operations, the Bank actively promotes engagement through a wide range of initiatives focused on well-being, recognition, learning, and collaboration. Through these initiatives, we aim to enhance employee satisfaction, strengthen team cohesion, and align our people with the Bank's broader mission and values.

CASE STORY

Employee engagement activities at Doha Bank

In 2024, our India operations hosted a vibrant array of events that fostered employee engagement, inclusivity, and team spirit. From celebrating Women's Day to organizing spirited cricket tournaments and wellness sessions, the focus remained on holistic well-being and community building. Cultural festivities such as Navratri, Diwali, Onam, and Secret Santa brought employees together in celebration of our rich diversity, reinforcing a sense of belonging and shared joy across teams.



On the occasion of Qatar's National Sports Day, Doha Bank launched a week long 'count your step' challenge. Tips and interactivity amongst employees were encouraged, with prizes awarded to participants promoting sports, health and well-being.

Community Impact

Corporate Social Responsibility (CSR) is embedded at the heart of our mission and corporate values. We go beyond financial performance by dedicating resources and support to address the evolving needs of Qatari society and empower our community and partners, with the Qatar National Vision 2030 as a guiding light. At Doha Bank, our vision of prosperity extends beyond borders to create lasting value for people, communities, and the planet. .

We are committed to inculcating a strong sense of social responsibility among our employees, while actively contributing to national development by supporting efforts to enhance Qatar's Human Development Index

	2021	2022	2023	2024
Pre-tax profits invested in the community (%)	3.07%	3.43%	3.26%	3.65%

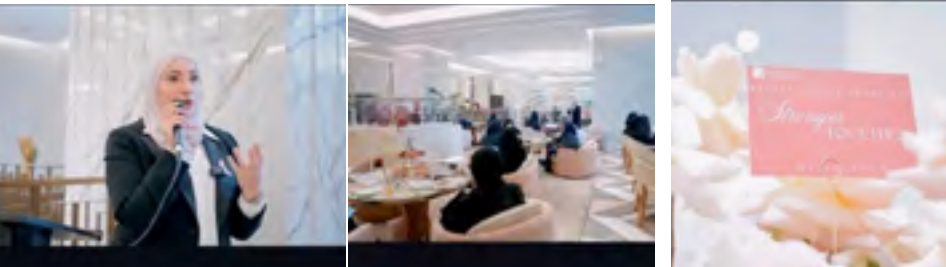


a. CSR Strategy

As part of our ongoing commitment to meaningful impact, the Bank has refreshed its CSR strategy to better align with evolving societal needs and national priorities. This renewed approach will ensure our initiatives remain relevant, measurable, and impactful, reflecting both global sustainability trends and local development goals. By reassessing our focus areas and engaging with key stakeholders, our objective is to enhance the effectiveness of our CSR programs and reinforce our role as a responsible corporate citizen in Qatar and beyond

	Focus Area	Target beneficiary	Rationale
	Education/ Skilling for the youth	Youth (13-18 yrs) Young adults (19-29 yrs)	Education is a key focus area in Qatar's National Vision 2030; linked to Goal 4 of the UN SDGs
	Financial literacy and inclusion	Women/ Migrant communities/ SMEs	Financial literacy is directly linked with Doha Bank's business priorities; linked to Goal 8 of the SDGs.
	Healthcare	Beneficiaries across all age groups	Healthcare is a key focus area in Qatar's National Vision 2030 and Goal 4 of the UN SDGs.
	Environment	Women Migrant communities	Environment is a key focus area in Qatar's National Vision 2030 and linked to Doha Bank's ESG strategy
	Sports	Beneficiaries across all age groups	Promoting the development of a healthy and fit population is an essential focus area of Qatar's National Vision 2030.

A glimpse into our CSR initiatives

Healthcare	Financial Literacy and Inclusion
• In collaboration with Hamad Medical Corporation, Doha Bank organized a blood donation campaign at DB Tower, encouraging both staff and visiting clients to participate in this life-saving initiative. The drive aimed to support local healthcare needs and promote a culture of giving within the community. The campaign saw enthusiastic participation, reflecting the shared commitment of our employees and customers to contribute to a meaningful cause.  • As part of the awareness efforts on World Breast Cancer Day, Doha Bank held an event for its female employees in October 2024, to highlight the importance of early diagnosis, provide directions to reduce the risk of developing the disease, and other aspects related to awareness. 	• In 2024, Doha Bank launched the 'Stay Alert' campaign to raise awareness on fraudulent transactions and provide directions on protection measures to avoid falling victim for fraudulent transactions. 

Education / Skilling for the youth

- Doha Bank has contributed QR 19.237 million to the Social & Sport Contribution Fund (DAAM), inaugurated as per the Emiri decree no. 44 for the year 2010. The Fund aims at supporting the social and sports activities and enhancing sustainable social development, in alignment with Qatar National Vision 2030. The contribution represented 2.5% of the Bank's annual net profit for the year 2023 and is made in accordance with Law No. (13) of 2008 and its subsequent amendments. The Bank's contribution to the DAAM Fund for the year 2024 will be determined following the approval of the Bank's financial results in 2025
- Doha Bank contributed with QAR 150,000 sponsoring Kawader Malia Program which is a five-month long development program designed for Qatari fresh graduates, within the spectrum of the financial industry. The program equips recent graduates with the necessary skills, competencies, practical and professional knowledge, bridging the performance gap between academic and professional practices



- Doha Bank, sponsored with QAR 100,000 the National Finance Researcher Award, organized by the Qatar Finance and Business Academy (QFBA). The award, which targets students at the undergraduate and postgraduate levels, seeks to: honor innovative contributions in the fields of finance and business, inspire the next generation of finance researchers in Qatar and promote academic excellence. The award also provides a national platform for young researchers to present their work and contribute to the development of Qatar's financial and banking sectors.
- Doha Bank was the silver sponsor in 2024 for the National Initiative for Field Training for Qatari Accountants and Graduates with contribution of QAR 30,000. This program is organized by the QCPA, focuses on preparing Qatari nationals who have graduated in accounting for careers in the private sector. The program aims to enhance their skills and knowledge to meet the demands of the financial and accounting sectors. It also supports Qatar's nationalization goals by increasing the proportion of Qataris in the private sector.
- Doha Bank also sponsored Ajyal Education Center's activities with QAR 25,000. The center organizes international trips for youth, with educational programs under supervision experts from the center.
- In addition, Doha bank contributed QAR 25,000 to sponsoring the Education Above All. EAA works to ensure equal access to education and to harness the power of quality education for positive, sustainable, and inclusive change.

Environment

Doha Bank celebrated The Earth Hour 2024 by turning off its lights at the Bank's Headquarters (Doha Bank Tower) from 8:30 to 9:30 pm.

Earth Hour Day is a global initiative by the World Wildlife Fund which is being celebrated on March 25 every year. The annual event encourages people to the 'Light Off' movement as a symbol of commitment to the planet. The Earth hour Day aims at raising awareness of environmental issues to decrease adverse effects on the upcoming generation.

- Doha Bank participated in Qatar Environment Day, in collaboration with the Ministry of Environment and Climate Change. The event comprised releasing birds and cultivating wild plants in Um Al-Amad reserve under the patronage of H.E the Minister.



Contribution (QAR' 000s)	2021	2022	2023	2024
Event Sponsorships	4,106	7,416	6,421	8,824
Community Investment (incl. charitable donations)	1,243	1,350	2,558	1,209
Social & Sports Fund Contributions	17,594	19,134	19,237	21,286
Total Contributions	22,943	27,900	28,216	31,319
Pre-tax profits	746,319	813,681	864,663	858,270



RESTORING ENVIRONMENTAL BALANCE

RESTORING ENVIRONMENTAL BALANCE

Doha Bank recognizes environmental performance as a critical component of its sustainable growth strategy. Following the successful completion of ESG Transformation Phase I, we have launched Phase II, which focuses on key areas including Greenhouse Gas (GHG) Emissions, Financed Emissions, the Decarbonization Roadmap, and Climate Risk Assessment.

The primary objective of Phase II is to establish a comprehensive baseline for GHG emissions, including those associated with financed activities. This baseline will serve as the foundation for setting targeted GHG reduction goals and conducting a thorough climate risk analysis across our portfolio exposures. As an outcome of ESG Transformation Phase II, Doha bank has successfully established the GHG reduction target and developed the decarbonization strategy based on 2023 as a base year.

Doha Bank has taken a target of 25% reduction in GHG emissions across scope 1 and 2 emissions by 2030 from a base year 2023. This target is aligned with Qatar's National Vision 2030.

In 2024, following the establishment of 2023 as the baseline year, Doha Bank has recalculated and updated its 2023 energy consumption and emissions figures. These revised values have been incorporated into this year's report to ensure consistency and accuracy in tracking progress against the Bank's sustainability targets.

Our Environmental Policies and Management

Our environmental management approach adheres to the well-established Reduce, Reuse, and Recycle (Triple R) model, which encompasses policy goals established within each of these realms. We believe that addressing our environmental impacts begins with optimizing resource utilisation, evident in our reduction targets for critical areas such as energy and water consumption.

Doha Bank has reinforced its commitment to environmental sustainability by joining two key Mastercard-led initiatives:

- Mastercard's **Priceless Planet Coalition**, a global effort focused on restoring 100 million trees by 2025.
- Mastercard's **Qatar Sustainable Cards Pledge**, launched in March 2024, which mobilizes banks in the country to transition first-use plastics out of physical payment cards by 2026 two years ahead of Mastercard's global commitment of 2028. As part of the Pledge, Doha Bank will begin issuing certified sustainable cards in 2025.

Energy Management

Doha Bank recognizes that energy efficiency is a vital aspect of its sustainability performance and climate action strategy. The Bank actively monitors and manages energy consumption across its branches and operational facilities to reduce environmental impact and enhance operational efficiency.

Our energy usage primarily consists of two sources: electricity from the grid and petrol for vehicle operations. Additionally, diesel is used for backup power through diesel generators, which are rarely operated and serve only as contingency support.

In line with our commitment to transparency and continuous improvement, the table below presents the changes in total energy consumption and energy intensity over the reporting period.

Direct Energy Consumption in GJ

Type of Energy Consumed	2021	2022	2023	2024
Petrol for Vehicle (GJ)	3,189	3,119	6,350	5,417
Diesel for DG Set (GJ)	16	0	138	83

Indirect Energy Consumption in GJ

Type of Energy Consumed	2021	2022	2023	2024
Non- RE Electricity from Grid (GJ)	61,547	63,489	68,261	69,999

Total Energy Consumption (GJ) & Intensity

Parameters	2021	2022	2023	2024
Total Energy Consumption (Renewable +Non-Renewable Energy) (GJ)	64,736	66,635	74,750	75,499
Energy consumption Intensity (GJ/employee)	67	67	64	64
Energy consumption Intensity (GJ/Million QAR Revenue)	15.1	14.1	11.5	10.4

Energy consumption & energy intensity data for 2023 has been revised due to updates in the methodology and organizational boundary used for calculation.

In 2024, despite an increase in premises area, Doha Bank's **absolute energy consumption rose by only 1%** compared to the previous year. A detailed analysis of energy intensity revealed encouraging trends:

- **Energy intensity per million QAR revenue declined by 10%**

These reductions reflect the effectiveness of several energy-saving initiatives implemented across our operations. Through targeted interventions and continuous monitoring, Doha Bank has successfully enhanced its energy efficiency while supporting business growth.

Monitoring our Carbon Footprint

Managing greenhouse gas (GHG) emissions is a cornerstone of Doha Bank's commitment to climate responsibility and sustainable development. As a financial institution, the Bank recognizes its influence on both direct and indirect emissions and is actively working to quantify, report, and reduce its carbon footprint in line with global best practices.

During this reporting period, the leadership team at Doha Bank has taken a significant step by establishing a baseline for its GHG reduction targets. Based on data availability and future emission reduction plans, the Bank has designated the period from 1st January 2023 to 31st December 2023 as the base year against which progress will be measured.

During 2024, total scope 1 emission is 2,215 MT CO₂e, reduced by 25% from the base year. While scope 2 emission is 5,134 MT CO₂e, increased by 2.4%. The increase in the scope 2 emission is due to the expansion of our two branches.

The table below outlines the changes in GHG emissions and GHG intensity.

GHG Emissions (Scope 1+2) and Intensity

Parameters	2021	2022	2023	2024
Scope 1 (MT CO2e)	218	215	2,962	2,215
Scope 2 (MT CO2e)	4,411	4,550	5,013	5,134
Total (Scope 1+2) (MT CO2e)	4,629	4,765	7,975	7,349
GHG Intensity (Scope 1 and 2) (MT CO2e/Employee)	4.8	4.8	6.8	6.2
GHG Intensity (Scope 1 and 2) (MT CO2e/Million QAR Revenue)	1.1	1.0	1.2	1.0

GHG Emissions and intensity data for 2023 has been revised due to updates in the methodology and organizational boundary used for calculation.

In 2024, despite an increase in premises area, Doha Bank's combined scope 1 and 2 emissions have reduced by 7.8% compared to the previous year. Going forward, Doha Bank will implement a Refrigerant Consumption Logbook across all premises to enhance environmental compliance, improve efficiency, and strengthen sustainability reporting.

Decarbonization Roadmap

In 2024, Doha Bank established a comprehensive Decarbonization Roadmap aimed at achieving a 25% reduction in Scope 1 and Scope 2 emissions by 2030. As part of this initiative, the Bank conducted a detailed assessment to identify key emission hotspots and evaluate applicable decarbonization levers.

For Scope 1 emissions, Doha Bank has outlined several targeted actions, including:

- Implementing robust monitoring mechanisms to detect and minimize refrigerant leakages
- Replacing high Global Warming Potential (GWP) refrigerants with low-GWP alternatives
- Promoting the use of greener modes of transport to reduce fuel-related emissions

For Scope 2 emissions, Doha Bank has outlined following:

- Replacement of in-efficient HVAC systems with efficient HVAC systems
- Implementation of BMS systems
- Replacement of existing in-efficient lighting systems with LED lighting
- Onsite Renewable Energy Generation

These measures form a critical part of our broader climate strategy and reflect our commitment to operational sustainability and climate responsibility.



CASE STORY

Transforming Energy Efficiency at DBHQ Tower & Doha Bank Premises Overview

In a bold stride toward environmental stewardship and operational efficiency, DBHQ Tower and Doha Bank Premises embarked on a comprehensive energy-saving initiative. This project not only demonstrates our commitment to sustainability but also showcases how practical upgrades can lead to significant savings and enhanced building performance.

Key Initiatives Implemented include:

- **Lighting Overhaul**

- o Replaced outdated fluorescent office lights with high-efficiency LEDs, cutting wattage by over 50%.
- o Upgraded CFL-based stairway lights and emergency exit lamps to LED equivalents, improving longevity and reducing energy draw.

- **HVAC System Modernization**

- o Phased out R22-based AC units and installed five-star rated R410 and R32 models that use eco-friendly refrigerants and consume less power.
- o Replaced aging chiller units with high-efficiency systems, enhancing cooling performance while reducing operational costs.

- **Building Envelope Optimization**

- o Installed 3M thermal film across the building's façade glass to mitigate heat gain, lowering cooling loads and improving occupant comfort.

- **Smart Controls Enhancement**

- o Rectified and upgraded the Building Management System (BMS) to better monitor and control energy usage across all systems.

Scope 3 Emissions

In 2024, Doha Bank conducted a comprehensive screening exercise to identify relevant Scope 3 emission categories, including financed emissions. As part of this process, 2023 was established as the base year for Scope 3 emissions reporting.

Out of the 15 categories defined under the GHG Protocol, 9 categories were identified as applicable to Doha Bank, and emissions for these categories have been calculated accordingly. The results of the Scope 3 emissions assessment—excluding financed emissions—are presented in the table below. In 2024, total Scope 3 emissions increased to 16,070.7 MT CO₂e, representing a 25% rise over 2023. The most notable change was in Category 1 - 5,905.9 MT CO₂e, suggesting higher procurement volumes during the reporting period.



Scope 3 Emissions (Excluding Financed Emissions)

Scope 3	2021	2022	2023	2024
Scope 3, Category 1 (MT CO2e)	Disclosed for the first time in 2023		2,979.8	5,905.9
Scope 3, Category 2 (MT CO2e)				
Scope 3, Category 3 (MT CO2e)			3,304.3	3,446.2
Scope 3, Category 5 (MT CO2e)			12.4	14.3
Scope 3, Category 6 (MT CO2e)			22.2	130.57
Scope 3, Category 7 (MT CO2e)			5,849.2	5,874.6
Scope 3, Category 8 (MT CO2e)			259.9	268.82
Scope 3, Category 13 (MT CO2e)			430.3	430.3
Total Scope 3 emissions (MT CO2e)	63	67	12,858.1	16,070.7
GHG Intensity (MT CO2e/Revenue in Mn QAR)	Not Calculated	Not Calculated	1.97	2.20

Scope 3 emissions and intensity data for 2023 has been revised due to updates in the methodology and organizational boundary used for calculation.

Financed Emissions

Doha Bank is committed to fostering transparency by regularly reporting the greenhouse gas emissions linked to its portfolios using the Partnership for Carbon Accounting Financial (PCAF) methodology. The Bank prioritizes proactive engagement with both clients and industry organizations to drive the adoption of responsible investment strategies and climate-friendly financial products. These ongoing initiatives demonstrate Doha Bank's determination to accelerate the global shift towards decarbonization and to position itself as a leader in sustainable banking. Our wholesale banking portfolio is mainly classified as business loans, commercial real estate and motor loans. While, our investment is mainly classified under listed equity, corporate bonds (including sovereign bond) and private/unlisted equity.

The boundary for Doha Bank's financed emissions reporting has been defined based on the availability of data, the materiality of the asset class to the Bank and regional trends. At present, the Bank has calculated its financed emissions (Scope 3, category 15) for its wholesale banking and investments portfolio. Doha Bank's financed emissions have been calculated using 2023 data as a baseline, under PCAF guidance.

For both the years, business loans had the maximum contribution on emissions to the Bank's loan book, as they do represent the majority of exposure. Between 2023 and 2024, emissions per billion USD from the business loans rose by approximately 14%. On the motor loans, the emissions per billion USD have decreased by approximately 5%. At the same time for the real estate sector, there has been an increase of approx. 4% emissions per billion of USD. The table below outlines our wholesale banking portfolios emissions.

Financed Emissions - Wholesale Banking Portfolio

Asset Classes	2023			2024		
	Total Loan in Billion USD	Emissions (MT CO2e)	Emission contribution	Total Loan in Billion USD	Emissions (MT CO2e)	Emission contribution
Motor Loan	0.02	2,342	0.1%	0.02	2,780	0.1%
Business Loan	10.53	1,706,477	60.3%	11.71	1,794,316	60.6%
Real Estate	5.20	1,119,955	39.6%	5.20	1,164,828	39.3%
Total	15.75	2,828,774	100%	16.93	2,961,924	100%

Most of our financed emissions through investment are linked to sovereign debt, which contributes over 91% of our total emissions footprint of our investment portfolio. Notably, around 77% of these sovereign debt-related emissions originate from our exposure to Qatari government bonds. The detailed of investment emissions are outlined in the below table.

Financed Emissions - - Investment Banking Portfolio

Asset Classes	2023			2024		
	Total Loan in Billion USD	Emissions (MT CO2e)	Emission contribution	Total Loan in Billion USD	Emissions	Emission contribution
Listed corporate bonds	0.73	42,334	1.7%	0.57	38,696	1.5%
Listed equity	0.54	69,089	2.9%	0.73	189,879	7.4%
Unlisted equity	0.06	4,128	0.2%	0	0	0%
Sover-eign debt bonds	6.71	2,286,485	95.2%	7.71	2,348,266	91.1%
Total	8.04	2,402,036	100%	9.01	2,576,841	100%

In 2024, our total emissions from investment activities increased by 7%, while the exposure increased by 12% from 2023.

The Bank is progressively expanding its sectoral coverage as methodological frameworks and data sources become more accessible. It is currently in the foundational phase of integrating transition planning into its financed emissions strategy and is refining its climate-related risk appetite metrics.

As part of its strategy to reduce financed emissions, Doha Bank has identified key sectors and entities that contribute significantly to its overall emissions footprint. The Bank intends to proactively engage with these entities to support their decarbonization efforts and to implement a robust monitoring framework that tracks progress on their emissions reduction initiatives.

In parallel, Doha Bank is committed to expanding its green financing activities and broadening its portfolio of environmentally sustainable financial products. These initiatives are aligned with the Bank's long-term vision to promote low-carbon economic growth and to support clients in transitioning to more sustainable business models.

Waste Management

Doha Bank is committed to responsible waste management as part of its broader environmental stewardship and sustainability strategy. While the Bank's operations are primarily office-based, it recognizes the importance of minimizing its environmental footprint through the efficient management of waste streams, including paper, electronic waste (e-waste), and general office waste. The Bank promotes waste reduction at source, reuse, and recycling across its branches and headquarters. During 2024, total waste generated is 1,837 tonnes, increased by 37.5% from the previous year. The increase in the waste generation is due to the expansion of our two branches. The table below outlines the changes in waste generation.

Details of Waste Generated in tonnes

Type of Waste	2021	2022	2023	2024
Paper (tonnes)	56	61	57	57
Total Waste Generated (tonnes)	323	292	1,352	1,837

Monitoring of E-waste

Our IT service team is dedicated to overseeing the management and disposal of IT-related waste. The team ensures that e-waste is handled in compliance with local regulatory requirements. Looking ahead, Doha Bank intends to enhance its mechanisms to further minimize waste generation.

By adopting effective waste management practices within our operations, we are committed to avoiding any legal compliance penalties.

Water Management:

Doha Bank recognizes the critical importance of efficiency and responsibility in water usage. We are committed to implementing sustainable water management practices that not only support our operational needs but also contribute to addressing water insecurity. This commitment is aligned with Qatar’s Water Security Strategy 2030.

Our premises in Qatar receive desalinated water supplied by Qatar Electricity and Water Company. Water is primarily used for domestic purposes, including irrigation systems, washrooms, and general cleaning.

In 2024, our **absolute water consumption increased by 20.2%** compared to 2023. This rise was mainly driven by the expansion of our premises, a growing workforce, and enhancements in data monitoring mechanisms. Despite the increase in total consumption, our **water intensity** remained nearly unchanged from the previous year, indicating improved efficiency in water use relative to operational scale.

The table below outlines the changes in water consumption and water intensity:

Water Consumption & Water Intensity

Parameters	2021	2022	2023	2024
Water Consumption (m3)	38,506	43,604	43,293	52,060
Water Consumption Intensity (m3/employee)	39.98	44.05	36.85	44.11

To further strengthen our water management efforts, we began installing water meters at high-consumption sites in 2023. This initiative was expanded in 2024 with the installation of meters at two additional premises. Moreover, Doha Bank has prioritized the adoption of water-efficient fixtures, such as low-flow faucets and other water-saving technologies, across our office buildings to minimize unnecessary water usage.

We have also optimized our irrigation systems by integrating smart controls for landscaping. These systems ensure efficient water distribution, reduce wastage, and support our broader sustainability goals.





ANNEXURE

ANNEXURE

APPENDIX A: ESG DASHBOARD

ENVIRONMENT				
GRI 305 Emissions (MT02e)				
Category	2021	2022	2023	2024
Scope 1 emissions	218	215	2,962	2,215
Scope 2 emissions	4,411	4,550	5,013	5,134
Scope 3, Category 1	Disclosed for the first time in 2023		2,980	5,096
Scope 3, Category 2				
Scope 3, Category 3			3,304	3,446
Scope 3, Category 5			12	14
Scope 3, Category 6			22	131
Scope 3, Category 7			5,849	5,875
Scope 3, Category 8			260	269
Scope 3, Category 13			430	430
Scope 3 emissions (excluding Category 15)	63	67	12,858	16,071
Total Scope Emissions (Scope 1, Scope 2 and Scope 3)	4,692	4,832	20,833	23,420
GHG emissions intensity (MtCO2e/Revenue in Mn QAR)	Not Calculated	Not Calculated	3.19	3.21
GRI 306 Waste (tonnes)				
Category	2021	2022	2023	2024
Total waste generated	323	292	1,352	1,837
GRI 303-5 Water Consumption (m3)				
Category	2021	2022	2023	2024
Total Water Consumption	38,506	43,604	43,293	52,060

SOCIAL

GRI 401-1 New Employee Hires and Employee Turnover (by Gender)

Category	Unit	2021		2022		2023		2024	
		Male	Female	Male	Female	Male	Female	Male	Female
Number of Employees	Number	809	383	812	381	802	373	810	370
	Percentage	67.90%	32.10%	68.10%	31.90%	68.30%	31.70%	68.60%	31.40%
New Hires	Number	63	66	100	30	83	35	77	42
	Percentage	48.80%	51.20%	76.90%	23.10%	70.30%	29.70%	64.70%	35.30%
Employee Turnover	Number	56	35	104	32	96	44	94	45
	Percentage	61.50%	38.50%	76.50%	23.50%	68.60%	31.40%	67.60%	32.40%

GRI 401-1 New Employee Hires and Employee Turnover (by Age)

Category	Unit	2021		2022		2023		2024	
		Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Number of Employees	Age 18-30	132	11.10%	114	9.60%	106	9.00%	106	9%
	Age 31-50	869	72.90%	884	74.10%	857	72.90%	852	72%
	Age 51+	191	16.00%	195	16.30%	212	18.00%	222	19%
New Hires	Age 18-30	37	26.81%	15	11.50%	29	24.17%	34	27.42%
	Age 31-50	90	65.22%	116	83.80%	80	66.67%	83	66.94%
	Age 51+	11	7.97%	6	4.60%	11	9.17%	7	5.65%
Employee Turnover	Age 18-30	17	18.70%	17	12.50%	30	21.40%	21	15.1%
	Age 31-50	57	62.60%	84	61.80%	78	55.70%	81	58.30%
	Age 51+	17	18.70%	35	25.70%	32	22.90%	37	26.6

GRI 401-3 Details of Parental Leaves for Employees

Category	2021	2022	2023	2024
Total no. of employees entitled to parental leave	383	381	373	370
Number of employees that took parental leave	10	13	7	15
Return to Work Rate	100%	100%	100%	100%
Retention Rate	100%	100%	100%	100%

GRI 404-1 Average Hours of Training for Employees

Category	Unit	2021		2022		2023		2024	
		Average no. of training days for male employees	Average no. of training days for female employees	Average no. of training hours for male employees	Average no. of training hours for female employees	Average no. of training hours for male employees	Average no. of training hours for female employees	Average no. of training hours for male employees	Average no. of training hours for female employees
Senior Management	hrs/employee	4.42	-	5.4	-	3.9	-	3.75	4
Middle Management	hrs/employee	4.75	9.67	8.49	6.64	12.06	10.3	12.94	10.23
Junior Management	hrs/employee	4.51	3.58	9.15	7.67	9.36	13.74	10.32	10.16
Non Management	hrs/employee	7.44	5.4	9.97	15.38	8.96	10.54	9.67	9.89
Average hours per employee category		5.79		10.8		9.93		10.1	

GRI 404-3 Employees receiving regular performance and career development reviews								
Category	2021		2022		2023		2024	
	Total employees	No. of employees receiving career performance review	Total employees	No. of employees receiving career performance review	Total employees	No. of employees receiving career performance review	Total employees	No. of employees receiving career performance review
Senior Management								
Male	13	12	12	10	10	8	12	6
Female	0	0	0	0	0	0	1	0
Total	13	12	12	10	10	8	13	6
Middle Management								
Male	80	67	85	74	82	73	84	77
Female	9	8	11	10	10	10	13	12
Total	89	75	96	84	92	83	97	89
Junior Management								
Male	291	263	301	272	291	268	309	280
Female	67	58	72	70	72	65	77	69
Total	358	321	373	342	363	333	386	349
Non Management								
Male	425	404	414	357	419	377	405	366
Female	307	246	298	264	291	254	279	253
Total	732	650	712	621	710	631	684	619
GRI 405-1 Diversity of Employees (by Age and Gender)								
Category	2021		2022		2023		2024	
	Male	Female	Male	Female	Male	Female	Male	Female
Senior Management								
Age 18-30	0	0	0	0	0	0	0	0
Age 31-50	5	0	2	0	2	0	6	1
Age 51+	7	0	8	0	8	0	6	0

Category	2021		2022		2023		2024	
	Male	Female	Male	Female	Male	Female	Male	Female
Total	12	0	10	0	10	0	12	1
Persons with Disabilities	0	0	0	0	0	0	0	0
Qatar Nationals	3	0	3	0	3	0	3	1
Middle Management								
Age 18-30	0	0	0	0	0	0	0	0
Age 31-50	51	8	58	9	54	6	54	8
Age 51+	30	1	29	2	28	4	30	5
Total	81	9	87	11	82	10	84	13
Persons with Disabilities	0	0	0	0	0	0	0	0
Qatar Nationals	8	5	12	6	13	5	17	7
Junior Management								
Age 18-30	1	0	2	3	3	2	4	3
Age 31-50	217	56	226	55	212	53	223	59
Age 51+	73	11	73	14	76	17	82	15
Total	291	67	301	72	291	72	309	77
Persons with Disabilities	0	1	0	1	0	1	0	1
Qatar Nationals	21	27	20	28	20	29	25	32
Non Management								
Age 18-30	41	90	36	73	35	66	37	62
Age 31-50	338	194	332	202	328	202	311	190
Age 51+	46	23	46	23	56	23	57	27
Total	425	307	414	298	419	291	405	279
Persons with Disabilities	2	1	2	1	2	1	2	1
Qatar Nationals	47	138	50	137	46	130	45	128
GRI 405-2 Ratio of Basic Salary and Remuneration of Female to Male								
Parameters							2024	
Senior Management							0.73	
Middle Management							0.74	
Junior Management							1.11	

GRI 406-1 Incidents of Discrimination and Corrective Actions Taken, if any				
Category	2021	2022	2023	2024
Total Number of Incidents	0	0	0	0

The HR data captured for 2021, 2022 and 2023 in the previous publications included only the headcount, new hires, turnover, parental leave, training hours, career development reviews, gender pay gap and persons with disabilities figures only for Doha Bank’s Qatar operations. This year, Doha Bank has updated its methodology to include its operations in United Arab Emirates, India, Kuwait, Turkey, Japan, China, Singapore, South Africa, the United Kingdom, Bangladesh and Nepal. Sharq Insurance, our subsidiary in Qatar is also included within the scope of our data. Hence the data for the years 2021, 2022, 2023 has been recalculated and restated. Please find the calculation methodology in the Data Computational Methods.

GOVERNANCE				
GRI 418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data				
Category	2021	2022	2023	2024
Total number of identified leaks, thefts, or losses of customer data	0	0	0	0

APPENDIX B: ESG DISCLOSURE INDICES

GRI DISCLOSURES

GRI 2: General Disclosures 2021	GRI 2-1	Organizational details	Who We Are and our Businesses, pg. 10	
	GRI 2-2	Entities included in the organization's sustainability reporting	Who We Are and our Businesses, pg. 10	
	GRI 2-3	Reporting period, frequency and contact point	About this Report, pg. 9	
	GRI 2-4	Restatements of information	Data Calculation Methodology, pg 134	
	GRI 2-5	External assurance	About this Report, pg. 9	
	GRI 2-6	Activities, value chain and other business relationships	Who We Are and our Businesses, pg. 10	
	GRI 2-7	Employees	Supply Chain Management, pg. 47	
	GRI 2-8	Workers who are not employees	Human Capital Development, pg. 69	
	GRI 2-9	Governance structure and composition	Not applicable	
	GRI 2-10	Nomination and selection of the highest governance body	Our Corporate Governance Structure, pg. 31	
	GRI 2-11	Chair of the highest governance body	Corporate Governance Reports	
	GRI 2-12	Role of the highest governance body in overseeing the management of impacts	Our Corporate Governance Structure, pgs. 31-33	

GRI 2: General Disclosures 2021	GRI 2-13	Delegation of responsibility for managing impacts	ESG Governance, pg. 22 Our Board Committees, pg. 37	
	GRI 2-14	Role of the highest governance body in sustainability reporting	ESG Governance, pg. 22 Our Board Committees, pg. 37	
	GRI 2-15	Conflicts of interest	Compliance Management at Doha Bank, pg. 40 Doha Bank Corporate Governance Report 2024	
	GRI 2-16	Communication of critical concerns	ESG Governance, pg. 22 Our Board Committees, pg. 37	
	GRI 2-17	Collective knowledge of the highest governance body	ESG Governance, pg. 22 Our Board Committees, pg. 37	
	GRI 2-18	Evaluation of the performance of the highest governance body	Our Board of Directors, pg. 33	
	GRI 2-19	Remuneration policies	Our Board Committees, pg. 37 Doha Bank Corporate Governance Report 2024 Board Members Remuneration Policy & Performance-Based Remuneration Policy	
	GRI 2-20	Process to determine remuneration	Our Board Committees, pg. 37 Doha Bank Corporate Governance Report 2024	
	GRI 2-21	Annual total compensation ratio	Upholding trust, pg 37 Empowering People and Communities, pg 69	
	GRI 2-22	Statement on sustainable development strategy	Our Material Topics, pgs. 17	

GRI 2: General Disclosures 2021	GRI 2-23	Policy commitments	ESG Framework, pg. 21, ESG Governance, pg. 22	
	GRI 2-24	Embedding policy commitments	ESG Governance, pg. 22, Sustainable Finance, pgs. 50-60	
	GRI 2-25	Processes to remediate negative impacts	Employee Health and Well-being, pg. 82 Compliance Management at Doha Bank, pg. 41 Supply Chain Management, pg. 48	
	GRI 2-26	Mechanisms for seeking advice and raising concerns	Employee Health and Well-being, pg. 82 Compliance Management at Doha Bank, pg. 41	
	GRI 2-27	Compliance with laws and regulations		Doha Bank is in compliance with all applicable laws and regulations across its operational jurisdiction.
	GRI 2-28	Membership associations	No membership associations.	
	GRI 2-30	Collective bargaining agreements	Stakeholder Engagement, pg. 17	In Qatar, collective bargaining agreements are not permitted under local laws and regulations. In other jurisdictions where Doha Bank operates, the Bank complies with all applicable laws and regulations governing collective bargaining agreements.

GRI 3: Material Topics 2021	GRI 3-1	Process to determine material topics	Our Material Topics, pgs. 18	
	GRI 3-2	List of material topics	Our Material Topics, pgs. 18	
	GRI 3-3	Management of material topics	Compliance Management at Doha Bank, pg. 41 Doha Restoring Environmental Balance, pgs. 89-95 Climate Change Risk Assessment, pgs. 25-28 Enhancing Customer Excellence, pgs. 63-68 Sustainable Finance, pgs. 50-60 Compliance Management at Doha Bank, pgs. 41-47 ESG Governance, pgs. 22-24 Data Privacy and Security, pgs. 45-47 Human Capital Development, pgs. 70-87 Supply Chain Management, pg. 48 Community Impact, pgs. 83-87	
GRI 201: Economic Performance 2016	GRI 201-1	Direct economic value generated and distributed	Economic Performance, pg. 12	
	GRI 201-2	Financial implications and other risks and opportunities due to climate change	Climate Change Risk Assessment, pgs. 25-28	
	GRI 201-3	Defined benefit plan obligations and other retirement plans		Annual Report, Page 112
	GRI 201-4	Financial assistance received from government		Not applicable.
GRI 202: Market Presence 2016	GRI 202-1	Ratios of standard entry level wage by gender compared to local minimum wage		The Bank remains committed to fair and equitable pay practices and ensures compliance with applicable labor laws and minimum wage requirements across all jurisdictions in which it operates.

GRI 202: Market Presence 2016	GRI 202-2	Proportion of senior management hired from the local community	ESG Dashboard, pg 96	
GRI 203: Indirect Economic Impacts 2016	GRI 203-1	Infrastructure investments and services supported	Not applicable.	
	GRI 203-2	Significant indirect economic impacts	Economic Performance, pg. 11 Community Impact, pg. 83	
GRI 204: Procurement Practices 2016	GRI 204-1	Proportion of spending on local suppliers	Supply Chain Management, pg. 47	
GRI 205: Anti-corruption 2016	GRI 205-2	Communication and training about anti-corruption policies and procedures	Compliance Management at Doha Bank, pg. 40 Doha Bank Corporate Governance Report 2024	
GRI 206: Anti-competitive Behavior 2016	GRI 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		Doha Bank has not faced any legal actions for anti-competitive behavior, antitrust violations, or monopoly practices. The Bank continues to operate in full compliance with the competition laws and regulatory requirements of the jurisdictions in which it operates. Doha Bank maintains robust internal policies and a Code of Conduct to uphold ethical market behavior and fair competition.
GRI 207: Tax 2019	GRI 207-1	Approach to tax	The Group and the branches, wherever corporate tax is applicable, submit the annual tax returns duly audited by an external tax auditor to the local tax authority. The Bank reports and complies with VAT, TDS, transfer pricing reporting and any other requirement as per the local jurisdiction requirement where the Bank operates.	

GRI 207: Tax 2019	GRI 207-2	Tax governance, control, and risk management	The Bank's finance department deals with tax related matters and whenever expert opinion or consultation is required for tax related matters, it uses the service of tax consultant which is normally appointed by the Bank's management on an annual contract basis.	
	GRI 207-3	Stakeholder engagement and	The business units, supporting and operations departments liaise with the finance department for any concerns related to tax. Finance department in turn seeks opinion or consultation from its tax consultant to resolve the matter wherever necessary.	
	GRI 207-4	Country-by-country reporting	The Bank declares and reports country-by-country reporting (CBCR) annually.	
GGRI 302: Energy 2016	GRI 302-1	Energy consumption within the organization	Managing Our Carbon Footprint, pg. 88	
	GRI 302-2	Energy consumption outside of the organization	Managing Our Carbon Footprint, pg. 88	
	GRI 302-3	Energy intensity	Managing Our Carbon Footprint, pg. 88	
	GRI 302-4	Reduction of energy consumption	Managing Our Carbon Footprint, pg. 88	
GRI 303: Water and Effluents 2018	GRI 303-2	Management of water discharge-related impacts	Water Management, pg. 94	
	GRI 303-5	Water consumption	Water Management, pg. 94	
GRI 304: Biodiversity	GRI 304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside p rotected areas		The Bank is committed to enhancing the welfare of the regions in which it operates and does not occupy or violate any of the specified premises or areas, nor does its activities, products, or services, have any significant impacts on biodiversity.

GRI 304: Biodiversity	GRI 304-2	Significant impacts of activities, products and services on biodiversity	Not Applicable.	The Bank is committed to enhancing the welfare of the regions in which it operates and does not occupy or violate any of the specified premises or areas, nor does its activities, products, or services, have any significant impacts on biodiversity.
	GRI 304-3	Habitats protected or restored	Not Applicable.	
	GRI 304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not Applicable.	
GRI 305: Emissions 2016	GRI 305-1	Direct (Scope 1) GHG emissions	Managing Our Carbon Footprint, pg. 88	
	GRI 305-2	Energy indirect (Scope 2) GHG emissions	Managing Our Carbon Footprint, pg. 88	
	GRI 305-3	Other indirect (Scope 3) GHG emissions	Portfolio Emissions Management, pg. 92 Managing Our Carbon Footprint, pg. 88	
	GRI 305-4	GHG emissions intensity	Portfolio Emissions Management, pg. 92 Managing Our Carbon Footprint, pg. 88	
	GRI 305-5	Reduction of GHG emissions	Portfolio Emissions Management, pg. 92 Managing Our Carbon Footprint, pg. 88	
	GRI 305-6	Emissions of ozone-depleting substances (ODS)	Not Applicable.	
	GRI 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not Applicable.	

GRI 306: Waste 2020	GRI 306-1	Waste generation and significant waste related impacts	Material Consumption and Waste Management, pg. 93	
	GRI 306-2	Management of significant waste related impacts	Material Consumption and Waste Management, pg. 93	
	GRI 306-3	Waste generated	Material Consumption and Waste Management, pg. 94	
	GRI 306-4	Waste diverted from disposal	Material Consumption and Waste Management, pg. 94	
	GRI 306-5	Waste directed to disposal	Material Consumption and Waste Management, pg. 93	
GRI 308: Supplier Environmental Assessment	GRI 308-1	New suppliers that were screened using environmental criteria	Currently, suppliers are not formally assessed against these criteria, although violations may be reported through the Bank's established reporting channels. Efforts that Doha Bank may undertake to address identified negative impacts are discussed in Supply Chain Management, pg. 47	The Bank conducts due diligence on its suppliers through established procedures and clear internal controls. While suppliers are not currently assessed specifically on Environmental, Social, and Governance (ESG) criteria, they are subject to standard assessments that ensure compliance with contractual, operational, and regulatory requirements. These assessments represent a consistent and structured approach across the supplier base.
	GRI 308-2	Negative environmental impacts in the supply chain and actions taken	Currently, suppliers are not formally assessed against these criteria, although violations may be reported through the Bank's established reporting channels. Efforts that Doha Bank may undertake to address identified negative impacts are discussed in Supply Chain Management, pg. 47	
GRI 401: Employment 2016	GRI 401-1	New employee hires and employee turnover	Talent Attraction and Retention, pg. 69	

GRI 401: Employment 2016	GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Health and Well-being, pg. 81	
	GRI 401-3	Parental leave	Diversity and Inclusion, pg. 73	
GRI 403: Occupational Health and Safety 2018	GRI 403-1	Occupational health and safety management system		Given the nature of Doha Bank's operations in the financial services sector, the Bank does not have material exposure to occupational health and safety risks typically associated with physical or industrial work environments. Doha Bank is in compliance with applicable local labor laws and internal health and wellbeing practices.
	GRI 403-2	Hazard identification, risk assessment, and incident investigation		
	GRI 403-3	Occupational health services	Employee Health and Well-being, pg. 81	
	GRI 403-4	Worker participation, consultation, and communication on occupational health and safety		
	GRI 403-5	Worker training on occupational health and safety	Employee Health and Well-being, pg. 81	While most of the indicators may not be directly relevant to our operating context, we have disclosed indicators basis our internal guidelines and protocols, based on the data we monitor.
	GRI 403-6	Promotion of worker health		
	GRI 403-8	Workers covered by an occupational health and safety management system	Employee Health and Well-being, pg. 82	
	GRI 403-9	Work-related injuries	Employee Health and Well-being, pg. 81	
GRI 404: Training and Education 2016	GRI 404-1	Average hours of training per year per employee	Upskilling our Workforce, pg. 77	

GRI 404: Training and Education 2016	GRI 404-2	Programs for upgrading employee skills and transition assistance programs	Upskilling our Workforce, pg. 77	
	GRI 404-3	Percentage of employees receiving regular performance and career development reviews	Upskilling our Workforce, pg. 77	
GRI 405: Diversity and Equal Opportunity 2016	GRI 405-1	Diversity of governance bodies and employees	Our Board of Directors, pg. 33 Diversity and Inclusion, pg. 73	
	GRI 405-2	Ratio of basic salary and remuneration of women to men	Diversity and Inclusion, pg. 73	
GRI 406: Non-discrimination 2016	GRI 406-1	Incidents of discrimination and corrective actions taken	Employee Health and Well-being, pg. 81	
GRI 407: Freedom of Association and Collective Bargaining 2016	GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		Not applicable.
GRI 408: Child Labor 2016	GRI 408-1	Operations and suppliers at significant risk for incidents of child labor		

GRI 409: Force or Compulsory Labour 2016	GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor		The Bank conducts due diligence on its suppliers through established procedures and clear internal controls. While suppliers are not currently assessed specifically on Environmental, Social, and Governance (ESG) criteria, they are subject to standard assessments that ensure compliance with contractual, operational, and regulatory requirements. These assessments represent a consistent and structured approach across the supplier base.
GRI 410: Security Practices	GRI 410-1	Security personnel trained in human rights policies or procedures		
GRI 411: Rights of Indigenous Peoples 2016	GRI 411-1	Incidents of violations involving rights of indigenous peoples		Not Applicable.
GRI 413: Local Communities 2016	GRI 413-1	Operations with local community engagement, impact assessments, and development programs	Community Impact, pg. 82	Doha Bank has not identified any operations during the reporting period that had significant actual or potential negative impacts on local communities, based on our annual materiality assessment. This assessment incorporates stakeholder engagement and impact analysis. See Our Material Topics, pg. 17
	GRI 413-2	Operations with significant actual and potential negative impacts on local communities		

GRI 414: Supplier Social Assessment	GRI 414-1	New suppliers that were screened using social criteria	Employee Health and Well-being, pg. 81	Doha Bank has not identified any operations during the reporting period that had significant actual or potential negative impacts on local communities, based on our annual materiality assessment. This assessment incorporates stakeholder engagement as well.
	GRI 414-2	Negative social impacts in the supply chain and actions taken	Currently, suppliers are not formally assessed against these criteria, although violations may be reported through the Bank's established reporting channels. Efforts that Doha Bank may undertake to address identified negative impacts are discussed in Supply Chain Management, pg. 47	The Bank conducts due diligence on its suppliers through established procedures and clear internal controls. While suppliers are not currently assessed specifically on Environmental, Social, and Governance (ESG) criteria, they are subject to standard assessments that ensure compliance with contractual, operational, and regulatory requirements. These assessments represent a consistent and structured approach across the supplier base.
GRI 415: Public Policy 2016	GRI 415-1	Political contributions		Doha Bank does not make any political contributions in any of the geographies it operates.
GRI 417: Marketing and Labeling	GRI 417-1	Requirements for product and service information and labeling	Fair Marketing and Advertising, pg. 64	
GRI 418: Customer Privacy 2016	GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Upholding Trust: Data Privacy and Security, pg. 31	

SASB DISCLOSURES

TOPIC	METRIC	CATEGORY	UNIT OF MEASURE	CODE	Disclosure Location
Data Security	(1) Number of data breaches,	Quantitative	Number	FN-CB-230a.1	Upholding Trust: Data Privacy and Security, pg. 31
	(2) Percentage that are personal data breaches,		Percentage (%)		Upholding Trust: Data Privacy and Security, pg. 31
	(3) Number of account holders affected		Number		Upholding Trust: Data Privacy and Security, pg. 31
	Description of approach to identifying and addressing data security risks	Discussion and Analysis	n/a	FN-CB-230a.2	Upholding Trust: Data Privacy and Security, pgs 31
Financial Inclusion & Capacity Building	(1) Number of loans outstanding that qualify for programmes designed to promote small business and community development	Quantitative	Number	FN-CB-240a.1	Microfinance and SME Lending, pg. 55
	(2) Amount of loans outstanding that qualify for programmes designed to promote small business and community development		Presentation currency		Microfinance and SME Lending, pg. 55
	(1) Number of past due and nonaccrual loans or loans subject to forbearance that qualify for programmes designed to promote small business and community development		Number	FN-CB-240a.2	Refer SASB Activity metrics

TOPIC	METRIC	CATEGORY	UNIT OF MEASURE	CODE	Disclosure Location
Financial Inclusion & Capacity Building	(2) Amount of past due and nonaccrual loans or loans subject to forbearance that qualify for programmes designed to promote small business and community development	Quantitative	Presentation currency	FN-CB-240a.2	Refer SASB Activity metrics
	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers		Number	FN-CB-240a.3	
	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers		Number	FN-CB-240a.4	
Incorporation of Environmental, Social, and Governance Factors in Credit Analysis	Description of approach to incorporation of environmental, social and governance (ESG) factors in credit analysis	Discussion and Analysis	n/a	FN-CB-410a.2	Sustainable Finance, pgs. 49-59
Financed Emissions	(1) Absolute gross financed emissions, disaggregated by Scope 1	Quantitative	Metric tons (t) CO2-e	FN-CB-410b.1	Portfolio Emissions Management, pg. 92; Managing Our Carbon Footprint, pg. 89

TOPIC	METRIC	CATEGORY	UNIT OF MEASURE	CODE	Disclosure Location
Financed Emissions	(2) Absolute gross financed emissions, disaggregated by Scope 2	Quantitative	Metric tons (t) CO ₂ -e	FN-CB-410b.1	Portfolio Emissions Management, pg. 92; Managing Our Carbon Footprint, pg. 89
	(3) Absolute gross financed emissions, disaggregated by Scope 3				Portfolio Emissions Management, pg. 92; Managing Our Carbon Footprint, pg. 89
	Gross exposure for each industry by asset class		Presentation currency	FN-CB-410b.2	Portfolio Emissions Management, pg. 92; Managing Our Carbon Footprint, pg. 89
	Percentage of gross exposure included in the financed emissions calculation	Quantitative	Percentage (%)	FN-CB-410b.3	Portfolio Emissions Management, pg. 92; Managing Our Carbon Footprint, pg. 89
	Description of the methodology used to calculate financed emissions	Discussion and Analysis	n/a	FN-CB-410b.4	Data calculation methodology, pg 134.
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, antitrust, anti- competitive behaviour, market manipulation, malpractice, or other related financial industry laws or regulations	Quantitative	Presentation currency	FN-CB-510a.1	Compliance Management at Doha Bank, pg. 40 Doha Bank Corporate Governance Report 2024
	Description of whistleblower policies and procedures	Discussion and Analysis	n/a	FN-CB-510a.2	Compliance Management at Doha Bank, pg. 40

SASB ACTIVITY METRICS

Metric	2021	2022	2023	2024
Number of loans outstanding that qualify for programmes designed to promote small business and community development	652	546	429	298
Amount of loans outstanding that qualify for programmes designed to promote small business and community development	795.71	751.63	580.80	447.50
Number of past due and nonaccrual loans or loans subject to forbearance that qualify for programmes designed to promote small business and community development	241	255	169	53
Amount of past due and nonaccrual loans or loans subject to forbearance that qualify for programmes designed to promote small business and community development	28.40	52.09	84.85	55.20
Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	Information not available			
Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers				
Number of checking and savings accounts – Personal (FN-CB-000.A)	170,979	165,919	159,232	154,125
Number of checking and savings accounts – Small Business (FN-CB-000.A)	Information not available			
Value of checking and savings accounts – Personal	7,042,217,080	7,005,464,153	6,560,668,914	6,632,336,179
Value (QAR Mn) of checking and savings accounts - Small Business				
Checking Accounts	534.63	559.35	457.93	739.71
Savings Accounts (QAR Mn)	4.24	2.74	0.34	0.10

Metric	2021	2022	2023	2024
Number of loans – Personal (FN-CB-000.B)	10,332	9,480	7,046	8,015
Number of loans – Small Business (FN-CB-000.B)	Information not available			
Number of loans – Corporate (FN-CB-000.B)				
Value of loans – Personal	1,248,818,252	1,118,317,505	854,338,394	1,035,560,011
Value of loans – Small Business	Information not available			
Value of loans – Corporate				
Numbers of unique customers with active credit card accounts	43,373	42,988	39,974	37,906
Number of credit card accounts	65,496	67,295	64,678	62,383
Number and value of residential mortgages originated	Number 17 - Value QR 69,346,222	Number 19 - Value QR 80,397,158	Number 20 - Value QR 84,134,874	Number 44 - Value QR 252,203,567
Number and value of commercial mortgages originated	Information not available			
Number and value of residential mortgages purchased	Number 17 - Value QR 49,685,062	Number 19 - Value QR 72,203,489	Number 20 - Value QR 72,812,708	Number 44- Value QR 241,750,569
Number and value of commercial mortgages purchased	Information not available			

QSE ESG DISCLOSURES

ESG Categories	ESG Key Performance Indicators	Measurement annual, unless indicated otherwise	Doha Bank's Response (2024)
Environmental	1. Environmental Policy	Does the company publish and follow an environmental policy? Yes/No	Yes
	2. Environmental Impacts	Any legal or regulatory responsibility for an environmental impact:? Yes/No If yes, explain.	No
	3. Energy Consumption	Total amount of energy usage in MWh or GJ	Managing Our Carbon Footprint, pg. 90
	4. Energy Intensity	Amount of energy used per M3 of space , and per FTE	Managing Our Carbon Footprint, pg. 90
	5. Carbon/GHG Emissions	Total amount of Carbon and Green House Gas emissions in metric tons	Managing Our Carbon Footprint, pg. 89
	6. Primary Energy Source	Specify the primary source of energy used by the company	Electricity
	7. Renewable Energy Intensity	Specify the percentage of energy used that is generated from renewable sources	Doha Bank has at present, not adopted renewable energy within its operations; however, the Bank is actively assessing opportunities and will evaluate the feasibility of implementation in the coming years as part of its commitment to sustainable practices.
	8. Water Management	Total amount of water consumption, and details in respect of recycling if any, in M3	Water Management, pg. 94
	9. Waste Management	Total amount of waste generated, recycled or reclaimed, by type and weight	Material Consumption and Waste Management, pg. 93

ESG Categories	ESG Key Performance Indicators	Measurement annual, unless indicated otherwise	Doha Bank's Response (2024)
Social	10. Full Time Employees	Number of full time employees	1,180
	11. Employee Benefits	Total amount of employee wages and benefits	561 QAR Mn
	12. Employee Turnover Rate	Percentage of employee turnover	Talent Attraction and Retention, pg. 69
	13. Employee Training Hours	Total number of hours of training for employees divided by the number of employees	Upskilling our Workforce, pg. 79
	14. Health	Does the company publish and follow a policy for occupational and global health issues? Yes/No	Employee Health and Well-being, pg. 81
	15. Injury Rate	Total number of injuries and fatal accidents relative to the number of FTEs	Employee Health and Well-being, pg. 81
	16. Human Rights Policy	Disclosure and adherence to a Human Rights Policy	No
	17. Human Rights Violations	Number of grievances about human rights issues filed, addressed and resolved	Zero
	18. Child & Forced Labor	Does the company prohibit the use of child or forced labor throughout the supply chain? Yes/No	Yes
	19. Women in the Workforce	Percentage of women in the workforce	Diversity and Inclusion, pg. 73
	20. Qatarisation	Percentage of Qatari nationals in the workforce	Diversity and Inclusion, pg. 75 ESG Dashboard, pg. 96
	21. Community Work	Number of hours spent, and/or other community investments made as a percentage of pretax profit	CSR Strategy, pg. 82
	22. Local Procurement	Percentage of total procurement from local suppliers	Supply Chain Management, pg. 47

ESG Categories	ESG Key Performance Indicators	Measurement annual, unless indicated otherwise	Doha Bank's Response (2024)
Governance	23. Board - Diversity	Percentage of Board seats taken by women	0
	24. Board – Independence	Percentage of Board seats taken by independent directors	36.36%
	25. Board – Separation of Powers	Specify whether the CEO is allowed to sit on the Board, act as the Chairman, or lead committees	No
	26. Voting Results	Disclosure of the voting results of the latest AGM	Yes; Annual Report 2024
	27. CEO Pay Ratio	Ratio of CEO salary and bonus against the median FTE salary and bonus	Empowering People and Communities, pg. 69
	28. Gender Pay Ratio	Ratio of median male salary to median female salary	Diversity and Inclusion, pg. 74 ESG Dashboard, pg. 96
	29. Incentivized Pay	Specify the links between (executive) remuneration and performance targets	Board Members Remuneration Policy & Performance Based Remuneration Policy
	30. Ethics Code of Conduct	Does the company publish and follow an Ethics Code of Conduct? Yes/No	Yes
	31. Supplier Code of Conduct	Does the company publish and follow a Supplier Code of Conduct? Yes/No	No
	32. Bribery/Anti-Corruption Code	Does the company publish and follow a Bribery/Anti-Corruption Code? Yes/No	Yes
ESG Reporting Generally	33. Sustainable Reporting Frameworks	Does the company publish a GRI, CDP, SASB, IIRC or UNGC report? Yes/No	Yes, GRI and SASB
	34. External Assurance	Are the company's ESG disclosures assured by an independent third party? Yes/No	GHG Emissions (Scope 1, 2 and 3) have been assured by an independent third party. Assurance Statement, pg. 143

IFRS S1/S2 CONTENT INDEX

Reference number	Topic	Disclosure content	Location / Reason for omission
IFRS S1			
S1-27a.	Governance	The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of sustainability-related risks and opportunities, including information about:	Chapter 2: ESG Governance
S1-27b.		Management's role in the governance processes, controls and procedures used to monitor, manage and oversee sustainability related risks and opportunities, including information about:	
S1-30a.	Strategy	Sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	Chapter 2: Sustainability Related Risks and Opportunities
S1-30b.		The time horizons—short, medium or long term—over which the effects of each of those sustainability-related risks and opportunities could reasonably be expected to occur.	
S1-30c.		The definitions of 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making.	
S1-32a.		A description of the current and anticipated effects of sustainability related risks and opportunities on the entity's business model and value chain.	
S1-32b.		A description of where in the entity's business model and value chain sustainability-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	

Reference number	Topic	Disclosure content	Location / Reason for omission
S1-33b.	Strategy	The progress against plans the entity has disclosed in previous reporting periods, including quantitative and qualitative information.	This is Doha Bank's first year of aligning with IFRS S1 and S2. In the future the Bank will strive to strengthen its reporting practices in alignment with the requirements of IFRS S1 and S2.
S1-33c.		Trade-offs between sustainability-related risks and opportunities that the entity considered (for example, in making a decision on the location of new operations, an entity might have considered the environmental impacts of those operations and the employment opportunities they would create in a community).	
S1-34a.		The effects of sustainability-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects).	
S1-34b.		The anticipated effects of sustainability-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how sustainability-related risks and opportunities are included in the entity's financial planning (anticipated financial effects).	
S1-35a.		Quantitative and qualitative information about how sustainability related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period.	
S1-35b.		Quantitative and qualitative information about the sustainability related risks and opportunities identified in paragraph 35(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.	
S1-35c.		Quantitative and qualitative information about how the entity expects its financial position to change over the short, medium and long term, given its strategy to manage sustainability-related risks and opportunities	

Reference number	Topic	Disclosure content	Location / Reason for omission
S1-35d.	Strategy	Quantitative and qualitative information about how the entity expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage sustainability related risks and opportunities.	This is Doha Bank's first year of aligning with IFRS S1 and S2. In the future the Bank will strive to strengthen its reporting practices in alignment with the requirements of IFRS S1 and S2.
S1-41		A qualitative and, if applicable, quantitative assessment of the resilience of its strategy and business model in relation to its sustainability-related risks, including information about how the assessment was carried out and its time horizon.	
S1-44a.	Risk Management	The processes and related policies the entity uses to identify, assess, prioritise and monitor sustainability-related risks	Chapter 2: ESG Policy and Risk Management section
S1-44b.		The processes the entity uses to identify, assess, prioritise and monitor sustainability-related opportunities.	
S1-44c.		The extent to which, and how, the processes for identifying, assessing, prioritising and monitoring sustainability-related risks and opportunities are integrated into and inform the entity's overall risk management process.	Risk Management Section and Upholding Trust chapter
S1-46a.	Metrics and targets	Metrics required by an applicable IFRS Sustainability Disclosure Standard for each sustainability-related risk and opportunity that could reasonably be expected to affect the entity's prospects.	The Bank has set internal sustainability-related metrics and targets which is monitored by the Board of Directors and ARCE committee.
S1-46b		Metrics the entity uses to measure and monitor that sustainability related risk or opportunity and its performance in relation to that sustainability-related risk or opportunity, including progress towards any targets the entity has set, and any targets it is required to meet by law or regulation.	

Reference number	Topic	Disclosure content	Location / Reason for omission
S1-51a.	Metrics and targets	The metric used to set the target and to monitor progress towards reaching the target	The Bank has set internal sustainability-related metrics and targets which is monitored by the Board of Directors and ARCE committee
S1-51b.		The specific quantitative or qualitative target the entity has set or is required to meet.	
S1-51c.		The period over which the target applies.	
S1-51d.		The base period from which progress is measured.	
S1-51e.		Any milestones and interim targets.	
S1-51g.		Performance against each target and an analysis of trends or changes in the entity’s performance.	
S1-51g.		Any revisions to the target and an explanation for those revisions	
IFRS S2			
S2- 6a.	Governance	The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of climate-related risks and opportunities	Chapter 2: ESG Governance
S2- 6b.		Management’s role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities	

Reference number	Topic	Disclosure content	Location / Reason for omission
S2-9a.	Strategy	The climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	Chapter 2: Climate Change Risk Assessment - Risk Management section
S2-9b.		The current and anticipated effects of those climate-related risks and opportunities on the entity's business model and value chain.	Chapter 2: Climate Change Risk Assessment - Risk Management section
S2-9c.		The effects of those climate-related risks and opportunities on the entity's strategy and decision-making, including information about its climate-related transition plan.	Chapter 2: Climate Change Risk Assessment - Strategy
S2-9d.		The effects of those climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period, and their anticipated effects on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how those climate-related risks and opportunities have been factored into the entity's financial planning	Doha Bank has internally evaluated the financial impact of the identified climate-related risks through a climate risk assessment.
S2-9e.		The climate resilience of the entity's strategy and its business model to climate-related changes, developments and uncertainties, taking into consideration the entity's identified climate-related risks and opportunities	Chapter 2: Climate Change Risk Assessment - Strategy
S2-10a.		Climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects.	Through the climate risk assessment, the Bank has evaluated the impacts of climate-related risks and has found that there is no material effect on the Bank's prospects.
S2-10b.		For each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk.	Chapter 2: Climate Change Risk Assessment - Risk Management section

Reference number	Topic	Disclosure content	Location / Reason for omission
S2-10c.	Strategy	For each climate-related risk and opportunity the entity has identified, over which time horizons—short, medium or long term—the effects of each climate-related risk and opportunity could reasonably be expected to occur.	Chapter 2: Climate Change Risk Assessment - Strategy
S2-10d.		How the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making.	Chapter 2: Climate Change Risk Assessment - Risk Management section
S2-13a.		A description of the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain.	
S2-13b.		A description of where in the entity's business model and value chain climate-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	
S2-14a.		How the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including how the entity plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation	Chapter 2: Climate Change Risk Assessment - Strategy
S2-14b.		How the entity is resourcing, and plans to resource, the activities disclosed in accordance with 14(a)	The Bank has developed an ESCRM framework which delineates the roles and responsibilities for key activities related to managing climate risk.
S2-14c.		Quantitative and qualitative information about the progress of plans disclosed in previous reporting periods in accordance with paragraph 14(a).	This is Doha Bank's first year of aligning with IFRS S1 and S2. In the future the Bank will strive to strengthen its reporting practices in alignment with the requirements of IFRS S1 and S2.
S2-15a.		The effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects)	Doha Bank has internally evaluated the effects of climate-related risks on its financial position.

Reference number	Topic	Disclosure content	Location / Reason for omission
S2-15b.	Strategy	The anticipated effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how climate-related risks and opportunities are included in the entity's financial planning (anticipated financial effects).	Doha Bank has internally evaluated the effects of climate-related risks on its financial position.
S2-16a.		How climate-related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period.	
S2-16b.		The climate-related risks and opportunities identified in paragraph 16(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.	
S2-16c.		How the entity expects its financial position to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities,	
S2-16d.		How the entity expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage climate-related risks and opportunities (for example, increased revenue from products and services aligned with a lower-carbon economy; costs arising from physical damage to assets from climate events; and expenses associated with climate adaptation or mitigation).	

Reference number	Topic	Disclosure content	Location / Reason for omission
S2-22a.	Risk Management	The entity's assessment of its climate resilience as at the reporting date	Chapter 2: Climate Change Risk Assessment - Strategy
S2-22b.		How and when the climate-related scenario analysis was carried out	Chapter 2: Climate Change Risk Assessment - Scenario analysis section
S2-25a.		The processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks	Chapter 2: Climate Change Risk Assessment - Strategy
S2-25b.		The processes the entity uses to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities.	Chapter 2: Climate Change Risk Assessment - Strategy and scenario analysis section
S2-25c.		The extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.	Chapter 2: Climate Change Risk Assessment - Strategy and Upholding Trust section
S2-29a.	Metrics and targets	Information relevant to the cross-industry metric categories of greenhouse gases	This is Doha Bank's first year of aligning with IFRS S1 and S2. At present, 78% of the Bank's portfolio has been evaluated during the assessment.
S2-29b.		Climate-related transition risks—the amount and percentage of assets or business activities vulnerable to climate-related transition risks	
S2-29c.		Climate-related physical risks—the amount and percentage of assets or business activities vulnerable to climate-related physical risks.	

Reference number	Topic	Disclosure content	Location / Reason for omission
S2-29d.	Metrics and targets	Climate-related opportunities—the amount and percentage of assets or business activities aligned with climate related opportunities.	The Bank has established a sustainable finance framework and is evaluating issuing sustainability-linked instruments under the SFF.
S2-29e.		Capital deployment—the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	
S2-29f.		Internal carbon prices	This is the first year of conducting a climate risk assessment. The Bank will further refine its climate risk management model in the future by evaluating aspects of internal carbon pricing and climate-related executive remuneration and so on.
S2-29g.		Climate linked executive remuneration	
S2-B62		An entity that participates in commercial banking activities shall disclose: (a) its absolute gross financed emissions, disaggregated by Scope 1, Scope 2 and Scope 3 greenhouse gas emissions for each industry by asset class. (b) its gross exposure to each industry by asset class, expressed in the presentation currency of the entity's financial statements (c) the percentage of the entity's gross exposure included in the financed emissions calculation	Chapter 7: Environmental Balance – Financed emissions
S2-33a.		The metric used to set the target.	Decarbonization strategy with GHG emissions reduction target
S2-33b.		The objective of the target (for example, mitigation, adaptation or conformance with science-based initiatives).	
S2-33c.		The part of the entity to which the target applies (for example, whether the target applies to the entity in its entirety or only a part of the entity, such as a specific business unit or specific geographical region)	

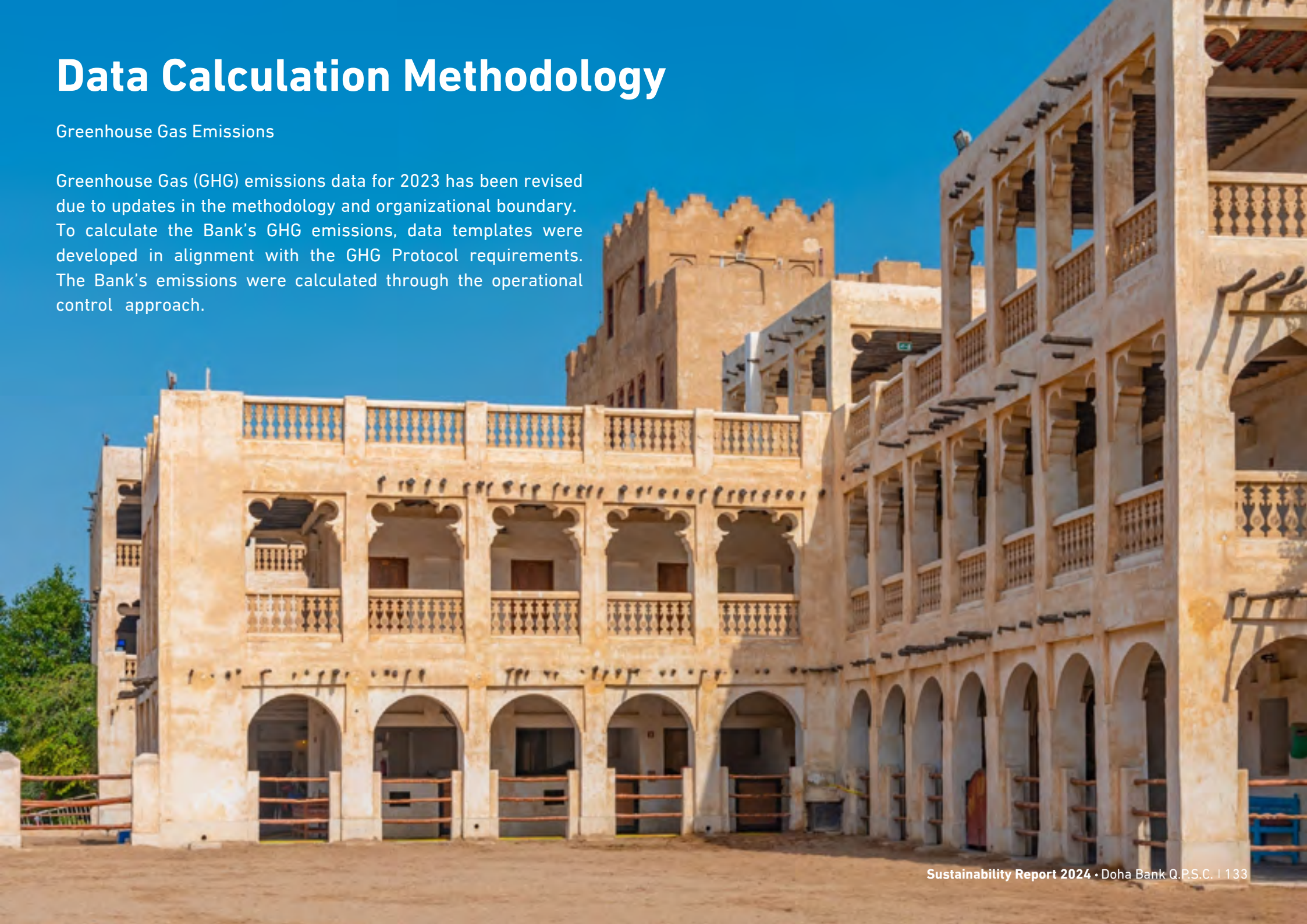
Reference number	Topic	Disclosure content	Location / Reason for omission
S2-33d.	Metrics and targets	The period over which the target applies.	Decarbonization strategy with GHG emissions reduction target
S2-33e.		The base period from which progress is measured	
S2-33f.		Any milestones and interim targets	
S2-33g.		If the target is quantitative, whether it is an absolute target or an intensity target.	
S2-33h.		How the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target	Aligned with QNV 2030
S2-34a.		Whether the target and the methodology for setting the target has been validated by a third party.	Not validated
S2-34b.		The entity's processes for reviewing the target	ESG Governance. Doha Bank's admin team is responsible
S2-34c.		The metrics used to monitor progress towards reaching the target	ESG Dashboard and metrics
S2-43d.		Any revisions to the target and an explanation for those revisions.	No revisions
S2-35.		An entity shall disclose information about its performance against each climate-related target and an analysis of trends or changes in the entity's performance.	ESG Dashboard
S2-36a.		Which greenhouse gases are covered by the target	All gases
S2-36b.		Whether Scope 1, Scope 2 or Scope 3 greenhouse gas emissions are covered by the target.	Scope 1 and 2 emissions

Reference number	Topic	Disclosure content	Location / Reason for omission
S2-36c.	Metrics and targets	Whether the target is a gross greenhouse gas emissions target or net greenhouse gas emissions target. If the entity discloses a net greenhouse gas emissions target, the entity is also required to separately disclose its associated gross greenhouse gas emissions target.	Gross
S2-36d.		Whether the target was derived using a sectoral decarbonisation approach.	Not applicable
S2-36e.		The entity's planned use of carbon credits to offset greenhouse gas emissions to achieve any net greenhouse gas emissions target,	The Bank will evaluate the use of carbon credits as it makes progress towards its targets in the future.

Data Calculation Methodology

Greenhouse Gas Emissions

Greenhouse Gas (GHG) emissions data for 2023 has been revised due to updates in the methodology and organizational boundary. To calculate the Bank's GHG emissions, data templates were developed in alignment with the GHG Protocol requirements. The Bank's emissions were calculated through the operational control approach.



Scope 1 and 2 emissions

KPI	Unit of measurement	Boundaries	Activity Data	Sources
Scope 1 emissions (stationary combustion)	MTCO ₂ e	For Scope 1 and 2 emissions, Doha Bank's operations in the following locations were considered: • Qatar • India • Kuwait • United Arab Emirates	• Qatar: Emission data has been used from the fuel consumption logbooks of DG Sets.	Reference standard: GHG Protocol Emission factor sources: 1. Department for Environment, Food & Rural Affairs (DEFRA) 2024, 2. United Nations Framework Convention on Climate Change (UNFCCC) 3. Central Electricity Authority India (CEA) 4. IPCC sixth assessment report has been used to calculate emissions associated with R22 and R134a 5. US – Environmentally Extended Input Output (EEIO)
Scope 1 emissions (fugitive emissions)	MTCO ₂ e		• Qatar: Three types of refrigerants have been used: R22, R410, R134a. Data for Qatar has been collected based on logbooks for refilling of refrigerants.	
Scope 1 emissions (mobile combustion)	MTCO ₂ e		• Qatar: For Qatar, mobile combustion sources include the Bank's owned vehicles all of which use petrol. Fuel records are the primary data sources however, approximations have been used wherever data collection was not feasible. • India: Fuel consumption records from Doha Bank's owned vehicles (petrol). • Kuwait: Fuel consumption records from Doha Bank's owned vehicles (petrol). • United Arab Emirates: Fuel consumption records of Doha Bank's owned vehicles (petrol).	
Scope 2 emissions	MTCO ₂ e		• Qatar, India, UAE: Scope 2 emission sources include grid electricity. The actual consumption for each location has been cross referenced from electricity bills.	

Scope 3 emissions

KPI	Unit of measurement	Boundaries	Activity Data	Sources
Scope 3 emissions, Category 1	MTCO2e	For Scope 3 emissions, Doha Bank's operations in the following locations were considered:	Procurement Data – Procurement data was obtained from the procurement team, detailing the types of materials and/or services procured and the corresponding expenditure. Note: Category 1 and Category 2 emissions have been reported in aggregate.	1. US EEIO (Environmental Extended Input Output Model
Scope 3 emissions, Category 2	MTCO2e	• Qatar • United Arab Emirates • India Kuwait • Turkey • Singapore • China		
Scope 3 emissions, Category 3	MTCO2e	• Japan • UK • SA • Bangladesh • Nepal • Australia • Germany • South Korea	Well to Tank emissions were calculated basis on the data collected for Scope 1 and 2 (refer above)	Department for Environment, Food & Rural Affairs (DEFRA) 2024
Scope 3 emissions, Category 5	MTCO2e		IT Waste – Data on IT-related waste was obtained from the IT operation team, including information on waste types and the corresponding treatment methods. Non-IT Waste – Data on non-IT waste was obtained from the administration team, including information on waste types and the corresponding treatment methods	Department for Environment, Food & Rural Affairs (DEFRA) 2024

KPI	Unit of measurement	Boundaries	Activity Data	Sources
Scope 3 emissions, Category 6	MTCO2e	For Scope 3 emissions, Doha Bank's operations in the following locations were considered: • Qatar • United Arab Emirates • India Kuwait • Turkey • Singapore • China • Japan • UK • SA • Bangladesh • Nepal • Australia • Germany • South Korea	Business Travel – Collected the information from the travel desk team on the air travel information.	DEFRA Department for Environment, Food & Rural Affairs (DEFRA) 2024
Scope 3 emissions, Category 7	MTCO2e		Employee Survey was rolled out and collected the information of more than 35% of the employee and extrapolated the result for all employees.	Department for Environment, Food & Rural Affairs (DEFRA) 2024.
Scope 3 emissions, Category 8	MTCO2e		Fuel Consumption – Doha Bank leases vehicles in both Kuwait and Doha for internal operational use. The fuel consumption of these leased vehicles has been included in the emissions assessment. Energy Consumption – Energy consumption was estimated basis number of employees for the offices located in Turkey, Singapore, China, Japan, UK, SA, Bangladesh, Nepal, Australia, Germany and South Korea.	United Nations Framework Convention on Climate Change (UNFCCC)
Scope 3 emissions, Category 13	MTCO2e		Doha Bank's owned accommodations in Qatar were considered. - Data on average size of the accommodation and no. of accommodation collected	United Nations Framework Convention on Climate Change (UNFCCC)

KPI	Unit of measurement	Boundaries	Activity Data	Sources
Scope 3 emissions, category 15 (Financed emissions)	MTCO2e	For Scope 3 emissions, Doha Bank's operations in the following locations were considered: • Qatar • United Arab Emirates • India Kuwait • Turkey • Singapore • China • Japan • UK • SA • Bangladesh • Nepal • Australia • Germany • South Korea	The calculation of financed emissions requires tailored approaches for different asset classes to accurately reflect the GHG emissions associated with each type of financial activity. Doha Bank has followed following steps after identifying the asset classes as per PCAF methodology. - Industry and Regional Classification: Each entity was tagged with an appropriate industry classification using standard taxonomies (e.g., NACE, NAICS) and assigned a geographical region. This enabled the use of region- and sector-specific emission factors where applicable. - Emissions Data Collection: Scope 1, 2 and where available, Scope 3 emissions data were collected for each investee company. In cases involving Sovereign Development Banks (SDBs), country-level emissions data was sourced and applied as a proxy.	PCAF Methodology

KPI	Unit of measurement	Boundaries	Activity Data	Sources
Scope 3 emissions, category 15 (Financed emissions)	MTCO2e		- Attribution Factor Calculation: Attribution factors were calculated based on the type of financial instrument. - Financed Emissions Calculation: Financed emissions were then computed by multiplying the attribution factor with the total emissions (Scopes 1, 2, and 3) of each investee: - o $\text{Financed Emissions} = \text{Attribution Factor} \times \text{Total Emissions}$ - Estimation via EEIO Framework (Where Data is Unavailable): Where reported emissions or financial data were unavailable emissions were estimated using sectoral emission factors based on the Environmentally Extended Input-Output (EEIO) model. Revenue was used as a proxy for EVIC: - o $\text{Financed emissions} = \text{Out-standing amount} / \text{Revenue} \times (\text{Revenue} \times \text{EEIO EF})$ Assumption: - US EPA EEIO emission factor database is used for identifying the sector intensity on MTCO2e/ USD basis - Monthly conversion rates were averaged for calculating the conversion rate for 2023 and 2024 For motor loans, passenger car rental EEIO category has been considered	PCAF Methodology

Workforce

Workforce data is provided by the central HR team for all locations in a GRI aligned data template. Being in the service sector, Doha Bank only has permanent employee (full time employees, essentially meaning that all our employees are on Doha Bank's payroll and do not have a pre-specified employment period. In alignment with GRI, employee categories have been defined to be senior management, middle management and junior management. As per our policies, no variable pay e.g., bonuses are provided to non-sales/non-officers.

KPI	Unit of measurement	Boundaries	Calculation	Sources
Employee turnover rate	%	The scope of this KPI covers Doha Bank Qatar, our international branches including Doha Bank's regional offices at United Arab Emirates, Kuwait and India. In addition, there are a few representative offices which have been considered for the calculation wherever applicable. It also includes our subsidiary, Sharq Insurance based in Doha, Qatar.	% of employees who leave the organization voluntarily or due to dismissal, retirement, or death in service out of average number of employees in the reporting period.	GRI 401-1b
New hires	Number	The calculation of these KPIs is based on headcount as at 31 December 2024.	Number of candidates hired whose employment relationship with the organization is according to national law or practice as defined by Doha Bank's policies (mentioned above) Sum of employees hired across all categories and age groups in the reporting period	GRI 401-1a
Gender Diversity	%		Percentage of employees per employee category as per gender and age group (under 30 years old, 30-50 years old, over 50 years old)	GRI 405-1b

KPI	Unit of measurement	Boundaries	Calculation	Sources
Gender Pay Ratio	%	this KPI covers Doha Bank Qatar, our international branches including Doha Bank's regional offices at United Arab Emirates, Kuwait and India. In addition, there are a few representative offices which have been considered for the calculation wherever applicable. It also includes our subsidiary, Sharq Insurance based in Doha, Qatar. The calculation of these KPIs is based on headcount as at 31 December 2024.	Ratio of the basic salary and remuneration of women to men for each employee category for all locations of the Bank. The scope of this calculation involves basic salary and variable remuneration.	GRI 405-2
Training hours	Average		Average training hours includes the total number of training hours across both functional and technical training divided by total employees during the reporting period.	GRI 404-1
Parental Leave	Number		Number of employees who took parental leave from the total number of employees that were entitled to parental leave, as per Doha Bank's parental leave policy	GRI 401-3
Return to work rate	%		Total number of employees that returned to work in the reporting period after parental leave ended calculated as: (Total number of employees that did return to work after parental leave / Total number of employees due to return to work after taking parental leave) * 100	GRI 405-1b

KPI	Unit of measurement	Boundaries	Calculation	Sources
Retention Rate	%		Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work. This has been calculated as: (Total number of employees retained 12 months after returning to work following a period of parental leave / Total number of employees returning from parental leave in the prior reporting period) * 100	GRI 405-2
CEO Annual Total Compensation Ratio	Ratio		Total Annual Compensation of the highest paid individual / Median of Total Annual Compensation of all employees excluding the highest paid individual	GRI 2-21



Assurance Statement

Assurance Statement



Final Verification Statement
Reference No. ESG.25.0013.GHGV,DB

INDEPENDENT LIMITED ASSURANCE REPORT

Date of Issue: 21ST August 2025

Issued to:
Doha Bank, Head Office Tower,
Corniche Street, West Bay,
Doha, Qatar

Issued by:
Earthood Services Limited
1203-05, Emaar Digital Greens B2
Gurugram, Haryana, 122011, IN

PUBLICATION SUMMARY

Independent limited assurance report to Doha Bank (Q.P.S.C.) on the preparation of the selected sustainability metrics prepared in accordance with Doha Bank's Basis of Reporting ("Basis of reporting for GHG metrics – operational emissions") and presented within the 2024 Doha Bank Sustainability Report (the "Report").

INTRODUCTION & ENGAGEMENT

Earthood Services Limited (hereinafter referred to as "Earthood" or "Verifier"), an ISO 14065:2020 accredited validation and verification body, was engaged by Doha Bank (hereinafter referred to as "Doha Bank" or "Responsible Party") to provide an independent limited assurance verification of its greenhouse gas (GHG) inventory for the year ended 31 December 2024.

SCOPE OF ASSURANCE WORK

The objective of this engagement was to conduct an independent third-party verification of the GHG emissions inventory reported by Doha Bank for the year 2024.

Organisational and Reporting Boundaries

- **Organisational boundary:** For this GHG verification, Doha Bank has defined its organisational boundary using the operational control approach, in line with the GHG Protocol Corporate Standard. This boundary includes all 18 bank locations within Qatar, as well as three international branches located in India, the UAE, and Kuwait, where Doha Bank maintains full operational control.
- **Reporting boundary:** GHG emissions from Scope 1 and Scope 2 across all operational locations, as below:

Scope	Based on the GHG Protocol (WBCSD/WRI 2010)	Categories of emission sources reported
Scope 1	All direct GHG emissions (except for direct CO ₂ emissions from biomass combustion)	Yes ▪ Stationary Combustion ▪ Mobile Combustion ▪ Fugitive Emissions



Final Verification Statement
Reference No. ESG.25.0013.GHGV,DB

Scope 2	Indirect GHG emissions associated with the consumption of purchased or acquired electricity, steam, heating, or cooling	Yes • Electricity consumption
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WHAT STANDARDS WE USED: BASIS OF OUR ASSURANCE WORK AND LEVEL OF ASSURANCE

- *World Resources Institute/World Business Council for Sustainable Development's "The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)"* dated March 2004.
- *Intergovernmental Panel on Climate Change (IPCC)* Guidelines for GHG emissions estimation.
- *ISO 14064-3: 2019* Greenhouse gases, Part 3: Specification with guidance for the validation and verification of greenhouse gas assertions.

Assurance Level: Limited assurance.

Materiality Threshold: ±10%, in line with ISO 14064-3:2019.

WHAT WE DID: KEY LIMITED ASSURANCE PROCEDURES

Earthood applied a risk-based verification methodology consistent with ISO 14064-3:2019, including:

- *Desk Review Assessment:* Desk review of GHG inventory, calculation sheets, and supporting documentation.
- *Interviews:* Interviews with key personnel responsible for GHG inventory, data collection and reporting.
- *Review of data:* A summarised level review of activity was carried out to validate the accuracy, emission factors, and quantification methods.
- Sampling and cross verification of primary and secondary data.
- *On-site visit:* An on-site verification was conducted on 30th July 2025 at Doha Bank HQ Tower, C-Ring Road, Salwa Road Branch, to observe practices, inspect records, and engage directly with responsible personnel.

VERIFIED DATA

The total verified GHG emission data for Doha Bank adopting the operational control approach for the reporting period of the year 2024 (January 1, 2024, to December 31, 2024), are as follows:

Scopes	Emissions
Scope 1 emissions:	2215.50 tCO₂e
▪ Stationary Combustion	4.57 tCO ₂ e
▪ Mobile Combustion	61.97 tCO ₂ e



Final Verification Statement
Reference No. ESG.25.0013.GHGV.DB

▪ Fugitive Emissions	2148.96 tCO ₂ e
Scope 2 emissions:	5133.95 tCO₂e
▪ Purchased Electricity	5133.95 tCO ₂ e
Total:	7,349.45tCO₂e

VERIFICATION OPINION

Based on the data and information provided by Doha Bank, following the processes and procedures, Earthood concludes with **limited assurance** that there is no evidence indicating the following about the GHG assertion:

- It is not materially accurate.
- It does not fairly represent the GHG emissions data and information.
- It is not prepared in accordance with the WRI/WBCSD GHG Protocol Corporate Accounting and Reporting Standard or ISO 14064-1.

"In our professional opinion, Doha Bank has implemented appropriate systems and controls for the collection, aggregation, and analysis of GHG-related data, ensuring the reliable quantification of emissions within the defined organisational boundaries and reporting period from January 1 to December 31, 2024."

LIMITATIONS AND EXCLUSIONS

The following aspects were outside the scope of this verification engagement:

- Information beyond the defined assurance period and organisational boundary
- GHG emission categories not included in the reported inventory, such as Scope 3 (if applicable)
- Forward-looking statements, forecasts, or any expression of intent
- Activities or operations outside the stated geographical boundaries
- Economic or financial performance data, which are addressed solely through the Company's audited financial statements

While every effort has been made to ensure a thorough and accurate verification, it should be noted that this process does not include the detection of all potential errors, omissions, or misstatements. The verification is limited to the data and documentation made available during the course of this engagement.

OUR INDEPENDENCE AND QUALITY CONTROL

Earthood Services Ltd is the World's leading validation and verification body having accreditation under ISO 14065:2020 to carry out GHG verification at an organisational level (ISO 14064-1) and a project level (ISO 14064-2) by following ISO 14064-3: 2019.

Earthood states its independence and impartiality throughout this verification engagement. We did not collaborate with Doha Bank on any engagement that could compromise our independence or the impartiality of our findings and conclusions. Our involvement was strictly



Final Verification Statement
Reference No. ESG.25.0013.GHGV.DB

limited to the Verification Statement, and we did not assist in preparing any statements or data included in the spreadsheet shared with us. Additionally, we maintain complete impartiality toward all individuals interviewed during the assurance engagement

ROLES AND RESPONSIBILITIES

- Doha Bank (Responsible Party): Preparation of the GHG inventory in accordance with ISO 14064:1:2018 and the GHG Protocol- Corporate Accounting and Reporting Standard (Revised Edition 2004).
- Verifier (Earthood): To conduct an independent limited assurance verification of the GHG assertion in accordance with ISO 14064-3:2019, applying the principles of impartiality, due professional care, evidence-based assessment, and professional judgment

CONCLUSION

Doha Bank has established appropriate systems for the collection and reporting of GHG emissions across its operations in Qatar and overseas branches. The total emissions for 2024 are verified as:

- **Scope 1:** 2,215.50 tCO₂e (29.18%)
- **Scope 2:** 5,133.95 tCO₂e (70.82%)
- **Total:** 7,349.45 tCO₂e

This verification has been conducted in accordance with internationally accepted verification principles and provides a credible basis for Doha Bank's internal carbon performance review and future sustainability disclosures.

ATTESTATION

Verified by:

Abhishek Namdeo
Lead Verifier
Date: 21/08/2025

Approved by:

Avinash Kumar
Technical Reviewer
Date: 21/08/2025

This verification statement, including the assurance opinion expressed herein, has been prepared solely for the benefit of Doha Bank in accordance with the terms of engagement with Earthood Services Ltd. We consent to the release of this declaration to the public or other organisations, but without accepting or assuming any responsibility or liability on our part to any other party who may have access to this declaration.



2024 SUSTAINABILITY REPORT

Leading with Vision

