



Sustainability Report

2023



Message from the Chairman of the Board of Directors



H.E. Ali Bin Ahmed Al-Kuwari
Chairman of the Board of Directors

On behalf of the Board of Directors, I am delighted to introduce the QNB Group Sustainability Report 2023, marking another milestone in our ESG journey. Our proactive efforts continue to support our purpose to promote prosperity and sustainable growth across the markets we serve.

QNB's vision is to maintain its position as the largest bank in MEA. Our strategy focuses on our core as an international wholesale bank, whilst leveraging innovation as a strategic enabler, and embedding sustainability into our business and operating model. Implementing our strategy requires us to continuously uplift our capabilities to overcome challenges and capture opportunities in an ever-changing world.

Sustainability remains a strategic imperative for QNB Group. To honour our commitment to our stakeholders, we as a financial institution aim to make a positive contribution to both people and planet. This is embodied through our commitment to and support of the Qatar National Vision 2030, the Qatar National Environment and Climate Change Strategy, the United Nations Global Compact, and the United Nations Sustainable Development Goals.

This commitment has been integrated into our overall Group-wide strategy through a dedicated sustainability strategy and framework. This framework is comprised of the pillars of Sustainable finance, Sustainable operations, and Beyond banking, which enable us to address our most material ESG topics and to deliver sustainable financial performance. QNB Group is committed to fostering positive impact to wider society through accessible financial services to support our customers on their path towards a carbon-neutral ecosystem while contributing to economic growth. Our responsibility towards environmental and social impact is equally embedded in our business and operating model.

As part of our Board role and responsibility of oversight and governance, we ensure that the topic of ESG and sustainability is appropriately addressed along our control environment, risk appetite and risk management framework, strategy, and performance management. We, as QNB's Board of Directors, will continue to ensure the effective implementation of our sustainability framework and strategy for the Group. The Board remains at the forefront of driving transparency, accountability, and collaboration across the organisation. In doing so, we promote the values and behaviours that enable tangible action and positive impact.

I want to express my enduring gratitude towards our customers, employees, partners, and wider stakeholders for their engagement, commitment, collaboration, and support. Together, our collective efforts safeguard a more prosperous and sustainable future for all.

Message from the Group Chief Executive Officer (GCEO)



Mr. Abdulla Mubarak Al-Khalifa
Group Chief Executive Officer

I am honoured to present our latest Sustainability Report, highlighting the achievements and commitments of our ongoing ESG journey.

QNB Group's purpose is to promote prosperity and sustainable growth across the markets we serve. Our strategy is focused on our core as a solution-led international wholesale bank and analytics-enabled transaction bank, supported by leveraging innovation as a strategic enabler while integrating sustainability into our business and operating model to deliver positive impact.

We at QNB, prioritise ESG and sustainability with highest dedication and commitment. This corresponds to the ever growing focus of this topic across our markets and stakeholders. With reference to the Chairman's statement, our established sustainability strategy and framework ensures we are well positioned to address E, S, and G along three dimensions. Sustainable finance integrates ESG criteria into our financing activities to achieve profit with purpose. Sustainable operations takes a holistic approach focusing on our people, footprint, and our supply chain. Beyond banking is our contribution to socio-economic development in the communities we serve.

Our financing activities are the most powerful means to effectively address the topic of ESG. This year, we published the third iteration of our market-leading Sustainable Finance and Product Framework (SFPF). This expanded framework allows us to enhance our sustainable financing product suite in alignment with the latest market standards across all our businesses. This enabled us to execute the first interbank and sovereign wealth fund green deposits in Qatar to finance environmentally friendly low-carbon projects. We have grown our portfolio of green, social, and sustainability-linked financing engagements which promote climate transition and social inclusion. As we are committed to support our customers in their transition towards a green, inclusive, and carbon neutral economy, we continuously invest in equipping our people through ESG-focused training and professional certifications.

QNB recognises the significance of climate risk and its impact on the environment, communities, and our stakeholders. To this end, we have integrated climate risk into the Bank's Risk Appetite and Enterprise Risk Management Framework. This year, we re-evaluated our portfolio exposure to climate change scenarios, reconfirming that the Bank is expected to prove resilient to the effects of climate risk in the short, medium, and long term. Additionally, we have for the first time performed a baseline quantification of our Scope 3 financed emissions. Going forward, we intend to leverage this information to identify, assess, and evaluate how we can optimise our portfolio and sustainable financing approach.

Sustainable operations as the second dimension of our framework aims to promote equality among our employees while embedding sustainable practices across our operations. As an employer of choice, we put emphasis on developing our people and focus on gender diversity, inclusion, nationalisation, and talent development. This enables us to engage our employees on an ongoing basis.

We examine and enhance our own operations to optimise energy usage and to reduce any adverse environmental impact. To also ensure sustainable practices along the operations of our supply chain, we examine our business partners' environmental considerations, adherence to human rights, and robust governance practices. Last but not least, we on an ongoing basis assess our corporate governance along sustainable market requirements to comply with best practice regulation and standards.

Aligned with our purpose, our corporate social responsibility initiatives support the communities we serve across our network. We continue to contribute and promote dialogue through our expertise at both national and international events, sharing the Bank's approach, insights, and achievements. Highlights this year include our active participation at COP28 as part of the State of Qatar delegation, our strategic banking partnership for Expo 2023 Doha, and our contribution to the Qatar National Dialogue on Climate Change.

To conclude, we strive to contribute to the wellbeing of society and the preservation of natural capital through our green offering, sustainable practices along our value chain as well as our community engagement. For these efforts, QNB Group has been recognised as a sustainability leader, with the highest ESG ratings amongst banks in the region, and international accolades and awards.

I take this opportunity to thank our customers, stakeholders, and our employees for their dedication and continued efforts towards our sustainability journey. Finally, I extend my sincerest appreciation to the Chairman and the Board of Directors for their guidance and unwavering support as we build a prosperous and sustainable future.



QNB Group Sustainability Report 2023

We are pleased to present the latest edition of the QNB Group Sustainability Report, which highlights our progress and developments in our sustainability journey. This report was developed in alignment with the following international and national standards and guidelines:

- > United Nations Sustainable Development Goals (UNSDGs);
- > United Nations Global Compact (UNGC) and Communication on Progress (COP);
- > Global Reporting Initiative (GRI) Universal Standards;
- > Task Force on Climate-related Financial Disclosures (TCFD);
- > Sustainability Accounting Standards Board (SASB) Standards: Commercial Banks;
- > Sustainable Finance Disclosure Regulation (SFDR); and
- > Qatar Stock Exchange (QSE) Guidance on ESG reporting.



Contents

1 – Introduction and business overview	5
1.1 About this report	6
1.2 QNB at a glance	7
1.3 Our sustainability journey	10
1.4 2023 Sustainability at a glance	11
2 – QNB's approach to sustainability	12
2.0 Relevant policies, frameworks and accolades	13
2.1 Governance, compliance and risk management	14
2.2 QNB Group's strategy	17
2.3 QNB sustainability framework and strategy	18
2.4 Sustainability governance	20
2.5 Stakeholder engagement	21
2.6 Materiality assessment	23
2.7 External commitments	25
3 – Sustainable finance	27
3.0 Relevant policies, frameworks and accolades	28
3.1 Climate management	30
3.2 Risk and opportunity management in sustainable finance	34
3.3 Sustainable financing by business division	39
3.4 Responsible engagement	55
3.5 Data security and privacy	57
4 – Sustainable operations	59
4.0 Relevant policies, frameworks and accolades	60
4.1 Employee value proposition	61
4.2 Diversity and inclusion	68
4.3 Environmental impact	69
4.4 Responsible procurement and supply chain	74
5 – Beyond banking	77
5.1 Community investment and socio-economic development	78
6 – ESG data and further information	83
6.1 QNB sustainability performance summary	84
6.2 GRI Standards Content Index	90
6.3 UNGC COP index	96
6.4 QSE ESG performance metrics	98
6.5 SASB index for commercial banks	99
6.6 SFDR index	101
6.7 QNB calculation methodology	104
6.8 Abbreviations	107
7 – Statement of assurance	108
7.1 Independent limited assurance report	109

1. Introduction and business overview

QNB Group Sustainability Report 2023 presents our ESG approach, activities, achievements, and ambitions across the Group. It focuses on the topics we and our stakeholders identify as material to QNB's performance and progress, and to enable a sustainable future for all.

Contents:

- 1.1 About this report
- 1.2 QNB at a glance
- 1.3 Our sustainability journey
- 1.4 2023 Sustainability at a glance



1.1 About this report

This report forms part of QNB Group’s 2023 publications and complements the [QNB Group Annual Report 2023](#) and the [QNB Group Corporate Governance Report 2023](#).

Reporting period

This report covers the period from 1 January 2023 to 31 December 2023.

Publication date

This report was published in March 2024.

Currency

All financial data within this report is shown in Qatari Riyal (QAR) unless stated otherwise.

Report content and topic boundaries

We have adhered to the GRI Reporting Principles, within the limitations and scope of the information currently available:

Stakeholder inclusiveness:

Our stakeholder groups are listed in section [2.5 Stakeholder engagement](#). Throughout 2023, the Sustainability team engaged directly with stakeholders as well as with internal champions representing key stakeholder groups. This engagement allowed us to determine the most material topics through identifying, assessing significance, and prioritising actual and potential impacts.

Sustainability context:

Our Group-wide approach to governance, compliance and risk management is included in section [2.1 Governance, compliance and risk management](#), including sustainability specific governance in section [2.3 QNB sustainability framework and strategy](#) and [2.4 Sustainability](#)

[governance](#). The messages from the Chairman of the Board of Directors and GCEO reflect our commitment to sustainability and highlight our progress during the year.

Materiality:

Directly and through champions, we engage key stakeholder groups to identify those issues that have greatest actual or potential impact to them. We review and reassess our material topics annually, to reflect the rapidly and dynamically evolving operating environment as well as latest reporting standards.

No prior year topics were deprioritised and no new topics were qualified as material in this year’s process. Please refer to section [2.6 Materiality assessment](#) for further information including any changes to prioritisation.

The material topics remain aligned with the objectives of the UNSDGs, QNV2030, the QSE Guidance on ESG Reporting, TCFD, SASB, and SFDR.

Completeness:

We have considered the results of our stakeholder engagement processes as well as market and societal expectations. The topics covered in the report reflect our contribution on a Group-wide basis with regards to sustainability and ESG.

Assurance of reporting

We continuously strive to enhance the level of disclosure in our reporting to elevate the quality and to present relevant information in a transparent, accurate, and meaningful manner.

Deloitte & Touche Middle East (DTME) has provided an independent limited assurance opinion under ISAE 3000 (Revised) on the

preparation of this report in accordance with the GRI Universal Standards. In addition, four specific sustainability Key Performance Indicators (KPIs) have been prepared in accordance with QNB’s published calculation methodology:

- > Female employment rate (%)
- > Percentage of female Board members in the subsidiaries (%)
- > GHG¹ Scope 1 emissions (tCO₂e)
- > GHG Scope 2 emissions (tCO₂e)

These were selected for assurance based on materiality and relevance to our stakeholders.

DTME is independent from QNB at the point that the report is issued. The outcomes of the assurance along with relevant recommendations are presented in the management report that is reviewed at senior level and circulated to data owners. For the scope of work and DTME’s opinion, please refer to section [7.1 Independent limited assurance report](#).

Feedback

We welcome feedback on this report and dialogue on our sustainability performance. Please address all feedback to QNB Group Sustainability at sustainability@qnb.com.

¹ GHG = Greenhouse Gas.

² QNB international branches are entities which are licensed to provide banking services. Through our international branches we are able to service our customers by leveraging the Group’s global capabilities, products and services. The full listing of QNB international branches can be found on page 220 and 221 of the QNB Group Annual Report 2023.

³ Includes QNB Suisse, which has its own Board of Directors.

Scope

This report is produced by Qatar National Bank (Q.P.S.C.) and covers Qatar, our international branches, and major subsidiaries: QNB Finansbank (Türkiye), QNB ALAHLI (Egypt), QNB Indonesia, and QNB Tunisia. The data in this report covers the scope outlined below, unless stated otherwise. The data in this report covers a three-year period ranging from 2021 to 2023.

2021 – 2023

- > Qatar and international branches^{2, 3}
- > QNB ALAHLI (Egypt)
- > QNB Finansbank (Türkiye)
- > QNB Indonesia
- > QNB Tunisia

Limitations of scope

Reporting of data and metrics throughout this report is dependent on the available data from our operations in Qatar, international branches, and major subsidiaries. In any instances where metrics do not fully reflect the scope as outlined above, clarifying notes are included.

Restatements of information

In cases where indicators have been restated due to changes in calculation methodology, classification and/ or data correction, these are noted in the respective sections of the report.

1.2 QNB at a glance

QNB is a highly-rated bank with a significant international presence, serving more than 30 million customers across our network. We are proud of our Qatari heritage and of the continuing contribution we make to the region and beyond.

Our businesses



Wholesale and Commercial Banking

A comprehensive suite of wholesale, commercial and SME banking products and services. These include structured finance, project finance, sustainable finance, transaction banking, financial institutions, treasury, investment banking and advisory services.



Asset and Wealth Management

A broad collection of onshore and offshore private banking and asset management products, with a bespoke relationship-driven approach for our institutional, high net and ultra-high net worth clients. These offerings are complemented by brokerage and custody services in our major markets.



Retail Banking

A broad array of retail banking products and services across a multichannel network with more than one thousand branches and an ATM network of more than 5,000 machines.¹ These include premium banking services through QNB First and QNB First Plus, designed for our affluent clients.



International Business

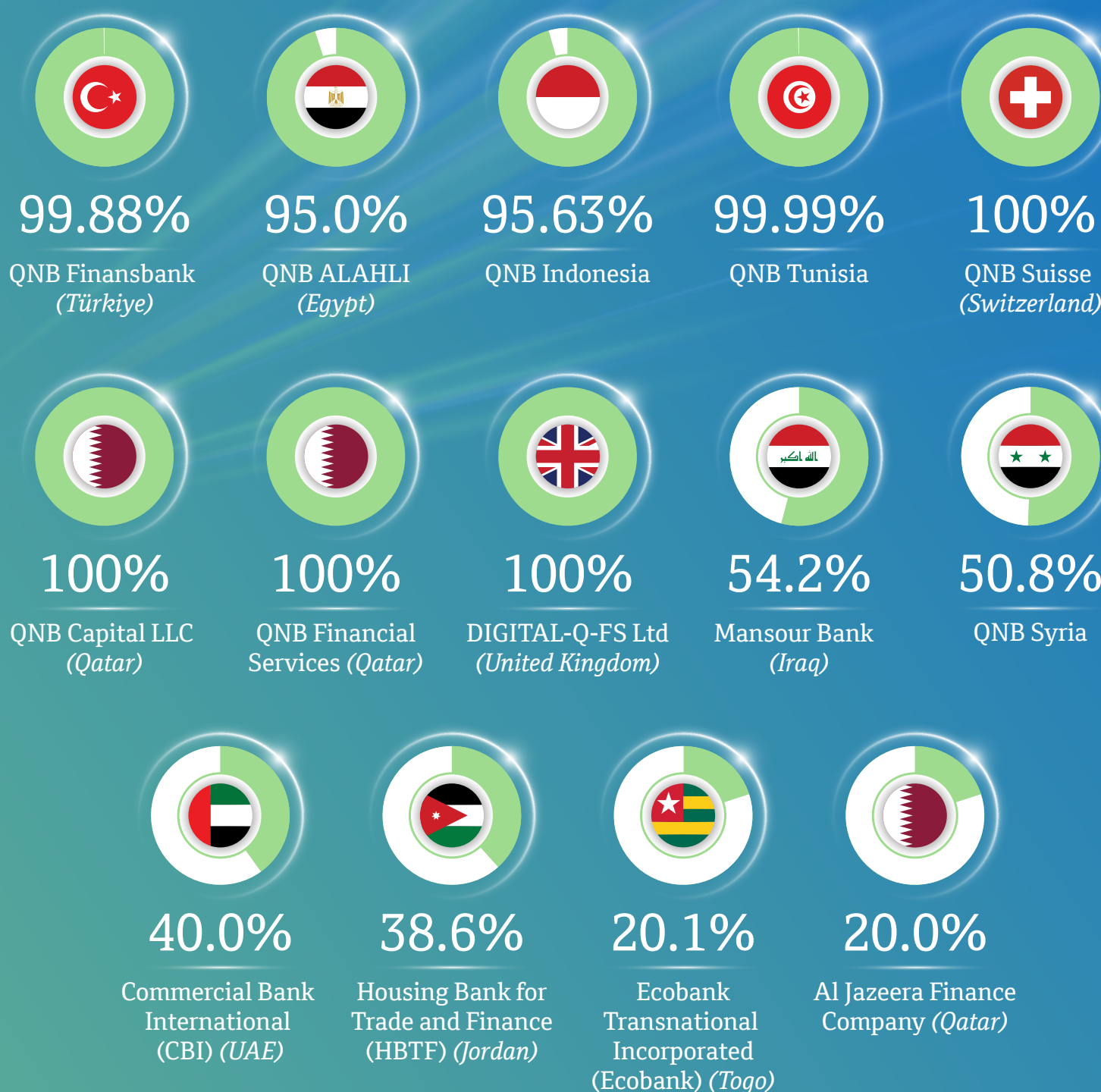
Leading the expansion of QNB's global presence and enabling international cooperation, consistency and unrivaled customer service by providing oversight, and best practice sharing across our network.

¹Including subsidiaries and associates.

Our top-tier ratings

Long-term credit rating	Moody's	Standard & Poor's	Fitch	Capital Intelligence
	Aa3	A+	A	AA
ESG ratings	MSCI	S&P Global ESG score	Sustainalytics	CDP
	A	50 (85th percentile)	23.6	B

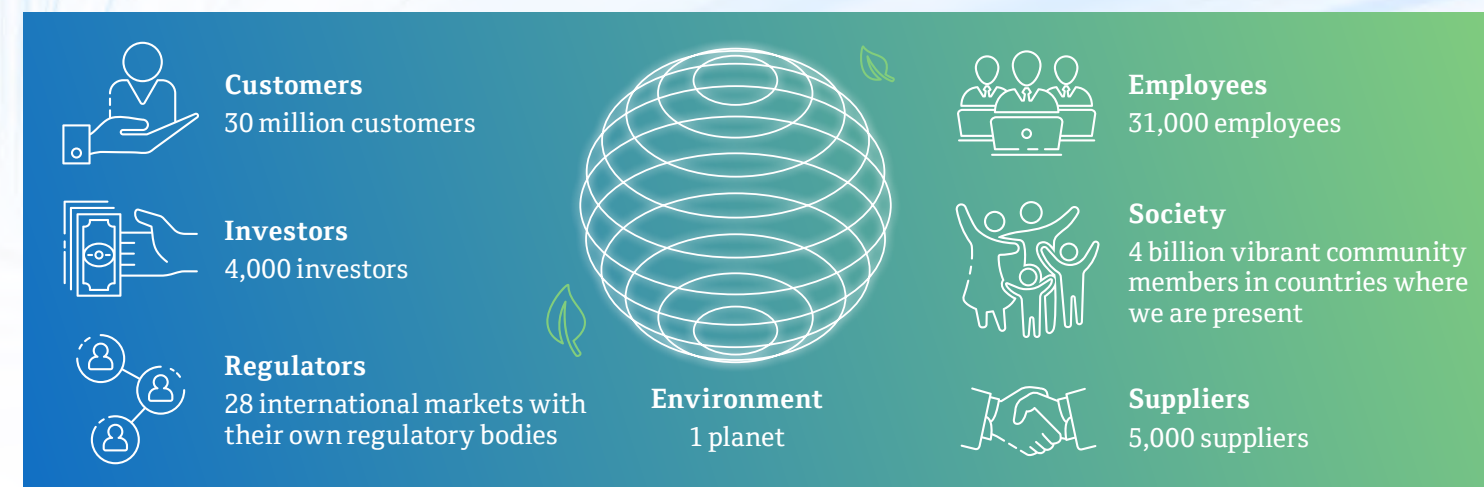
Our subsidiaries and associates



Our heritage

Established in 1964 as the first Qatari-owned bank, QNB is strongly influenced by our Qatari heritage. Looking back at our achievements inspires us to continue to play a leading role in contributing to our nation's future. We firmly believe in supporting and investing in the Qatari people so we can all move forward with confidence and determination.

Our stakeholders



1.3 Our sustainability journey

Sustainable finance

- > Published market-leading Sustainable Finance and Product Framework (SFPF) and Second Party Opinion (SPO)
- > Pioneering green deposit transactions in Qatar
- > Extended climate risk scenario analysis and calculated initial Scope 3 financed emissions
- > Total exit from coal financing achieved (QNB Finansbank)
- > Three Global Finance ESG awards

Sustainable operations

- > First bank in Qatar to receive limited independent assurance on: GHG emissions, female employment rate, and percentage of female Board members in the subsidiaries
- > ISO 45001 Occupational Health and Safety Management System
- > Listed in Bloomberg Gender Equality Index (GEI) (QNB Finansbank)
- > Published Gender Equality Guide and gender targets (QNB Finansbank)

Beyond banking

- > Forbes Middle East's Sustainable 100 Leader
- > Strategic partnership with Expo 2023 Doha and Qatar National Dialogue on Climate Change



2023

- > First green repo transactions in Qatar
- > Commenced climate risk scenario analysis and recommendations of TCFD
- > COP27 sponsor, event host, panellist, and exhibitor
- > Commitment to exclude and exit coal financing (QNB Finansbank)
- > 100% of energy from renewable sources (QNB Finansbank)
- > ISO 14001 Environmental Management System certificates (QNB Finansbank)
- > Four Global Finance ESG awards



2022

2021

- > First independent limited assurance of Group Sustainability Report
- > Independently assured Green Bond Allocation Report and Environmental Impact Report
- > First bank in the region to receive MSCI ESG AA rating
- > USD 50 Mn green private placement with European Bank for Reconstruction and Development (EBRD), first such deal in Türkiye
- > Signed UN Women Empowerment Principles (WEPs) (QNB Finansbank)
- > Two Global Finance ESG and Climate Bonds Initiative awards



2020

2019

- > Full support of QSE ESG platform and UN Sustainable Stock Exchange Initiative
- > Published first QNB Group Sustainability Report
- > Signatory to UNGC



2018

- > Issued USD 600 Mn green bond, the first in Qatar
- > Published Environmental and Social Risk Management Policy Framework
- > UN75 signatory
- > Strategic partner for Qatar Sustainability Week
- > Launched Sustainable Finance Framework and Committee



- > Launch of QNB Group's Sustainability strategy and framework



1.4 2023 Sustainability at a glance

Sustainable financing

 **32.8** QAR Bn

Sustainable financing portfolio (green, social, sustainability-linked transactions and investments)

 **37**

Number of sustainable products and services offered to our customers

 **3** Global Finance Rewards

Including “Outstanding Leadership in Sustainable Project Finance” and “Best bank for Sustainable Finance”

 **Award-winning Sustainable Finance and Product Framework**

Published latest iteration of our market-leading framework and Second Party Opinion from ISS-Corporate

 **1%** of the total loan book

With direct exposure to high risk sectors

Customer experience

 **87%**

Digital transactions (online and mobile as a % of total)

 **0**

Data security breaches

 **ISO 27001**

Information Security Management System certification

 **79** NPS

Achieved in Qatar

Gender diversity

 **33%**

Women in middle and senior management

 **48%**

Female employment rate

 **20%**

Female Board members in the subsidiaries

 **0.92**

Female/ male pay ratio

Climate

 **100%**

Energy from renewable sources in QNB Finansbank

 **48%**

reduction in GHG emissions

Total reduction since 2017¹

 **0%**

Exposure to coal financing in QNB Finansbank

 **ISO 14001**

Environmental Management System certification

¹Based on GHG reporting protocol market-based proxy.

Commitments and recognition

10 principles

Our commitment and membership to UNGC



UNEP FI and PRB Signatory through QNB ALAHLI



**Regional ESG leader
Top ratings in GCC banks**

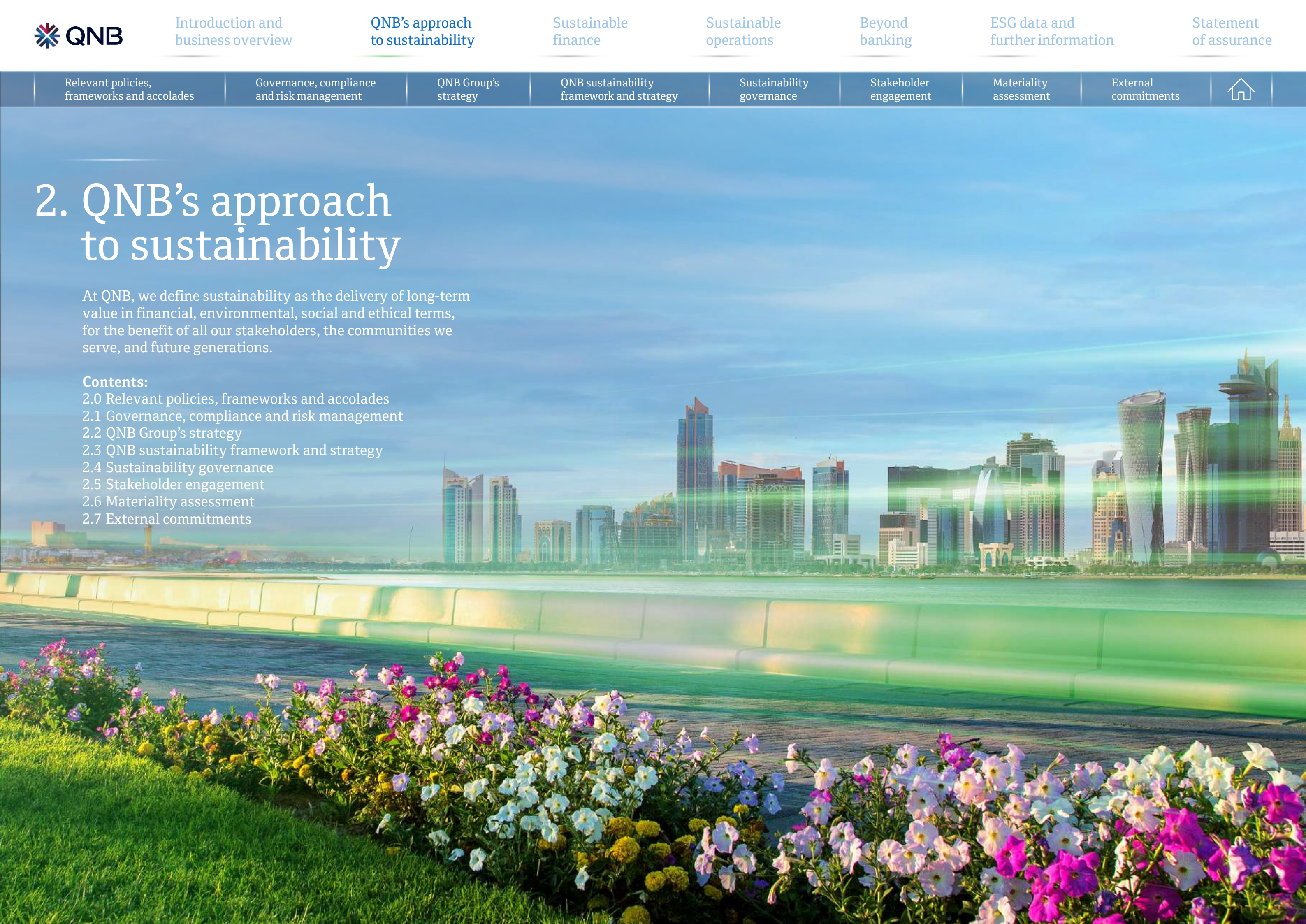


For S&P ESG, MSCI, Sustainalytics, and CDP

2. QNB's approach to sustainability

At QNB, we define sustainability as the delivery of long-term value in financial, environmental, social and ethical terms, for the benefit of all our stakeholders, the communities we serve, and future generations.

- Contents:**
- 2.0 Relevant policies, frameworks and accolades
 - 2.1 Governance, compliance and risk management
 - 2.2 QNB Group's strategy
 - 2.3 QNB sustainability framework and strategy
 - 2.4 Sustainability governance
 - 2.5 Stakeholder engagement
 - 2.6 Materiality assessment
 - 2.7 External commitments



2.0 Relevant policies, frameworks and accolades



Key reference documents



QNB Group
Annual
Report 2023



QNB Group
Corporate
Governance
Report 2023



QNB Group
Corporate
Governance
Manual



QNB Group
Articles of
Association



Policies and frameworks

QNB Group
Board of
Directors
Charter



QNB Group
Remuneration
Policy for Board,
Executive
Management
and Employees

QNB Group
Sustainability
Policy



QNB Group
Compliance
Policy

QNB Group
Anti-Bribery
and
Corruption
Policy
Statement



QNB Group
Code of Ethics
and Conduct



QNB Group
Tax Statement



Risk
Management
and Internal
Control



Selected awards and accolades

Brand Finance

The Middle East and Africa's
most valuable banking brand



Forbes

The Middle East's Sustainable 100
Banking and Financial Services



EUROMONEY

Best Bank in Qatar



ESG ratings

MSCI

A

S&P Global ESG score

50 (85th percentile)

Sustainalytics

23.6

CDP

B

2.1 Governance, compliance and risk management



QNB reviews, adopts, and implements the principles and regulatory requirements issued by Qatar Central Bank (QCB), Qatar Financial Markets Authority (QFMA), the Commercial Companies Law, and all relevant regulatory authorities across our operating footprint. In 2023, QNB Group continued extensive efforts to ensure that all regulatory actions and State of Qatar directives and recommendations were appropriately put into effect.

QNB Group integrates intrinsic principles such as accountability, transparency, responsibility and fairness into its corporate governance framework and related practices.

Robust corporate governance is the foundation of sustainable economic growth, by building investor confidence and strengthening financial markets. The Group works actively to protect shareholder rights, to strengthen its internal control framework and environment, and to implement and to report on ESG-related measures.

The corporate governance measures adopted by the Group combine all elements of internal control, risk and compliance to help QNB drive the right behaviours, successfully navigate the dynamic regulatory and market landscape, as well as protect and help deliver on commitments made to our employees, customers, wider stakeholders, and society.

These are of vital importance to the Bank and form the essence of our approach to sustainability. Through regular and open engagement with all our stakeholders,

assessment of market trends and best practices, as well as dialogue with specialist parties, we as an institution listen, learn, act, and evolve.

Full details of QNB's institutional governance approach is documented in the [QNB Group Corporate Governance Report 2023](#) and [QNB Group Annual Report 2023](#). Key governance initiatives and practices addressing sustainability-related topics are highlighted as follows:

Board of Directors (BOD) disclosures

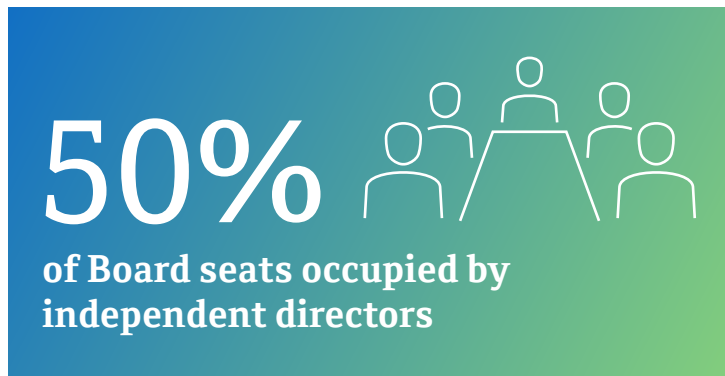
During 2023, QNB conducted the annual BOD independency and conflict of interest (COI) assessment to examine both independency and assess any perceived COI situation affecting impartiality vis-à-vis independency. The assessment's findings showed that the number of QNB independent BOD members is sufficient, and that BOD members have properly disclosed all required information.

QNB conducted the annual BOD performance assessment to measure Board effectiveness and member engagement during the year. The findings demonstrated that there was a high degree of efficiency in the operative nature of BOD decision-making, flow of information from BOD committees to the Board, committee engagement, and BOD members' behaviour.

Furthermore, to enhance transparency, in line with best practices and market feedback, additional BOD disclosures have been made in the [QNB Group Corporate Governance Report 2023](#), including:

- > Induction process and knowledge sharing for BOD members;

- > BOD individual level remuneration and by committee membership;
- > Identification of independent and non-executive members;
- > Membership in BOD committees for each Board member;
- > Frequency of BOD committees and attendance rate;
- > Extended biographies including qualifications, professional background, other current external roles, and previous key positions; and
- > Task delegation and segregation of duties.



Remuneration and performance management

The remuneration system within the Group forms a key component of the governance and incentive structure through which the Board and Executive Management promote performance in line with acceptable risk-taking behaviour.

The separate QNB Group Remuneration Policy for Board, Executive Management and Employees defines the mechanism whereby remuneration is directly linked to the effort and performance at both department and

employee levels including that of the Board, through the achievement of assigned goals and objectives in accordance with the profitability, risk assessment, and the overall performance of the Group.

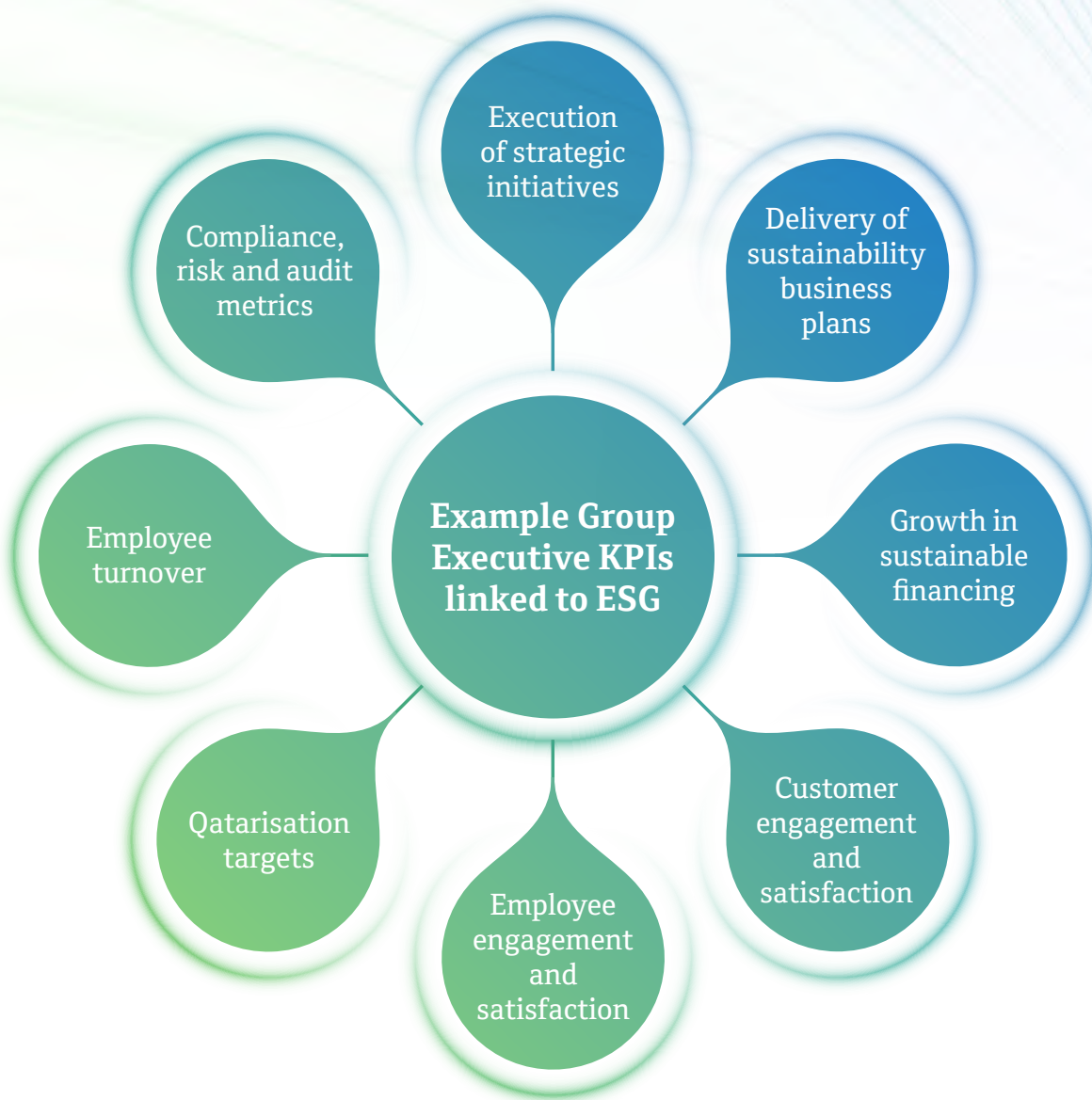
Moreover, the policy takes into consideration malus and clawback in circumstances where misconduct, failures or poor performance have resulted in, contributed to, or failed to prevent a loss to the business or expose it to a major risk. This policy is applicable to the Chairman, Board members, GCEO and Senior Executive Management, and employees of QNB Group.

The total BOD remuneration proposed (inclusive of all fees and allowances) is included in the QNB Group Corporate Governance 2023 and QNB Group Annual Report 2023. This remuneration is consistent with the provisions of Article (119) of Commercial Companies Law, Article (50) of QNB's Article of Association, and Qatar Central Bank (QCB) circular (18/2014).

QNB discloses the remuneration of the GCEO and the Executive Management team in the QNB Group Annual Report 2023, and the components of the Executive Management's Balanced Scorecard.

Our Balanced Scorecard approach consists of KPIs across performance dimensions, with attributes specific to the Executive role. Common KPIs include those linked to sustainability, innovation, compliance, risk, control environment, and people-related matters, beyond financial and non-financial KPIs. These are cascaded top-down throughout the organisation from Executives, to divisions, departments, teams and individual employees to promote and embed the right culture and behaviours.

2.1 Governance, compliance and risk management (Continued)



Tax statement

QNB Group observes all applicable tax laws and has appropriate tax risk management practices. The Group recognises the importance of being a responsible taxpayer and making timely tax payments as part of its commitment to be a good corporate citizen in the countries that we operate. [QNB Group's Tax Statement](#) outlines our tax specific

governance, risk management processes, disclosure, and compliance obligations. QNB does not advise clients on taxation matters, does not use aggressive tax planning nor tax-havens to reduce tax liabilities.

Political involvement

QNB is politically neutral and does not make contributions to any political parties nor

campaigns. This includes donations for political purposes to any politician, political party or related organisation, official of a political party or candidate for political office in any circumstances directly or through third parties.

This principle is embedded with [QNB Group's Anti-Bribery and Corruption Policy Statement](#) and [Code of Ethics and Conduct](#).

Compliance

Our [Code of Ethics and Conduct](#) is our guide to acting responsibly and to making a positive impact on our customers and the markets where we operate. This code complements our purpose and values, and reinforces how we uphold professional standards and comply with laws and regulations. Our culture of compliance is continually embedded across the Group through targeted initiatives, such as communication of policies and procedures, internal circulars, mandatory training, awareness sessions, and annual declarations. This year, we successfully implemented an automated Compliance Management and Internal Control System to monitor and record compliance with all relevant regulatory risks and requirements, which enhances our internal control efficiency.

Compliance teams will continue to embrace innovative solutions to address the heightened risk and compliance challenges faced by businesses globally. This includes leveraging information and smart technologies such as machine learning, Artificial Intelligence (AI), big data and analytics, to make sense of complex patterns in data and identify risks and compliance failures.

O

> Non-monetary sanctions

> Amount of legal and regulatory fines and settlements

> Incidents of bribery or corruption

QNB Group's Anti-Bribery and Corruption (ABC) Framework is comprised of two mutually reinforcing principles, the [ABC Policy Statement](#), which governs ethical behaviour and assigns roles and responsibilities to all QNB employees, and the ABC assessment programme, which aims to deter, detect, and prevent bribery and corrupt payments across the Group.¹ In 2023, Group Compliance has refreshed the ABC self-assessment programme across QNB Group.

During the reporting period, there were no public legal cases regarding corruption brought against QNB or its employees.

Whistleblowing

QNB Group established the whistleblowing policy and related channels for employees to feel safe and supported when they report any wrongdoings or violations of which they are aware of or feel suspicious about. As whistleblowing protects organisations from internal cases of misconduct or fraud, this policy helps cascade accountability to all levels and employees, empowering them to speak up when something is not right. This helps us to safeguard the Group's business against a myriad of reputational and financial risks.

¹ Communication and training about QNB's anti-corruption policies and procedures are reported for employees and broken down by employee category. Board of Directors, through the Board Committees (GBACC and GBNRGPC) play a crucial role in reviewing and approving the [ABC Policy Statement](#). This ensures that BOD members are fully informed on the standards set for employees and for the third parties and have the integral role in governance and oversight of QNB's [ABC Policy Statement](#).

2.1 Governance, compliance and risk management (Continued)

Employees are encouraged to report concerns or suspicions through established whistleblowing channels. All reported offences are investigated, with all information related to the investigation of any actual or suspected offences treated confidentially. A whistleblowing circular is communicated to all employees, with other channels available for third parties to raise concerns or complaints.

Risk management and control

A strong risk management and compliance culture is the foundation of our ability to deliver prudent, sustainable growth. We continued our investment in enhancing governance standards, frameworks and tools. This included increasing the capabilities of risk and control employees as well as improved risk modelling, better data analytics, and more robust cybersecurity. We have zero tolerance for breaches of laws and regulations and consistently strive for the highest levels of ethical and professional behaviour. A central part of our mission is to effectively combat financial crime and prevent the use of our infrastructure for fraudulent activity.

QNB strives to proactively identify, analyse, manage, mitigate, and report a wide range of existing and emerging risks, such as the impact of our strategic risks, risks to our financing-related activities, operational risk, technology/IT risk, legal risk, and reputational risk. ESG-related risks are becoming increasingly prominent, and as such have been integrated within the Group's risk appetite, Group-wide Enterprise Risk Management Framework, and in our risk management practices. We define sustainability risks as an ESG event or condition that, if it occurs, could cause a

potential or actual material negative impact internally and/ or externally. Informed by the GRI principles of materiality and stakeholder engagement, we have identified a number of sustainability risks across the Group. Sustainability-related risk management is integrated in our financing, operations, and supply chain activities. This integration is enabled by relevant policies, frameworks, codes, and charters. Whilst the Risk team owns the risk appetite and framework (including climate risk), the Sustainability team is the custodian of QNB's sustainability-related strategy and framework. The Sustainability team acts as a second line of defence by providing the necessary guidance, support, awareness, and training to enable and support the identification of sustainability-related risks.

For specific details on our approach to climate risk, see section [3.1 Climate management](#).

Risk culture

QNB actively promotes a risk-minded culture across the organisation. To do this, we have embedded specific risk management metrics into all of our employee's performance scorecards. The risk function is involved in defining these metrics annually and in providing oversight by evaluating and rating them throughout the year as a part of our performance management process. Our metrics are broad and touch on all risk disciplines, including non-financial risks such as operational risk and information security. Furthermore, employees are required to complete mandatory risk-related training each year to ensure a thorough understanding of the Bank's policies and procedures.



2.2 QNB Group's strategy

We believe that having a purpose justifies our existence and underpins our contribution to society. Our purpose to promote prosperity and sustainable growth across the markets we serve guides our vision to maintain our number one position in the Middle East and Africa (MEA). We have embedded our purpose into our vision, strategy, mission, values, and behaviours. Our 2025 vision is to be one of the leading Middle East, Africa and South East Asia (MEASEA) banks while maintaining our number one position in MEA.

Our purpose is to promote prosperity and sustainable growth across the markets we serve

Our Group-wide strategy is to focus on our core as a solution-led international wholesale bank while strengthening our analytics-enabled global transaction banking business.

Two pillars complement our strategy. On the one hand, we aim to leverage innovation as a strategic enabler. On the other hand, we seek to embed sustainability and ESG practices into our business and operating model to make a positive contribution to the societies in which we are present.

As evidenced throughout this report, we at QNB consider sustainability and innovation as key and complementary, and together promote and support the goals of the QNV2030 and global UNSDGs.

For further information on the Group's Strategy, please see the [QNB Group Annual Report 2023](#).



2.3 QNB sustainability framework and strategy

We believe in the delivery of long-term value in financial, environmental, social and ethical terms, for the benefit of people and planet.

Sustainable financial performance



Sustainable finance

How we do business and who we do business with

Sustainable finance is the integration of ESG criteria into QNB's financing activities to deliver profit with purpose. We aim to help customers manage their E&S risks, lend to businesses that contribute towards sustainable development goals, improve access to finance for SMEs and underserved groups, and provide responsible customer service.

Delivering sustainable finance is the most significant way in which QNB can support national and global sustainable development goals. Moreover, it enables us to reduce ESG risk in our portfolio and maximise business opportunities emerging from the just transition to a greener, more inclusive economy.

QNB's material topics identified within sustainable finance are:

- > Governance, compliance and risk management;¹
- > Data security and privacy;
- > ESG in financing;
- > Climate action; and
- > Customer experience and responsible engagement.



Sustainable operations

Managing our footprint, people, and supply chain

Sustainable operations is the integration of ESG criteria into our business operations and across our supply chain to ensure we operate ethically and efficiently.

We aim to strengthen corporate governance and risk management practices, promote equality throughout our workforce, and reduce carbon and GHG emissions generated by our operations.

This approach ensures compliance with increasing ESG-related regulations whilst helping QNB to be an employer of choice.

QNB's material topics identified within sustainable operations are:

- > Governance, compliance and risk management;
- > Climate action;
- > Employee value proposition;
- > Responsible procurement and supply chain; and
- > Diversity and inclusion.



Beyond banking

Supporting communities and socio-economic development

Beyond banking refers to QNB's Corporate Social Responsibility (CSR) activities in the communities where we operate.

Our ambition is to make a positive contribution towards wider society with an emphasis on education and financial literacy. In addition, we support and deliver a range of initiatives within focus areas of social and humanitarian, arts and culture, health and environment, economic and international affairs, and sport.

QNB's material topic identified within beyond banking is:

- > Corporate social responsibility.

Governance, compliance and risk management

¹ For further information addressing material topics of Financial performance, stability and systemic risk management, and Governance, compliance and risk management, please refer to the [QNB Group Annual Report 2023](#) and [QNB Group Corporate Governance Report 2023](#).

2.3 QNB sustainability framework and strategy (Continued)

To continually enhance our ESG performance and be a national and regional role model, QNB has defined a number of aspirations across the pillars of our sustainability framework

Sustainability pillar	Actions and aspirations	Status during 2023
 Sustainable finance	Comply with QNB's Sustainable Finance and Product Framework (SFPF) for all sustainable transactions	On track: All potential sustainable financing opportunities are reviewed and screened against the SFPF, with final eligible project selection determined by the Sustainable Finance Committee (SFC) once opportunity is booked. In 2023, 59 opportunities were reviewed with a value of USD 3.2 Bn, of which 47 were aligned with SFPF with a value of USD 2.9 Bn. See section 3.2 Risk and opportunity management in sustainable finance .
	Conduct Environmental and Social Risk Management (ESRM) screening for all Project Finance and Corporate term loans ¹	On track: 63 applicable projects, with a value of USD 3.9 Bn, had been assessed as part of the ESG due diligence process by the Business and Credit teams. This includes potential deals that were declined by QNB. See section 3.2 Risk and opportunity management in sustainable finance .
	Publish initial Scope 3 financed emissions for 2024	On track: Project conducted to measure initial Scope 3 financed emissions, in alignment with Partnership for Carbon Accounting Financials (PCAF) methodology. Coverage of financed emissions accounts for over 95% of Group portfolio, with initial results being refined and internally socialised. See section 3.1 Climate management .
 Sustainable operations	Appoint first female Group BOD member by 2025	Subject to BOD elections in 2025: Topic has been raised as part of Corporate Governance discussions with the BOD, Executive Management, and majority shareholders.
	Support Qatar's GHG emissions reduction by 25% by 2030 as per QNE ²	On track: 48% emissions reduction ⁵ achieved on a Group level as of 2023 vs the 2017 baseline. Inaugural external assurance of Scope 1 and Scope 2 GHG emissions. See section 4.3 Environmental impact .
	Conduct site visits for 100% of manpower suppliers ³ in Qatar by 2023	Achieved: Physical site inspections, evidence gathering, remediation plans where appropriate, and repeat visits have taken place for all manpower suppliers. See section 4.4 Responsible procurement and supply chain .
	Increase female Board members in the subsidiaries to 30% by 2030	On track: Inaugural external assurance of percentage of female subsidiary Board members. See section 4.2 Diversity and inclusion .
	Increase Qatarisation of workforce to 60% by 2025 ⁴	On track: See section 4.1 Employee value proposition .
 Beyond banking	Invest 2.5%⁶ of pre-tax profits into communities each year	Achieved: Community investment of 2.7% with value of QAR 494 Mn. See section 5.1 Community investment and socio-economic development .

¹As per applicable ESRM screening thresholds.

²QNE = Qatar National Environment and Climate Change Strategy, based on 2019 BAU scenario.

³From service lines: Cleaning and Hygiene, Physical and Cash Security, Hospitality, and Facilities Management.

⁴Qatarisation applicable to QNB Qatar employees.

⁵Scope 1 and Scope 2, market-based proxy.

⁶Revised from 4% to align with [Daam Fund \(The Social and Sports Contribution Fund, Qatar\)](#) circular No. 2 of 2022 addressed to all listed companies, and with restatement of prior year investments.

2.4 Sustainability governance

The QNB Group sustainability programme, encompassing strategy, roadmap and material ESG topics, is approved by the BOD. The Board sponsor for sustainability, including climate risk, is H.E. Sheikh Hamad Bin Jabor Bin Jassim Al-Thani. In this capacity, he leads the BOD in overseeing the overall execution of the Group’s sustainability strategy and performance, and oversight of ESG-related risks. The BOD also links executive compensation to ESG performance through the Executive Management’s Balanced Scorecard, which include KPIs for sustainability.

The QNB Group Strategy Committee (GSC), chaired by the GCEO and attended by the Group’s Executive Management team, is responsible for managing all matters relating to the Group’s sustainability programme.

Responsibilities include reviewing the strategic framework and agenda, deciding on priority initiatives, monitoring performance, and assessing ESG-related risks and opportunities, including climate-related issues. Prior to escalation to decision at the GSC, accountable divisions are convened to align and develop executive level topics. This will include appropriate representation from Risk, Compliance, Finance, Business and Operations teams as the topic requires.

The GSC reports progress and developments, as well as key risks and opportunities to the BOD via the Group Board Nomination, Remuneration, Governance and Policies Committee (GBNRGPC). At a minimum this will be on an annual basis. During the course of 2023, a number of topics were raised to the BOD, including ESG ratings and competitor landscape, sustainable financing development, climate risk assessment, and the outcome of our materiality assessment for endorsement.

The Group Sustainability team, operating within Group Strategy, serves as the primary advisory body to the GSC and senior management for all matters related to sustainability. This dedicated team actively engages with both internal and external stakeholders, taking the lead in ESG-related reporting, disclosures, and interactions with relevant institutions, investors, and partners. At the heart of our diverse ESG initiatives, this team acts as the central hub for ESG projects, fostering collaboration with relevant departments.

Our commitment to sustainability is reinforced by an annual review of the [QNB Group Sustainability Policy](#). This policy is applied uniformly across the entire Group, encompassing international branches and majority-controlled subsidiaries. Any updates or modifications to the policy are communicated to ensure local adoption and compliance with prevailing regulatory requirements.

The Group also has a Sustainable Finance Committee (SFC, formerly Green, Social and Sustainability Bond Committee), comprised of senior representatives from Sustainability, Corporate Banking, Treasury, Transaction Banking, Risk, Finance, and Compliance. Convening quarterly, the SFC governs and monitors the eligible portfolio, ensures compliance with sustainable financing principles and disclosure requirements, and endorses actions as required.

To promote transparency and best practices, we publish our sustainability-related policies and statements on [our website](#).²



During 2023, as part of QNB Group’s commitment to control assessment, compliance monitoring, and continuous improvement, Group Internal Audit completed an evaluation of the Group’s sustainability-related processes and activities. Outcomes included publication of the updated QNB Group Sustainability Policy as well as procedural enhancements to ensure business continuity.

Separately, recognising the importance of ESG disclosures and the quality of data underpinning it, awareness sessions were held for teams to embed ESG drivers in the scope of their audits. We aim to update our audit approach to support the development of sustainability across the Bank and in line with the banking industry.





¹The Group Sustainability team disseminates strategy, policy and priority initiatives to subsidiaries’ Sustainability teams.
²QNB Group policies are approved by respective Divisional Owner, i.e., Senior Executive Vice President and as required Group Operational Risk, Group Audit, Group Compliance, Group Legal, and/ or related committees as required. Board of Directors approval is dependent on the respective policy. The Group Sustainability policy was approved by the highest governance body (GBNRGPC) as defined under Sustainability governance.

2.5 Stakeholder engagement

Our strategy is developed and continually enhanced through collaboration and engagement with stakeholder groups that may be impacted by QNB Group's business and operations.

QNB Group can have potential or actual impact on the economy, environment, and people, including on human rights. Such impact can be positive or negative, and we recognise the need to capture and understand these wide and varying impacts to act upon or mitigate them as appropriate. Through regular and open dialogue, we continue to deepen our understanding, and

where appropriate, align our initiatives accordingly. Our stakeholder approach includes both direct stakeholder and through dialogue and feedback provided by internal champions representing key stakeholder groups. These include groups that are directly affected by our business and operations, invest in our business, have oversight and influence on our activities, are indirectly impacted in the communities we serve, as well as broader market participants. During 2023, we expanded stakeholder groups to include ESG rating agencies, academia, economists, and specialist organisations.

Stakeholder group	Engagement channels	Frequency	Impacts, needs and expectations	Material topics
<div>Customers</div> <div></div>	Annual customer satisfaction survey	Annual	> Customer service and satisfaction	> Financial performance, stability and systemic risk management
	Customer Care Centre	Ongoing	> Easy to use/ access and secure digital channels, as well as personal contact	> Governance, compliance and risk management
	Mobile and online banking		> Competitive rates and fees	> Data security and risk management
	Complaints management		> Access to financing and services	> ESG in financing
	Relationship Managers (RMs)		> Products with a positive impact	> Climate action
			> Customer experience and responsible engagement	
<div>Investors</div> <div></div>	Annual General Meeting	Annual	> Strong and stable returns	> Financial performance, stability and systemic risk management
	BOD meeting	Quarterly	> Robust corporate governance, risk management and ratings	> Governance, compliance and risk management
	Analyst calls	Ongoing	> Transparency and international disclosure alignment	> Climate action
	Investor days, roadshows, ongoing dialogue, and information requests		> Comprehensive approach to ESG along the value chain	> ESG in financing
			> Climate risk and opportunity management	> Diversity and inclusion
<div>Employees</div> <div></div>	Employee engagement survey	Biennial ¹	> Competitive salaries, benefits and rewards > Professional development > Fairness, diversity and equal opportunity > Work-life balance > Stable employer	> Employee value proposition > Diversity and inclusion > Financial performance, stability and systemic risk management
	Training needs analysis	Annual		
	Intranet	Ongoing		
	Induction programme			
	Learning and development programmes			
	Performance management			
	Strategy roadshows			
	Sustainability and ESG-related training			
<div>Regulators and government</div> <div></div>	Public disclosures (e.g., Annual and Corporate Governance Report)	Annual	> Compliance with all legal and regulatory requirements > Robust anti-corruption, anti-money laundering and bribery measures > Strong risk management and governance > Addressing climate change risks and opportunities	> Financial performance, stability and systemic risk management > Governance, compliance and risk management > Data security and privacy > ESG in financing > Climate action
	GCEO office	Ongoing		
	Group Compliance and Audit teams			
	Regulatory working groups			
	Industry working groups			
	Banking associations			
	Ministerial and Central Bank working groups			
	Information requests			

¹ Annual in Türkiye.

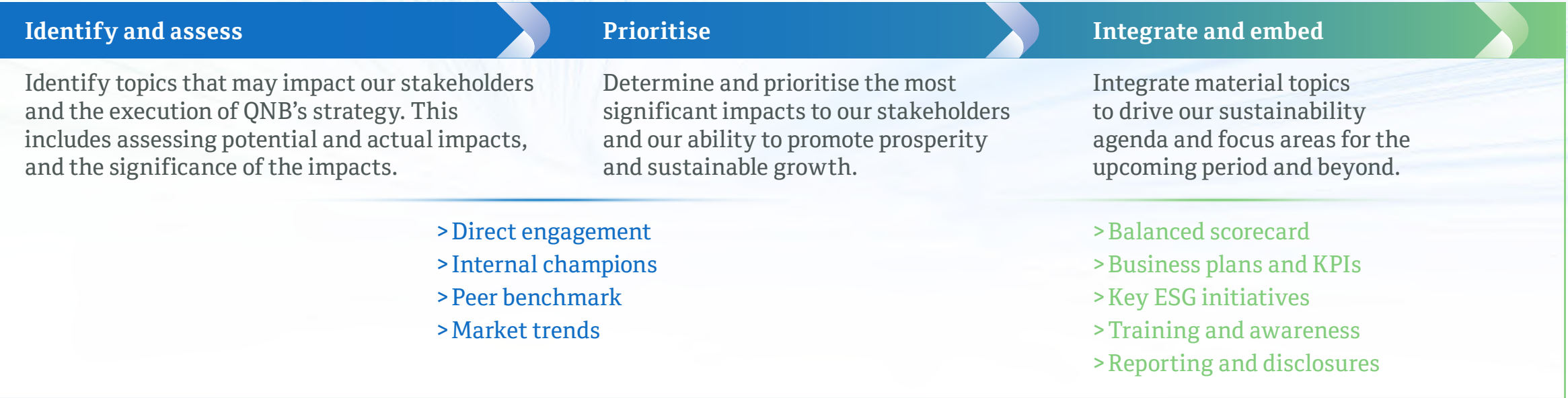
2.5 Stakeholder engagement (Continued)

Stakeholder group	Engagement channels	Frequency	Impacts, needs and expectations	Material topics
Society 	Products and services with environmental or social benefits	Ongoing	<ul style="list-style-type: none"> > Creating employment opportunities > Making a positive contribution to the challenges facing society > Addressing climate change risks and opportunities 	<ul style="list-style-type: none"> > Financial performance, stability and systemic risk management > Governance, compliance and risk management > Climate action > Employee value proposition > Diversity and inclusion > Corporate social responsibility
	CSR activities			
	Human Resources (HR) recruitment teams			
	International and national conferences			
	NGOs			
Suppliers 	Bidding and tendering	Ongoing	<ul style="list-style-type: none"> > Timely payment > Fair and transparent processes > New business opportunities 	<ul style="list-style-type: none"> > Customer experience and responsible engagement > Responsible procurement and supply chain
	Supplier e-portal			
	Vendor worker welfare questionnaires and site visits			
	Supplier audits			
Rating Agencies and Stock Exchange 	Bilateral engagements	Annual	<ul style="list-style-type: none"> > Solid governance foundation for corporate consistency > Human Capital development > Financial consumer protection > Access to finance and financial inclusion > Increased transparency via reporting harmonisation 	<ul style="list-style-type: none"> > Financial performance, stability and systemic risk management > Governance, compliance and risk management > Data security and privacy > ESG in financing > Climate action > Employee value proposition > Customer experience and responsible engagement
Academia and ESG Think Tanks 	Bilateral engagements/ partnerships	Ongoing	<ul style="list-style-type: none"> > Application of technology and innovation to support ESG goals, including environmental benefits and customer experience 	<ul style="list-style-type: none"> > ESG in financing > Climate action > Employee value proposition > Diversity and inclusion > Customer experience and responsible engagement > Corporate social responsibility
	Interviews	Annual	<ul style="list-style-type: none"> > Empowering and involving women > Enabling climate mitigation, adaptation, and social improvements via financing solutions 	
Economists 	Bilateral engagements	Annual	<ul style="list-style-type: none"> > Job employment and leadership development > Providing liquidity to the banking sector > Providing products and services to underbanked markets with low credit rankings > Driving sustainability agenda in markets with high market share 	<ul style="list-style-type: none"> > Financial performance, stability and systemic risk management > Governance, compliance and risk management > ESG in financing > Responsible procurement and supply chain > Employee value proposition



























2.6 Materiality assessment

By identifying our broad stakeholder and market impacts, we are able to identify and prioritise the topics most material for QNB. This ensures that we focus and act on what matters most. In line with the GRI guidance to determine material topics, QNB Group regularly assesses a comprehensive list of relevant economic, ethical, social, and environmental topics.

In our ongoing assessment of impacts and material topics, we examine and benchmark our performance and focus areas against both regional and international peers. This process involves conducting a comprehensive comparative analysis of key material topics, in addition to regular review of our ESG performance. We select and prioritise material topics based on their significance to stakeholders, the actual and potential impacts they may have, and the severity across the economy, environment, people, and human rights.



The table below shows how our most material sustainability topics align with the UNSDGs

Material Topic (2023)	UNSDGs
Financial performance, stability and systemic risk management	
Governance, compliance and risk management	 
Data security and privacy	 
ESG in financing	              
Climate action	   
Employee value proposition	   
Responsible procurement and supply chain	      
Customer experience and responsible engagement	 
Diversity and inclusion	   
Corporate social responsibility	    

2.6 Materiality assessment (Continued)

After a comprehensive review of our material topics, the core focus areas have remained consistent with our prior assessment, including the order for the top four topics. No new material topics have been added, and no existing topics removed during this review. Noteworthy developments are as follows:

Climate action prominence: Notable increase in priority of climate. Reflecting greater market awareness and stakeholder focus on addressing climate-related challenges, the material topic has been renamed to “Climate action”, underscoring our commitment to mitigating the adverse impacts of climate change and associated risks.

Human rights integration: Human rights considerations are not treated as a standalone concern but are embedded throughout all our material topics. This approach reinforces our commitment to respecting and promoting human rights across all aspects of our value chain.

Biodiversity on the horizon: Whilst biodiversity remains an emerging topic in our assessment, it is referenced where appropriate in this report. Although not currently material in our business and operations, we acknowledge the growing significance of biodiversity issues globally. We recognise the need for monitoring and potential integration of biodiversity in the future.

Artificial Intelligence on the rise: Given the prominent media discourse on the potential risks and benefits of AI engines and the ease of access to them, such technologies received a great amount of interest during 2023. Whilst the topic was raised during stakeholder engagements, such discussions remained on a

very high level. Although not currently material in our business and operations, we acknowledge the growing significance of AI in the market.

Our materiality assessment has reaffirmed the relevance of our core material topics, whilst recognising the evolving landscape of sustainability challenges. The assessment

serves as a testament to identifying, understanding, and addressing the most pressing global issues whilst safeguarding our stakeholders and planet.

The Board of Directors reviews and endorses the Group’s material topics on an ongoing basis, ensuring that the range of issues included provides a comprehensive representation of QNB’s significant sustainability impacts



2.7 External commitments

As part of our commitment to sustainable business practices, QNB is an active participant in key global and national sustainability initiatives, aligning our efforts in adherence with international standards and promoting responsible corporate conduct.

Our sustainability strategy has been developed in line with these international and national initiatives, commitments, as well as reporting frameworks.

<div>International Initiatives</div> 	UN Global Compact (UNGC)	We continue to be a member of the UNGC, the world's largest corporate sustainability initiative. The UNGC focuses on promoting better business practices in the areas of human rights, labour, environment, and anti-corruption. We publish our Communication on Progress (COP) annually in this report.
	UN Sustainable Development Goals (UNSDGs)	The UNSDGs represent the principal global framework for sustainability. The 17 goals, supported by 169 targets, aim to protect the planet, end poverty, combat inequality, and ensure prosperity. We have aligned our material topics to the UNSDGs.
	UN Guiding Principles on Business and Human Rights (UNGP)	In line with the UNGP framework, we work to prevent, address, and remedy any human rights risks in our value chain. We have introduced mandatory human rights awareness training for our employees following engagement with leading external experts on UNGP and human rights.
	UN Environment Programme Finance Initiative (UNEP FI) and UN Principles for Responsible Banking (UNPRB)	The UNEP FI is a global partnership established between the United Nations Environment Programme and the financial sector catalysing action across the financial system to align economies with sustainable development. Through our major subsidiary, QNB ALAHLI in Egypt, we joined UNEP FI and became signatory to UNPRB.
	Women's Empowerment Principles (WEPs)	The WEPs is a joint initiative of the UNGC and UN Women providing guidance to businesses on how to advance gender equality and women's empowerment in the workplace and community. Through our major subsidiary, QNB Finansbank in Türkiye, we are signatory to the WEPs and we participated in the UN Target Gender Equality programme.
<div>National Initiatives</div> 	Qatar National Vision (QNV) 2030	QNV2030 serves as a comprehensive roadmap for Qatar's future, guiding economic, social, human, and environmental development over this decade. This vision is reinforced by the National Development Strategy, consisting of five-year plans to facilitate its implementation.
	Qatar's Nationally Determined Contribution (NDC)	Qatar submitted NDCs to the United Nations Framework Convention on Climate Change (UNFCCC). The NDC outlines the country's climate actions and efforts towards reducing GHG emissions, as part of an ongoing commitment to the Paris Agreement.
	Qatar National Environment and Climate Change Strategy (QNE)	Launched in 2021, this strategy covers five key environmental spheres: GHG emissions and air quality, biodiversity, water, circular economy and waste management, and land use. It supports Qatar's aspiration to be a model for regional sustainability and is enabled through the National Climate Change Action Plan 2030 (NCCAP).

WE SUPPORT



2.7 External commitments (Continued)

<div> Reporting Frameworks and Principles </div>	Global Reporting Initiative (GRI) Standards	<p>In line with our commitment to transparency, we annually report our sustainability performance, adhering to the latest GRI Standards, including both Universal and Topic Standards. Furthermore, we have obtained independent limited assurance under ISAE 3000 (Revised) and International Standard on Assurance Engagements 3410 “Assurance Engagements on Greenhouse Gas Statements” (“ISAE 3410”) to ensure the preparation of this report aligns with these standards.</p>	
	Taskforce on Climate-related Financial Disclosures (TCFD)	<p>We support the principles and recommendations outlined by TCFD. Relevant metrics are disclosed within this report, together with overview and outcome of pro-active steps taken to identify, assess, manage, and govern climate-related matters, in line with TCFD recommendations.</p>	
	Carbon Disclosure Project (CDP)	<p>We adopt recommended practices to govern and address climate risk in our business, whilst continuously reducing the Bank’s operational carbon footprint and providing transparency on our environmental performance.</p>	
	Sustainability Accounting Standards Board (SASB)	<p>We continued reporting against the SASB Index for Commercial Banks.</p>	
	Sustainable Finance Disclosure Regulation (SFDR)	<p>Recognising that SFDR is applicable to many of our European Union (EU) institutional investors, we have included an inaugural voluntary SFDR-aligned table to facilitate ease of comparison and monitoring of sustainability characteristics and performance.</p>	
	International Capital Markets Association (ICMA)	<p>Our SFPF is aligned with the ICMA Green Bond Principles (GBP), Social Bond Principles (SBP), Sustainability Bond Guidelines (SBG), and Sustainability-Linked Bond Principles (SLBP) as well as the LMA Green Loan Principles (GLP), Social Loan Principles (SLP), and Sustainability-Linked Loan Principles (SLLP).</p> <p>The SFPF sets out our governance, screening approach, outlines eligible project categories, use of proceeds, reporting commitments, and expands our classification of Sustainable and Transition financing. The Framework is aligned with ICMA Green Project Mapping as well as Climate Bonds Initiative (CBI) and EU taxonomies, where applicable. Our SFPF successfully obtained a Second Party Opinion (SPO) from ISS-Corporate.</p>	
	Loan Market Association (LMA)		
	Transition Pathway Initiative		

QNB’s ESG ratings	2021	2022	2023
MSCI	AA	A	A
S&P Global ESG score	42 (62 nd percentile)	46 (82 nd percentile)	50 (85 th percentile)
Sustainalytics	22.4	22.6	23.6
CDP	D	C	B



QNB is recognised as a regional ESG leader through its external ratings

3. Sustainable finance

Sustainable finance is the integration of ESG criteria into QNB's financing activities to achieve both financial returns and positive impact – profit with purpose. Our ambition is to help customers manage their E&S risks, support the just transition to both greener and socially equitable business practices, and enhance access to finance for SMEs and underserved groups. This is underpinned by responsible and secure services for our customers.

Contents:

- 3.0 Relevant policies, frameworks and accolades
- 3.1 Climate management
- 3.2 Risk and opportunity management in sustainable finance
- 3.3 Sustainable financing by business division
- 3.4 Responsible engagement
- 3.5 Data security and privacy



3.0 Relevant policies, frameworks and accolades

The following policies and frameworks build the Group-wide foundations and operational base and must be followed and implemented. Subsidiaries can extend the policies and frameworks, where required, to meet local regulation or market practice.



Risk and opportunity management in sustainable finance

Environmental and Social Risk Management (ESRM)



Sustainable Finance and Product Framework (SFPF)



Second Party Opinion (SPO)



Wholesale and Institutional Credit Policy

Environmental and Social Risk Management Policy

QNB Finansbank



Responsible engagement

QNB Customer Service Charter



QNB Privacy and Security Policy



QNB Privacy Notice Supplementary Information



Phishing Awareness and Best Practices



Customer Commitment

QNB Finansbank



Customer Experience Principle

QNB Finansbank



Data security

Member of Gartner Security Board

PCI DSS Certificate

ISO 27001 Information Security Management for Data Centre Operations

ISO 22301 Business Continuity Management (BCM)

ISO 27001 (Türkiye)

QNB Finansbank Kristal Kule



QNB Finansbank Umraniye E Blok



QNB Finansbank Erzurum Operation Building



Professional certifications

Global Association of Risk Professionals (GARP), Sustainability and Climate Risk (SCR)

The Certified Information Privacy Professional (CIPP), IAPP

The Certified Information Privacy Manager (CIPM), IAPP

The Certified Information Privacy Technologist (CIPT), IAPP

3.0 Relevant policies, frameworks and accolades



Selected awards and accolades

Forbes Middle East

The Middle East's Sustainable 100 Banking and Financial Services



Global Finance Awards 2023

Outstanding Leadership in Green Bonds across Middle East



Outstanding Leadership in Sustainable Project Finance across Middle East



Best Bank for Sustainable Finance in Qatar



Best SME Bank – Middle East



Best SME Bank – Qatar



Euromoney Awards 2023

Market Leaders 2023 in ESG in Qatar



Market Leaders 2023 in Corporate Banking in Qatar



Market Leaders 2023 in Digital Solutions in Qatar



Best Bank for Digital Solutions in Qatar



The Digital Banker Awards 2023

Best Digital Bank in the Middle East



Best Digital Wallet of the Year



Best Mobile Banking App



Best Payment Innovation



Excellence in Product Marketing



2023 MENA Banking Excellence Awards by the Middle East Economic Digest (MEED)

Mastercard Edge 2023 Forum

Market Leader in Digitising Government Payments



Visa Awards 2023

Best Loyalty Programmes



Excellence in Introducing New Solutions



Indosat Ooredoo Hutchison Marvelous Partner Award 2023

Most Innovative Digital Product



3.1 Climate management



Governance and integration of climate risk

Climate risk is owned by Group Chief Risk Officer (GCRO) and Group Risk, with the Strategic Risk and Credit functions playing a vital role in assessing the risk and opportunities arising from climate change. This is supported through joint initiatives with the Sustainability team, and others as required. Climate risk is elevated through building internal awareness and capability, and is embedded as part of regular reporting to tier 1 executive committees. Climate risk is a real and imminent threat to the environment we live in, and the subject represents both a business risk and an opportunity for the Bank. As such, the Board-approved Group Risk Appetite Statement recognises the risk and outlines a clear statement on the Bank's risk attitude and tolerance towards climate risk.

In 2023, we engaged an external consultancy firm to undertake a review of the risk policies related to climate. Bank-wide policies were updated to embed climate-related considerations where applicable, in line with best practice. Furthermore, a readiness assessment was completed for climate disclosures as per recommendations of TCFD.¹

Addressing climate risk in financing

QNB recognises the significance of climate risk and its impact on the environment, communities, our stakeholders, and the Bank. As such, climate risk is an integral part of our [Enterprise Risk Management Framework \(ESRM\)](#).

¹As per TCFD reporting framework. Level of adoption with reference to TCFD recommendations is based on QNB self-assessment and public evidence.
²QNB Group Corporate Governance Report 2023.

The following provides an overview of the self-assessed level of adoption with reference to these recommendations.

Governance	Strategy	Risk management	Metrics and targets
<p>a) Board's oversight of climate risks/ opportunities:</p> <ul style="list-style-type: none"> > Board overview and Board-level owner of Sustainability (including climate risk) > Topics raised to Board as part of Sustainability Governance (GBNRGPC) and Group Risk Committee² as appropriate 	<p>a) Short, medium and long term climate risk and opportunities for organisation</p> <p>b) Impact of climate risks opportunities on the business, strategy, and financial planning:</p> <ul style="list-style-type: none"> > Sustainable financing, products and services to support transition to more carbon neutral economy > Encourage clients and suppliers to transition and adopt environmentally friendly business practices 	<p>a) Organisation's processes for identifying, assessing, and managing climate risks:</p> <ul style="list-style-type: none"> > Climate risk embedded into Group Risk Enterprise Framework, approach and reporting > Calculated Scope 3 financed emissions > Established ESRM framework and procedures 	<p>a) Metrics used by the organisation to assess climate risks and opportunities</p> <p>b) Scope 1 and 2, and if appropriate Scope 3 GHG emissions and the risks:</p> <ul style="list-style-type: none"> > Scope 1 and 2 regularly disclosed > Scope 3 disclosure of waste and business travel > Calculated Scope 3 financed emissions for >95% of portfolio
<p>b) Management's assessment and management of climate risks/ opportunities:</p> <ul style="list-style-type: none"> > Related risks/ opportunities assessed and managed in the Group Sustainability Committee and Climate Risk Committee > Group Management Risk Committee and Enterprise Risk Management^{2, 3} > For financing, Group Credit Committee² and SFC 	<p>c) Resilience of organisation's strategy, considering different climate scenarios:</p> <ul style="list-style-type: none"> > Established climate scenario analysis approach using NGFS⁴ to model climate impacts (including Orderly, Disorderly, and Hot House World scenarios) > Portfolio coverage greater than 95% of the loan book 	<p>b) Resilience of organisation's strategy, considering different climate scenarios:</p> <ul style="list-style-type: none"> > Multidisciplinary team discussions and engagement with external experts/ advisors as appropriate 	<p>c) Targets used by the organisation to manage climate risks and opportunities and performance against targets:</p> <ul style="list-style-type: none"> > No coal financing and exit by 2032⁵ > Support SoQ 25% GHG reduction > Initiatives to drive reduction, e.g., solar panels, renewable energy > Balanced scorecard from Executive level down including sustainability KPIs

³QNB Group Annual Report 2023.
⁴Network for Greening the Financial System.
⁵QNB Finansbank.

3.1 Climate management (Continued)

In 2023, we further integrated climate risk into the Bank's risk management framework by building up our climate risk identification, measurement, and reporting capabilities:

Climate scenario analysis

In 2023, we reran the evaluation of the Bank's portfolio exposure to climate change scenarios. Whilst the previous analysis covered Qatar and international branches, this year we have expanded the scope to include our material subsidiaries and have expended additional effort to revalidate assumptions, and to improve the relevance and quality of inputs. The analysis provided coverage of over 95% of the Group's portfolio.

The climate analysis assessed the potential impacts of climate-related risks and opportunities for the Bank, its strategy, and financial plans. Several climate scenarios were applied, each based on the industry standard Network for Greening the Financial System (NGFS) models (including Orderly, Disorderly, and Hot House World scenarios), which include comprehensive assumptions on the state of the climate, population and economic growth, technological development, and regulation.

The objective was to assess the resilience of our commercial business activities and portfolio to climate risk impacts, both in terms of physical and transition risk. Assessment was made of the potential impact on the Bank's profitability under varying assumptions and timeframes ranging from 2025 and 2030 to 2050.

The exercise reconfirmed that the Bank's results are expected to prove resilient to the effects of physical and transition risk. The

Bank's loan and investment portfolio is not significantly impacted by these scenarios from a financial perspective. This is largely due to the adaptive capacity of key obligors, emerging regulation, and our limited exposure to sectors that have the potential to be materially impacted by transition risk. We continually assess our exposure to high-risk, reputational damaging sectors, including carbon-intensive sectors with a particular focus on fossil fuels, metals and mining. Our current direct exposure to these sectors is approximately 1% of our loan book.

1%

of our loan book is exposed to carbon-intensive sectors, such as fossil fuels, metals and mining



Scope 3 financed emissions

In addition to Scope 1, 2 and operational Scope 3 (see section [4.3 Environmental impact](#)), we also started to address Scope 3 financed emissions. We conducted, for the first time, a Bank-wide assessment of Scope 3 financed emissions for the loan and investment portfolio, with coverage of over 95% of the Group's portfolio.

As a bank we recognise that financed emissions – those associated with the activities and clients we finance – are the most material and key to understand our full climate impact.



3.1 Climate management (Continued)

It should be noted that financed emissions are challenging to measure, as they require robust and complete emissions data from our clients, or the use of assumptions and sectoral averages if corporate data is not available. Standardised, consistent and sound accounting methods are required. As such, we worked with an external climate advisory provider to calculate financed emissions, based on the GHG Accounting and Reporting Standard for the Financial Industry, developed by PCAF. PCAF has been

reviewed by the GHG Protocol and conforms with the requirements outlined in the Corporate Value Chain (Scope 3) Accounting and Reporting Standard for category 15: investment activities.

Quantification of our Scope 3 financed emissions provides a holistic view of our carbon footprint which captures not only our own operations, but the indirect impact arising from our financing and investment activities. We will utilise this information to inform our business strategy, risk appetite and

targets, as well as leverage as part of our client engagement and support of the transition to a greener economy.

Disclosure of Scope 3 financed emissions is not yet mandatory in Qatar. Nevertheless, as one of the leading banks in the region, we have proactively quantified our financed emissions, as we continue to further develop our risk measurement and reporting capabilities. Furthermore, this will stand us in good stead as we meet the challenge of Scope 3 reporting obligation, which is

expected to come into effect in 2024. Publication of our financed emissions baseline is subject to internal review and management approval. For details on our Operational emissions, see section [4.3 Environmental impact](#).

QNB will actively evaluate, manage, and mitigate climate risk and any negative potential and/ or actual impacts on the environment in our financing activities. This continues to be addressed through the following activities and levers:

A. Managing risk

- › Exclusions and prohibited activities
- › Screening, risk categorisation, and evolution of ESRM
- › Portfolio analysis and Scope 3 financed emissions to identify hot spots
- › Informed lending decisions and restrictions
- › Sector commitments, i.e., exclusion of non-conventional energy, and full exit of coal¹

B. Capturing opportunities

- › SFPF and eligible criteria
- › Business training, climate risk professional certification, employee awareness, KPIs and targets
- › Collaboration with partners

C. Transitioning clients and engaging the market

- › Raising awareness, engaging, and educating
- › Supporting and encouraging clients' transition journeys
- › Participation in industry forums
- › Role model for region

D. Assessing industry developments

- › Emerging regulations
- › New technologies
- › New operating models
- › Investments
- › Carbon schemes (trading/ offset/ credits)

¹Full exit of coal in QNB Finansbank.

3.1 Climate management (Continued)

QNB participated at COP28 UAE, as part of the Qatar Pavilion delegation, hosted by the Ministry of Environment and Climate Change (MoECC). At the world's largest climate conference, QNB was involved in a panel discussion on sustainable financing that included other prominent organisations: ICMA, HSBC, MoECC, Qatar Free Zones, and The Al-Attiyah Foundation. QNB delivered a separate presentation to an international,

multi-stakeholder audience at COP28, sharing the Bank's approach and insight to green and climate finance.

QNB was also a strategic sponsor during 2023 Qatar National Dialogue on Climate Change and shared expertise and insight on green and sustainable finance, and how this can contribute to national and international initiatives to address climate challenges.



Green and Sustainable Financing panel (COP28 UAE)



Qatar National Dialogue on Climate Change (Expo 2023 Doha)

3.2 Risk and opportunity management in sustainable finance



QNB aims to be a leader and role model in delivering sustainable financial performance through our market commitments as well as our social and environmental initiatives. This includes embedding ESG factors into our financing and business relationships to reduce risks throughout our value chain, whilst enabling the just transition towards a carbon neutral economy.

As part of our effort to mitigate our environmental and social risk, we apply the ESRM. In order to benefit from the sustainable finance opportunities, we leverage our SFPF.

Environmental and Social Risk Management Framework (ESRM)

The [ESRM framework](#) establishes the Group-wide minimum standards and expectations, whilst allowing for subsidiaries to extend further in line with local specificities, regulations, and market best practice.

QNB Group's credit function plays a proactive role in the management of the Group's ESRM policy and procedures, ensuring awareness and compliance with acceptable credit practices across our global network. Our dedicated team specialising in the area of

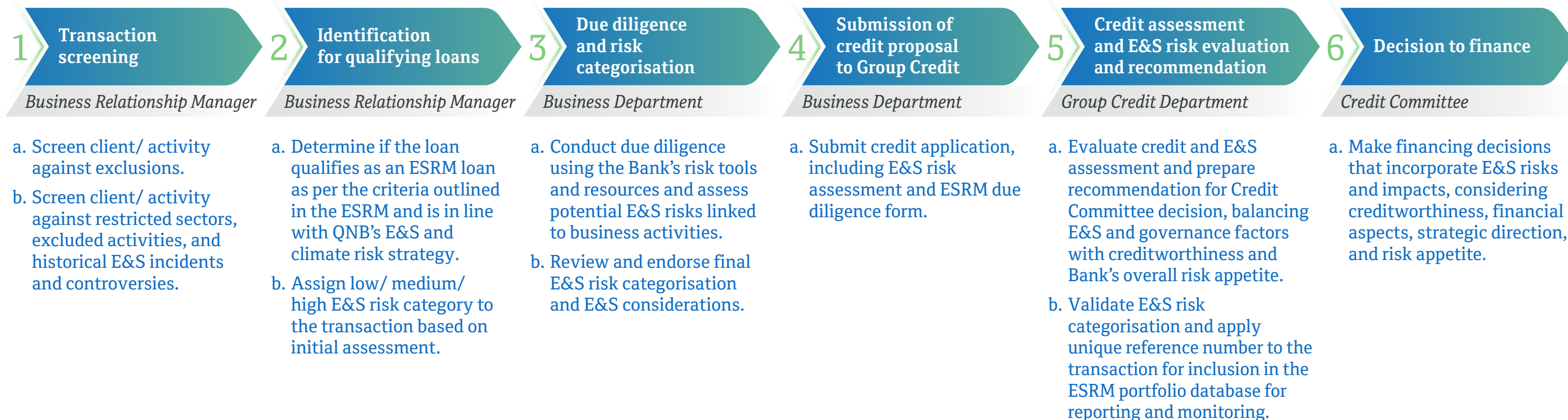
ESRM risk management, together with our scoring tool, have helped to enhance our overall E&S screening and assessment processes for ESRM qualifying transactions.

This year, our Group-wide ESRM policy framework has been formally embedded within our Wholesale Group Policy and related documents and procedures. We enhanced the policy framework by expanding the restricted sector for energy to prohibit ultra-deep water exploration and drilling. Credit specialists and business teams were also formally enrolled in external ESG training, to supplement internal training, policies, and procedures.

The ESRM enables the Bank to proactively identify, assess, and manage its exposure to environmental and social risks. It clearly establishes and articulates:

- > Comprehensive exclusions for financing;
- > High risk sectors; and
- > Prohibited activities by sector.

The following steps are taken in the due diligence process to assess and incorporate E&S risks into our credit decision-making framework and portfolio:



3.2 Risk and opportunity management in sustainable finance (Continued)

QNB's approach to environmental and social risk assessment integrates, among others, aspects of labour standards, health and safety, and biodiversity into our lending activities.

Labour standards

QNB only finances projects in countries that adhere to International Labour Organisation (ILO) core conventions, whilst ensuring compliance and adherence to local labour laws. Our business practices are aligned with the principles laid out in the ILO Declaration on Fundamental Principles and Rights at Work, as well as the UNGPs. We support the journey to identify and eradicate human rights issues and modern slavery from our business, as reflected in our [Modern Slavery and Human Trafficking Transparency Statement](#). The statement is in compliance with section 54 of the UK modern Slavery Act 2015. Forced labour and child labour are also explicitly excluded and prohibited as part of the Group's ESRM policy framework.

Health and safety

Depending on the client and project type, transactions may be subject to IFC performance standards, ISO 45001 (previously OHSAS 18001), or at a minimum, the respective relevant national standards. As appropriate and when required, QNB gathers applicable health and safety documentation, organisation charts, and incident logs to assess associated risks. Should the transaction be deemed high risk, a third party may also be appointed to independently assess and monitor the transaction.

Biodiversity

Whilst not yet identified as a material topic through our stakeholder engagement approach, we recognise that the protection and preservation of biodiversity is key for the planet to adapt to climate change. QNB ensures the respect of biodiversity through the eligible use of proceeds in our sustainable financing, as well as within our ESRM framework that specifies restricted sectors and activities including those in relation to Animal welfare, Fisheries, and Protected areas (including UNESCO World Heritage sites, and natural habitats registered by International Union for the Conservation of Nature).

For projects deemed high risk, or where required by local jurisdictions, an Environmental Impact Assessment (EIA) is undertaken and submitted to the relevant and respective authority for necessary approvals in accordance with national laws and requirements. Depending on the project, an E&S specialist may assess whether any financed activity is in a protected area or defined sensitive region, and if so, whether the necessary permits/exemptions have been received from respective authorising bodies to allow the project to continue. Any syndicated projects, which QNB participates in, are in accordance with IFC Performance Standards, and are assessed and monitored by third party consultants as required by the respective standards.

In Türkiye, QNB Finansbank, developed its proprietary [Environmental and Social Risk Assessment tool \(ESRA\)](#) to assess multiple E&S dimensions and criteria to determine risk level categorisation, in line with national legislation and international best practice.

In addition, QNB Finansbank made a public commitment to exclude new thermal coal power plants and coal mining projects from its financing activities. Any existing legacy exposure to coal in the portfolio was to be run-off by no later than 2032. Thanks to our phased approach, QNB Finansbank has successfully achieved a full phaseout in 2023, eliminating coal exposure entirely.

As the banking sector continues to evolve in this area, we too remain committed to ensure our policies, procedures, and practices are

robust and conform with market and regulatory developments in the jurisdictions in which QNB operates.

During the course of 2023, 63 applicable projects, with a value of USD 3.9 Bn, had been assessed as part of the ESG due diligence process across QNB Group. This includes potential deals that were declined by QNB.

ESRM risk category	Number of projects per ESRM risk category	Value (USD '000)
High risk	4	273
Medium risk	42	2,240
Low risk	17	1,440

0% Coal exposure in portfolio of QNB Finansbank



3.2 Risk and opportunity management in sustainable finance (Continued)

Sustainable Finance and Product Framework (SFPF)

To deliver meaningful impact through our financing activities and to cater for our customers' increasing desire to support ESG, sustainable products and services are part of our overall product suite and offering. Such products and services comply with the ESRM restrictions, are reviewed against eligible categories and criteria, and are further assessed by ESG professionals to ensure their sustainability credentials. This enables us as a bank to better identify, assess, manage, and mitigate potential ESG reputational risks, and ensure positive E&S impact in our offerings.

Our current portfolio of sustainable products and services stands at 37. Notable products and pioneering developments are highlighted in the respective business divisions in section [3.3 Sustainable financing by business division](#).

The [SFPF](#), including its [Second Party Opinion \(SPO\)](#) from ISS-Corporate, was officially published in January 2023. The SFPF is the latest iteration of our award-winning approach to ESG in financing. It elaborates on our classification approach and methodology for labelling any products, services or transactions as Sustainable or Transition finance, aimed at delivering positive impact to society and the environment. This includes

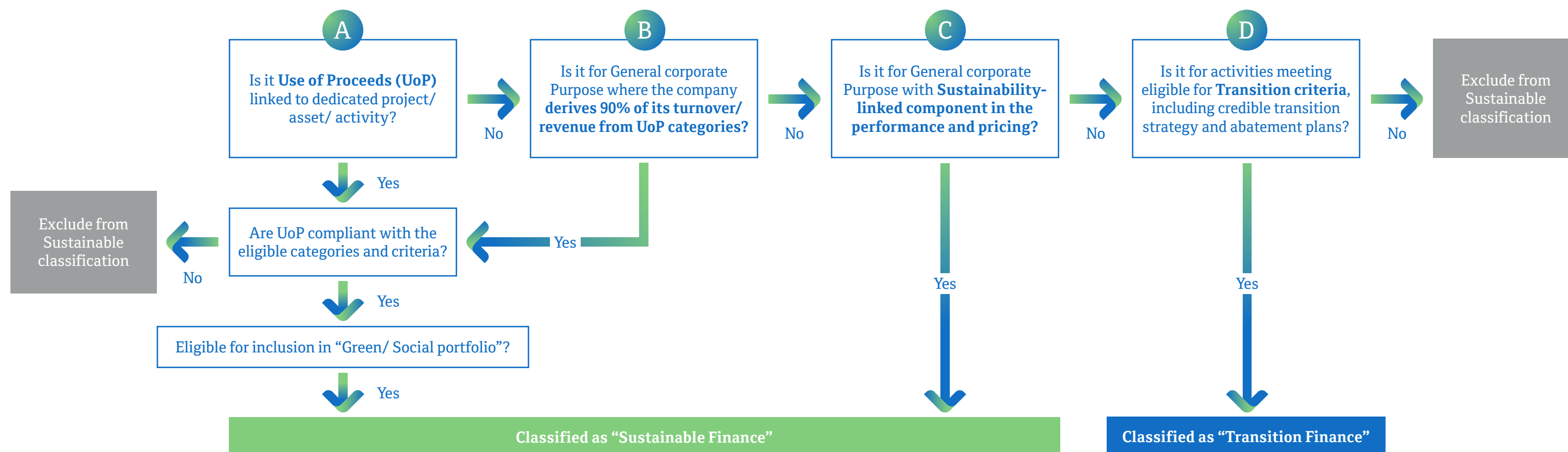
eligible qualifying themes, categories, activities and criteria, in line with international taxonomies. Sustainable finance products, services and product propositions can include financing, facilitation, and investments, under eligibility as defined within the SFPF:

- > Financing includes any type of loan instrument, or contingent liability, to any client where new finance or refinancing is provided;
- > Facilitation includes any services in support of clients issuing new debt instruments, e.g., underwriting, bookrunning, etc.;

- > Launch of, and investments in, sustainable fixed income products; and
- > Provision of fixed term savings and deposit products.

Product or financing propositions are classified under four potential purposes, and can be considered sustainable or transitional if they meet the eligibility criteria within the respective purpose:

- Dedicated Use of Proceeds (UoP) purpose;
- General purpose financing;¹
- Sustainability-linked financing; and
- Transition financing.

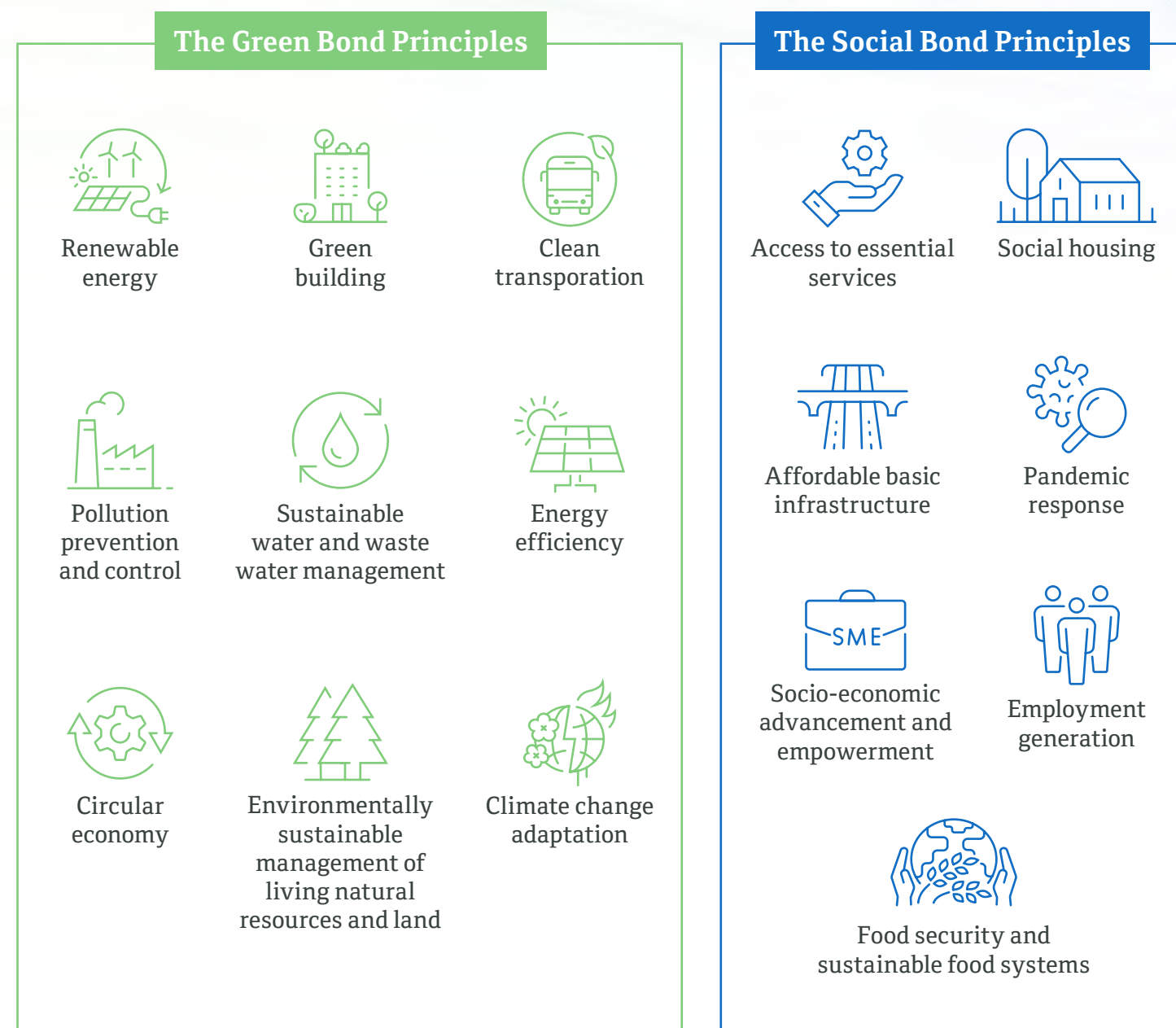


¹For pre-revenue entities, a company should dedicate greater than 90% of its Capex/ R&D expenditure on UoP categories. For development banks, intergovernmental, supranational organisations, charities, social enterprises, and foundations, should dedicate greater than 90% of its funding dispersals to UoP categories.

3.2 Risk and opportunity management in sustainable finance (Continued)

Eligible Use of Proceeds (UoP) categories












The eligible categories within the SFPF have been reviewed and aligned with the latest international principles and taxonomies:



For further information, including key principles, governance, product scope, eligible activities and KPIs, please refer to the full [SFPF](#) and [ISS-Corporate SPO](#).

¹ Non-green activities, includes Manufacturing, Transportation, Energy, Non-Green hydrogen, in line with international/ regional peer frameworks.

QNB's SFPF is the first of its type in Qatar, market-leading in region, and aligned with international principles to drive climate financing

SFPP scope	Sustainable Finance		Transition Finance	
	Green/ Social Activities	Sustainability-Linked		
Classification	<div><div>A</div><div>Dedicated Green/ Social UoP activity or project</div></div>	<div><div>B</div><div>Financing “Pure Play” company 90% revenue from Green/ Social UoP</div></div>	<div><div>C</div><div>Financing with Sustainability-linked pricing component</div></div>	<div><div>D</div><div>Financing for “Hard-to-abate” sectors¹ to transition business practices</div></div>
				
International principles, taxonomies, and guidelines	<div><div><div>ICMA International Capital Market Association</div></div><div><div>The Green Bond Principles</div></div><div><div>The Sustainability Bond Guidelines</div></div><div><div>The Social Bond Principles</div></div><div><div>LMA Loan Market Association</div></div><div><div>Green Loan Principles</div><div>Social Loan Principles</div></div><div><div>Climate Bonds</div></div><div><div>EU TAXONOMY</div></div></div>		<div><div><div>The Sustainability-Linked Bond Principles</div></div><div><div>Sustainability-Linked Loan Principles</div></div></div>	<div><div><div>Climate Transition Finance</div></div><div><div>Transition Pathway Initiative</div></div></div>

3.2 Risk and opportunity management in sustainable finance (Continued)

Following the publication and implementation of the SFPF, including its externally verified methodology and criteria to classify our sustainable financing and services portfolio, the total sustainable financing portfolio was QAR 32,804 Bn at 31 December 2023.

QNB continues to leverage the SFPF and client engagement to further develop and grow its portfolio to support the climate transition

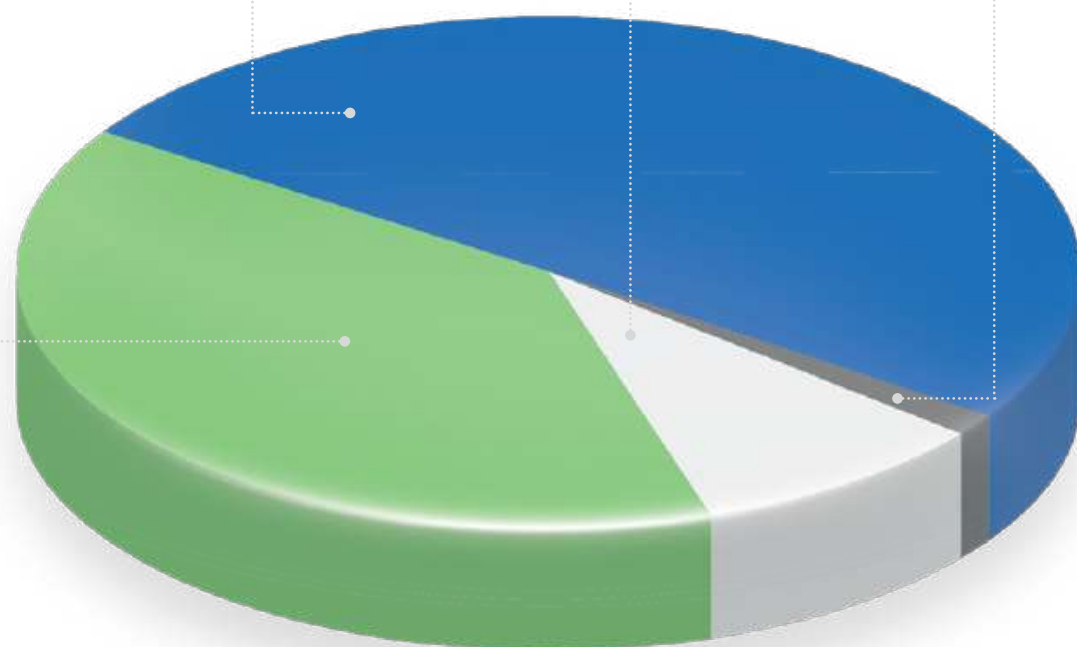
QNB Group's total sustainable finance portfolio USD 9.0 Bn

Green loans
USD 3,530 Mn

Social loans
USD 4,516 Mn

Sustainability-linked loans
USD 820 Mn

Sustainable investments¹
USD 145 Mn



>70%
Increase in green financing since 2020

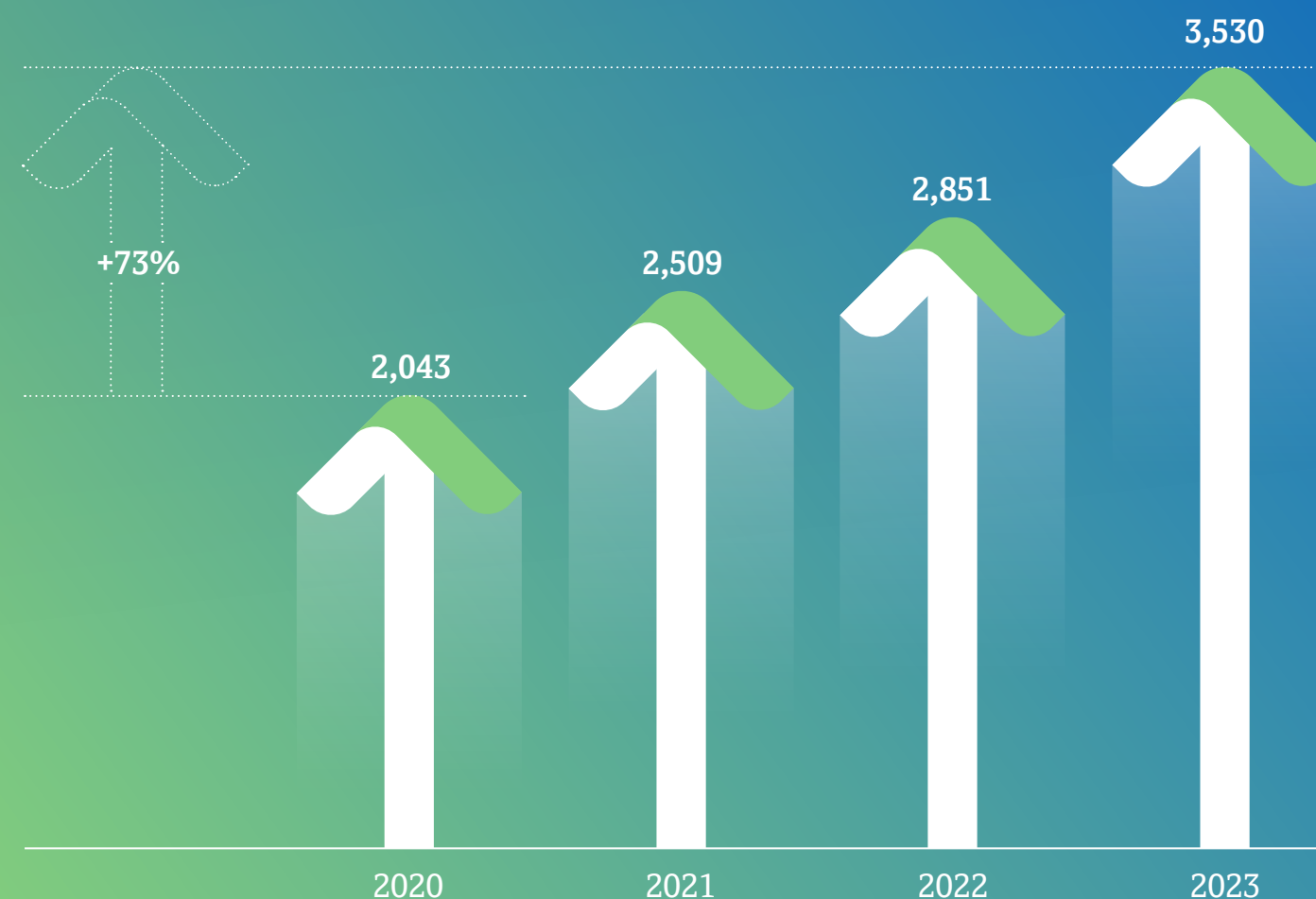
Participation in sustainability-linked syndicated lending worth

USD >13 Bn

with direct participation of over

USD 820 Mn

QNB Group's green lending portfolio (USD Mn)



¹Including sustainable bonds.

3.3 Sustainable financing by business division

3.3.1 Corporate and Institutional Banking

As a bank, the most impactful way to address the topic of sustainability is through our financing activities. To deliver meaningful impact, and to support our customers' ESG values and ambitions to transition, we have integrated sustainable products and services as part of our corporate banking value proposition.

The SFPF and focus on ESG has enabled us to expand our domestic and international corporate sustainable financing portfolio, and to identify, pursue, and promote opportunities related to ESG themes, with the aim of delivering a positive societal and environmental impact through a broad range of sustainable products and services.

As an example, the SFPF enabled us to extend our treasury-focused ESG product suite. This year, we executed the first interbank green deposit in Qatar, as well as completed two green deposit placements with a large sovereign wealth fund.

Given our presence in major financial centres of advanced economies, we experienced a

significant increase in financing opportunities that we accessed through our SFPF, our centralised credit governance and ESG screening mechanisms. QNB's people were also at the centre of our ambitions, as we delivered extensive training programmes on sustainable finance for our client-facing teams in international branches.

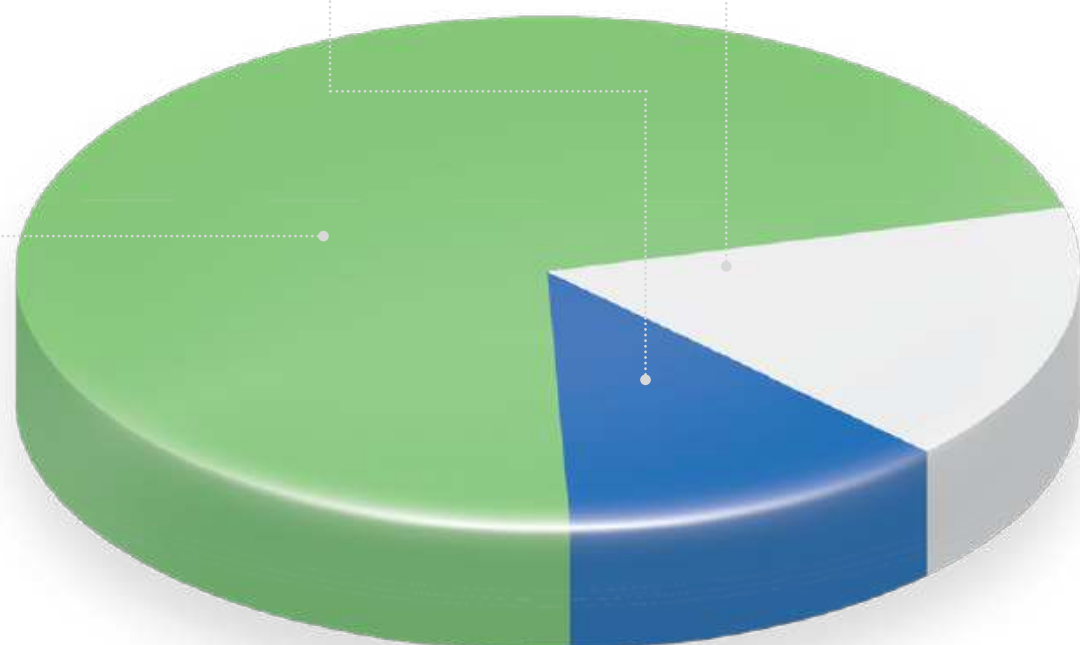


QNB Group's Corporate and Institutional Banking sustainable lending portfolio USD 4.9 Bn

Green loans
USD 3,530 Mn

Social loans
USD 585 Mn

Sustainability-linked loans
USD 820 Mn



3.3 Sustainable financing by business division (Continued)

3.3.1 Corporate and Institutional Banking (Continued)

Examples of QNB's Corporate Banking sustainable products and services	Description	Market
Green, Social and/or Sustainability Bonds	Bonds with UoP to specifically support environmental and/ or social projects. Aligned with ICMA GBP, SBP and SBG.	QNB Group
Green, Social and/or Sustainability Loans	Loans with UoP to specifically support environmental and/ or social projects. Aligned with LMA GLP and SLP.	QNB Group
Sustainability-Linked Loans	Loans linked to KPIs/ SPTs, to incentivise delivery of ESG performance objectives, and transition to sustainable practices. Aligned with LMA SLLP.	QNB Group
Green Deposits	Deposits where the proceeds are used to finance green eligible activities.	QNB Group
Green Repurchase Transactions	Collateralised funding or borrowing where the proceeds are used to finance green eligible activities.	QNB Group
Sustainable Transaction Banking	Supply chain finance, guarantees, letters of credit, trade loans, factoring, invoice financing, receivable services, etc., directly supporting eligible green/ social UoP. Aligned with ICC ¹ Standards for Sustainable Trade and Sustainable Trade Finance.	QNB Group
Green Economy Financing Facility	Programme launched by EBRD to finance sustainable energy projects through term financing coupled with free technical advisory and incentives.	QNB ALAHLI
Green Trade Portfolio	Trade finance portfolio funded by international banks, where the underlying trade is green trade finance instruments.	QNB Finansbank

Awareness, training, and promoting sustainable business practices

During 2023, we continued to nurture an ESG culture across the business and international network to promote and grow the sustainable finance market. All our frontline and Credit teams across the Group have received direct training on the topic of ESG, sustainable finance principles, human rights, climate imperatives, and the carbon transition.

We have also set internal country-level targets with respect to growth in sustainable financing this year, and we are developing longer term targets through to 2030

This enables the business to be well-positioned to actively pursue ESG-related opportunities, engage and educate clients on ESG trends and risks, as well as encourage and support clients in their transition journeys.

QNB Group is also recognised as a sustainability champion and industry expert. As part of our client and market engagement on ESG, we participate at national, regional, and international events and forums. QNB considers this part of our responsibility and approach to support industry, sector, and regional transition, whilst supporting national and international decarbonisation ambitions:

- > **Direct engagement:** one-to-one engagement with clients and value chain partners for dialogue on ESG-related topics and to integrate sustainability into ongoing relationships and opportunities;
- > **Raising awareness:** opportunity to educate, raise awareness, and deep-dive on the importance of ESG and sustainable financing among a wide audience;
- > **Showcasing best practices:** sharing our sustainability journey, progress, experiences, and best practices for promoting ESG in financing, which can inspire others to adopt similar initiatives;
- > **Building key partnerships:** ESG conferences bringing together various stakeholders in the sustainable finance space, allowing to form partnerships that can drive collective sustainability efforts forward; and
- > **Driving industry change:** a platform to advocate for change and push for more widespread adoption of sustainable practices, helping to share industry insights, trends, and policies to drive positive change and impact.

¹International Chamber of Commerce.

3.3 Sustainable financing by business division (Continued)

3.3.1 Corporate and Institutional Banking (Continued)

In Türkiye, despite a year marked by the devastating earthquake, QNB Finansbank maintained its leading market position by a commitment to supporting our clients in all their financial needs. We were at the forefront of providing financial assistance to alleviate the disruptive consequences of the earthquake. QNB Finansbank collaborated with the EBRD in a successful partnership and secured a USD 110 Mn financial assistance package structured in two tranches. The first tranche of financial aid has been already utilised and distributed.

QNB Finansbank also renewed its sustainability-linked syndicated loans, of USD 860 Mn.

As part of a comprehensive sustainability strategy, QNB Finansbank launched the Green Transformation Package in December 2023, providing free membership to the TOBB Carbon Platform in collaboration with TOBB (Union of Chambers and Commodity Exchanges of Türkiye) and Captanomy. The first 240 customers utilising this credit

opportunity will be granted a one-year free membership to the TOBB Climate Platform, to guide businesses on carbon footprint calculation and to enable them to reduce their GHG emissions.

Under the Green Transformation Credit Programme, companies are offered an interest rate reduction and a 36-month term opportunity for their investments in the process of becoming environmentally friendly.

In Egypt, leveraging QNB ALAHLI's capacity as one of the pioneers in the Egyptian market to finance private sector Independent Power Producers (IPPs), we have focused on market outreach for financing small-scale projects. Among them are two projects for a total of EGP 450 Mn to establish a 3 MW and a 14 MW tri-generation combined cooling, heat and power plant (CCHP) with the aim of enhancing efficiency in electricity generation and reduction of GHG emissions.

Additionally, two solar power plants with 1 MW each are under consideration, one in the industrial and one in the agriculture sector.

International Day of Banks

As a commitment to the International Day of Banks, QNB organised a Sustainability Workshop, gathering senior leaders from QNB's business functions and teams, with the aim to reiterate and raise awareness and understanding of sustainability and its

significance. The workshop focused on several key areas, including sustainable finance, ESRM, and climate risk. The session equipped employees with the necessary knowledge and frameworks to navigate the ever-evolving landscape of sustainability in the banking sector.



QNB participated at the ESG ratings seminar hosted by QSE and MSCI



ESG workshop held on the International Day of Banks

3.3 Sustainable financing by business division (Continued)

3.3.1 Corporate and Institutional Banking (Continued)

ISIN

XS2233288353

Issuance date

September 2020

Maturity date

September 2025

Principal









USD 600 Mn

Coupon rate

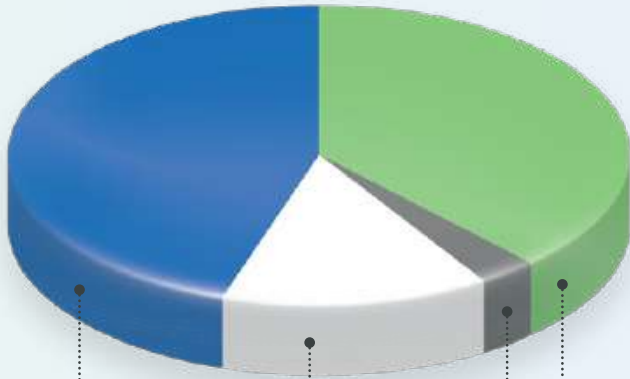
1.625%

Total eligible green portfolio by...

... green bond category

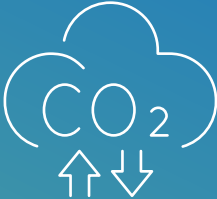
Green bond category ^{1, 2}	Portfolio amount ³	Percent of total portfolio	Sustainable Development Goals
 <div>Green buildings</div>	USD 2,297 Mn	96%	 
 <div>Sustainable water and waste water management</div>	USD 66 Mn	3%	
 <div>Energy efficiency</div>	USD 33 Mn	1%	 
Total	USD 2,396 Mn	100%	

... geography




United Kingdom	France	Kuwait	Qatar
45%	14%	3%	38%

Environmental impact of debut USD 600 Mn green bond issuance⁵




486,072 tCO₂e

Lifetime avoided GHG emissions



744,682 MWh

Lifetime avoided electricity use



26,078,467 m³

Lifetime wastewater treated

Notes:

> The proceeds of the USD 600 Mn bond were matched against the eligible green portfolio;⁴

> 100% of green funding net proceeds were fully allocated at issuance;

> Eligible green loan portfolio consists of 64% new assets (booked within 24 months);

> 5% of eligible green loan portfolio is also utilised for non-green financing structures; and

> Associated [QNB Sustainable Finance Documents and Reports](#) are available for public reference.

¹As defined in the QNB SFPF.

²Loans included in the green bond portfolio have been assessed for eligibility through evaluation by Sustainalytics (March 2020) and SFC.

³Reported values as per financials as at 31 December 2023.

⁴QNB applies risk management measures in its capital allocation decisions. QNB assesses projects financed with the proceeds against the minimum criteria set out in the SFPF. The SFC reviews these criteria on a regular basis and has the right to amend these criteria when deemed necessary.

⁵From [QNB's Green Bond Impact Report](#), based on portfolio at time of issuance.

QNB Group Sustainability Report 2023 — 42

3.3 Sustainable financing by business division (Continued)

3.3.1 Corporate and Institutional Banking (Continued)

Selected QNB sustainable finance transactions



USD 600 Mn
Green Bond
Senior Unsecured Notes
1.625% due 2025
Issuer and Joint Bookrunner

September 2020



Green Repurchase Agreement
Buyer



December 2021



USD 100 Mn
Green Deposit
Lender



June 2023



USD 50 Mn
Green Bond Private Placement
Senior Unsecured Notes
Issuer



June 2021



Sustainability-Linked
Repurchase Agreement
Borrower



February 2022

Sovereign wealth fund

USD 50 Mn and USD 55 Mn
Green Deposit
Borrower



October and November 2023



USD 50 Mn
Green Financing Programme
Borrower (Customers are
Sub-Borrowers)



August 2021

Multiple issuers

USD 145 Mn
Sustainable bond investment
Buyer



Throughout 2023



USD 500 Mn
Sustainability-Linked Syndicated
Loan Facility
Borrower

November 2023

Selected QNB sustainability-linked lending



USD 228 Mn
Sustainability-Linked Loan Facility
Mandated Lead Arranger and Bookrunner



March 2022



SGD 330 Mn
Sustainability-Linked Loan Facility
Mandated Lead Arranger



August 2022



SGD 978 Mn
Senior Unsecured
Sustainability-Linked
Loan Facility
Mandated Lead
Arranger and Bookrunner



August 2022



EUR 180 Mn
Sustainability-Linked
Loan Facility
Mandated Lead Arranger
and Bookrunner



October 2022



USD 1,885 Mn
Sustainability-Linked
Loan Facility
Senior Mandated Lead
Arranger



November 2023

3.3 Sustainable financing by business division (Continued)

3.3.2 SMEs and entrepreneurship

In Qatar, small and medium-sized businesses (SMEs) play a vital role in fuelling economic diversification and GDP growth, representing almost 98% of registered private sector companies. Combined, the sector contributed to around 17% of non-hydrocarbon GDP this year.

Nurturing newly established businesses, promoting private sector engagement, and scaling up existing SMEs is an important part of our commitment to the diversification of the economy and our support for QNV2030. Over the past decade, the country has taken significant measures

to support private sector growth through structural reforms, such as the promotion of foreign direct investment incentives, labour reforms, permanent residency programmes, and a relaxation of immigration rules to further support non-hydrocarbon growth.

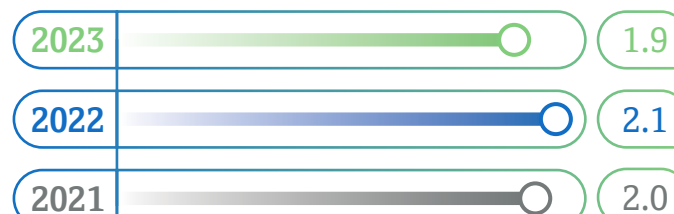
We endeavour to serve as an incubator for private sector engagement and SMEs, aspiring to be the preferred banking partner of choice and a one-stop shop for this segment. With our integrated product suite, we actively nurture entrepreneurship and the development of strategic sectors, including state-of-the-art infrastructure.



USD
3,931 Mn

QNB Group's total
SME lending portfolio

SME loans in Qatar (QAR Bn)



9%

Growth in new SME account
openings in Qatar



7%





Growth in SME
deposits in Qatar



3.3 Sustainable financing by business division (Continued)

3.3.2 SMEs and entrepreneurship (Continued)

Examples of QNB's SME sustainable products and services	Description	Market	Impact
 Small Ticket Loans	Domestic commercial loans with market-leading best-in-class turnaround time of 5 days.	QNB Qatar	43% of domestic SME commercial loans generated by this product in 2023
 Non-Governmental Organisation (NGO) Finance	Supporting NGOs by providing dedicated credit facilities to finance microenterprises in rural and remote areas, as well as microfinance lending to women.	QNB ALAHLI	10 NGO customers EGP 1,671 Mn total loan value
 Egypt Women in Business Programme (Hayat)	Part of EBRD's Egypt Women in Business programme to offer financing, capacity-building and advisory services to women-led SMEs to support female entrepreneurs (including Women in Business seminars, organised by QNB ALAHLI and partners).	QNB ALAHLI	1 training workshop conducted in 2023, attended by 19 female business leaders, in coordination with EBRD and IFC
 Renewable Energy Projects Financing	Funding to support renewable energy projects (including hydroelectric power plants and other renewables) for companies that produce electricity without a license, in line with local regulations.	QNB Finansbank	TRY 5.2 Bn
 Türkiye Women in Business Programme	Part of EBRD's support programme to offer financing for female entrepreneurs and legal companies with female executive managers.	QNB Finansbank	TRY 34.4 Mn for female entrepreneurs and female-led companies

Examples of QNB's digital SME sustainable products and services	Description	Market	Impact
 QNB Simplify	Innovative, fully digital, and cloud-based e-commerce platform, to allow merchants to create a fully functional online shop to engage customers and capture online market.	QNB Qatar	310 merchants enrolled since launch 35,586 transactions in 2023 QAR 97 Mn transactions volume in 2023
 myPOS Mobile Application	Enables merchants to use their smartphones instead of a POS device for contactless transactions.	QNB Qatar	639 merchants enrolled in 2023
 Digital Bridge Platform	Provides digital-first solutions for SMEs (e.g., e-Invoice, e-Ledger, e-Waybill, etc.) as well as creating ecosystems for collaboration with experts and fintech third parties.	QNB Finansbank	270 k customers utilising this service for banking 113 k customers benefitting from digital solutions of the service
 SME Easy Line	Customer-oriented service for SME clients to receive instant support from remote RMs, coupled with SME in-branch services available for more complex transactions.	QNB Finansbank	26.5 k customers using Easy Line in 2023 (20% increase vs 2022)

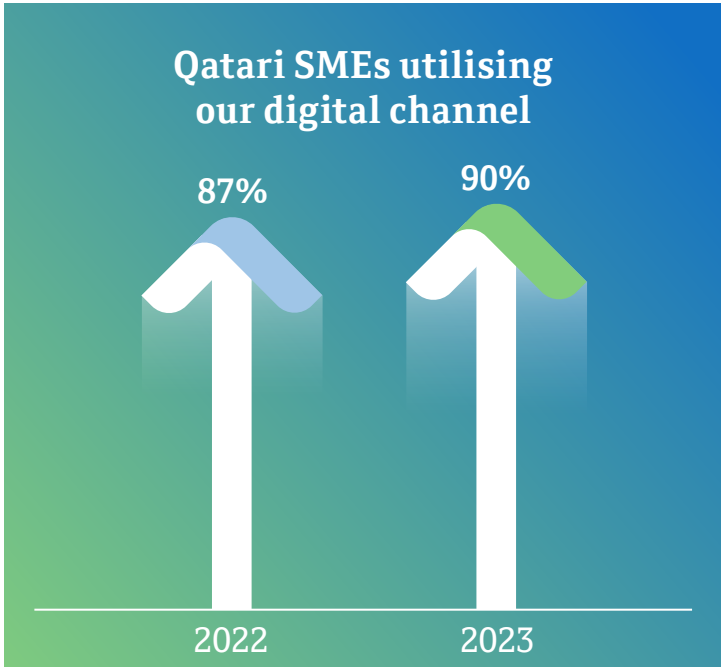
3.3 Sustainable financing by business division (Continued)

3.3.2 SMEs and entrepreneurship (Continued)

SME customer experience and engagement

QNB actively supports the ambition to promote and nurture private sector engagement.

As a leading digital SME provider, we offer simple and intuitive solutions that deepen our relationships with clients. We also aim to enhance our IT capabilities to ensure increased digital and remotely-secure interactions. We continue to work on further streamlining our customer interfaces and credit-driven processes to automate the time for approval, disbursement, and response. We





Dedicated SME mobile application launched in 2023 in Qatar

work to maintain our leading position with the SME segment through a best-in-class, fully automated value proposition and omni-channel offering.

In Türkiye, QNB Finansbank continued to support SMEs, which now account for 11% of the total loan portfolio of the Bank, with a dedicated network of more than 800 employees at 372 branches. Our SME value proposition remained highly competitive thanks to a proven business model and an innovative and attractive offering.

Digitalisation and automation

In 2023, QNB was the first bank in Qatar to introduce a streamlined SME online account opening process, automating activities that previously required human intervention.

We have launched a dedicated mobile application, enhanced the digital customer experience for online applications, and further automated complex operational processes such as collection systems, dynamic pricing, check discounting, facility commitment fees, and client communication.

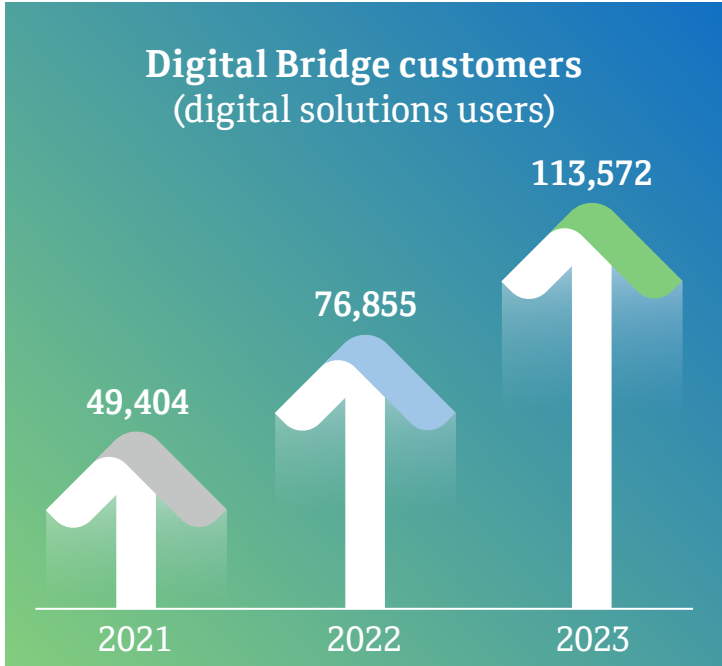
Importantly, 90% of our Qatari SMEs utilise our digital channels, demonstrating the success of our digitalisation efforts. We currently offer 60% of all our SME services digitally and we aim to further automate our offering.

We are dedicated to embedding sustainability into our SME value proposition and offerings. As a theme within our sustainable financing efforts for SMEs, we continued to drive financial inclusion and private sector engagement through digitisation.

QNB Simplify, our popular e-commerce platform, remains a crucial tool in helping small businesses with innovative payment acceptance solutions while giving them a user-friendly platform to sell their products and services.

QNB Finansbank drives digitalisation – SME Easy Line

Customer-oriented services such as SME Easy Line, by which clients receive support from remote RMs with in-branch services available for more complex transactions, have all been the key to our success in the SME segment. We launched a new end-to-end digitised credit underwriting workflow, while also adding third party solutions specifically designed to enhance integration with e-commerce companies. Additionally, we introduced a new digital onboarding process, an account aggregator service, including accounts with other banks, and a cash flow monitoring and



forecasting tool to help SMEs better manage their liquidity and working capital needs.

The Digital Bridge platform

QNB Finansbank continued to lead the market through its innovative Digital Bridge solution, enabling a 360° view of companies' banking transactions and access to a wide range of digital services. New features were added to the Digital Bridge solution this year, including digital meal cards, financial status reports, robotic accounting, and payment services solutions, all of which helped to increase the overall engagement with customers.

Over 300,000 customers access our corporate digital banking channels via Digital Bridge and 113,572 customers use Digital Bridge's enhanced services.

As in other years, QNB Finansbank won four prestigious international awards in 2023 with the Digital Bridge, with its innovations on the platform and unique features in the sector, e.g., a carbon footprint measuring tool, "Captanomy", allowing customers to measure their carbon emissions.

Digital payments

In the payment landscape, our objective is to position ourselves as a full service payment aggregator.

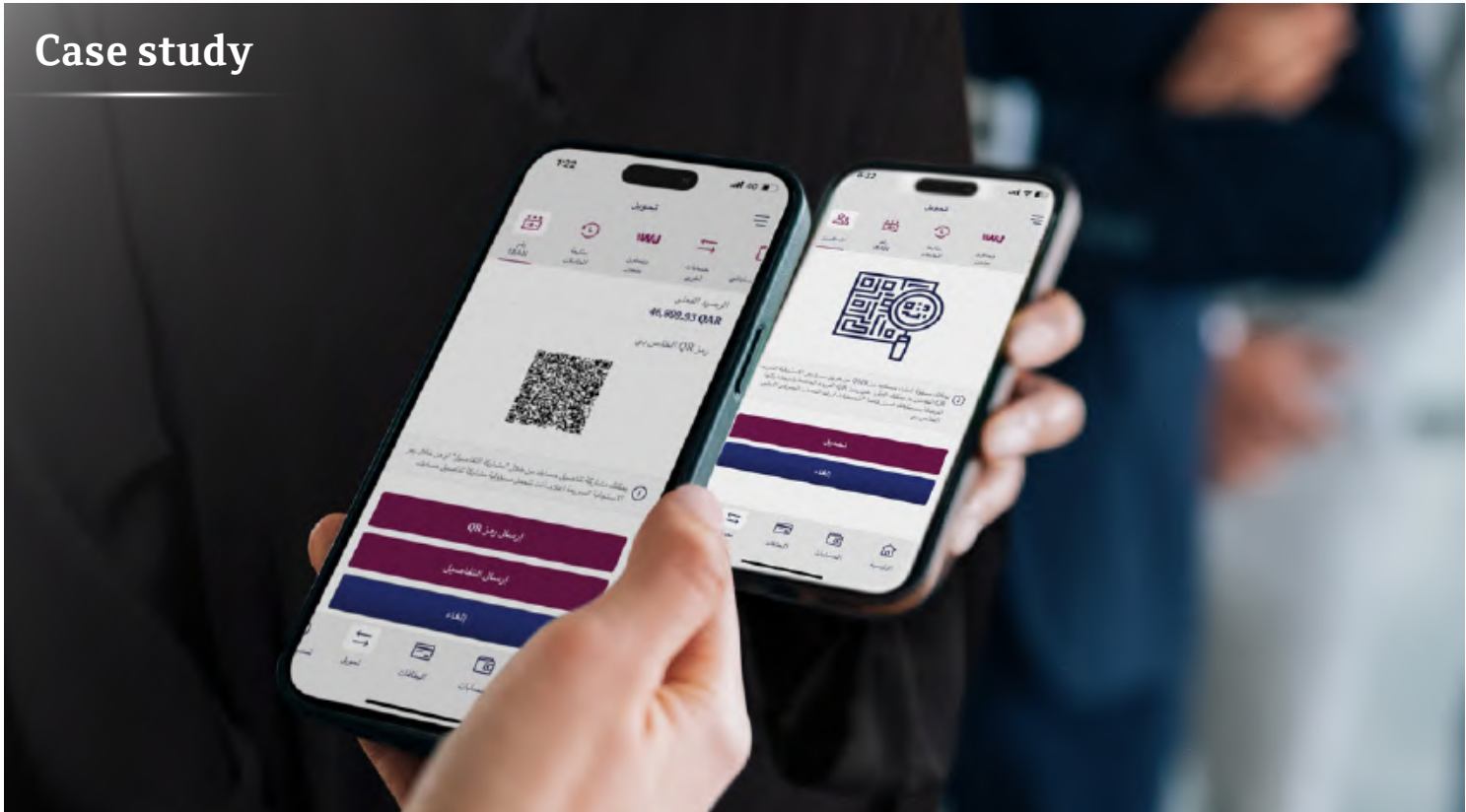
With the aim to expand our offering and create a seamless customer experience through ecosystem partnerships, we continued to support local fintechs and PSP aggregators to extend payment digitisation to untapped segments through strategic partnerships, sponsorships, and fintech mentorships.

3.3 Sustainable financing by business division (Continued)

3.3.2 SMEs and entrepreneurship (Continued)

These partnerships allowed us access to the latest payment technologies, including an advanced electronic control platform to process and review corporate transactions, capability to send financial business requests and electronic payments, and browsing

analytical reports covering past or future transactions. These are unrivalled services and systems that allow our customers to easily carry out their transactions via websites with the most secure and trusted systems in Qatar.



Payment innovation – first local payment gateway

QNB Payment Gateway was launched in October 2023 as the first locally established payment gateway in Qatar.

It is the latest card acceptance solution set to provide local merchants with a robust, highly advanced payment method to simplify digital e-commerce payments. It offers a safe and secure online payment method for credit, prepaid and, debit card (QPay) payments and services such as e-invoicing solutions, local and international digital wallets, and online acceptance of QNB loyalty points.

QNB also supports microenterprises on digital payment acceptance through a low-cost acceptance solution including Tap on Phone and Soft POS initiatives.

In Egypt, our digital transformation journey focused on different SME-dedicated initiatives. We launched the WhatsApp for Business solution, which enables SME customers to inquire about QNB ALAHLI's range of products and services through the popular application at any time. We also enriched the SME business cards offering by bundling business packages and credit facilities to streamline the access to financial services.

In addition to providing financial services for SMEs around transacting, financing, savings, and working capital management, QNB ALAHLI offers our clients an array of benefits beyond banking. These encompass market insights, skills training, capability development, business finance education, personalised consulting as well as opportunities for networking within the local ecosystems.

Nilepreneurs initiative

As a leading innovative supporter of SMEs beyond the boundaries of financial services, QNB ALAHLI renewed its sponsorship of the creative design Incubator hub at Nile University under the Central Bank of Egypt (CBE's) Nilepreneurs initiative. 42 start-ups (37 in 2022) were selected.

Financial inclusion for SMEs

In Egypt, QNB ALAHLI as a pioneer in the local market, continued its leadership position in terms of providing full support to SME clients through state-of-the-art lending capabilities and a wide range of tailored lending programmes covering working capital, medium term loan financing, unfunded facilities, and trade services.

With the Hayat programme in Egypt, we continue to show our support for women in business, aiming to facilitate their access to banking services and meet their business and personal needs, with a wide range of banking and non-banking products.

Furthermore, new lending programmes for the market were introduced: a livestock programme to support the small farmers/ entrepreneurs/ microfinance enterprises in both fattening and milk production, and a youth in business programme under the umbrella of the EBRD targeting micro, small and medium-sized enterprises led or owned by local entrepreneurs.

In Qatar and beyond, our commitment to nurture the private sector engagement is further underscored by our market engagement, including strategic sponsorship of the 2023 SME Excellence Awards, organised by Qatar Development Bank (QDB). This event recognises and awards SMEs for their achievements, growth, profitability, and contribution to the local business environment.

QNB marked its participation in the Made in Qatar 2023 exhibition as the official Sponsor and also showcased an array of its SME services and products, including digital services, Wage Protection System (WPS), and Trade Portal, amongst others.

3.3 Sustainable financing by business division (Continued)

3.3.3 Retail

What we do

- We provide a comprehensive suite of products and services through a fully integrated, omnichannel customer experience:

 - > 48 branches in Qatar and 918 internationally;
 - > 423 ATMs and 12 ITMs in Qatar – the largest network in the country – and 4,570 abroad;
 - > Innovative and user-friendly mobile and internet banking platforms;
 - > E-commerce and payment acceptance infrastructure and services;
 - > Market-leading premium proposition through QNB First and QNB First Plus services; and
 - > International retail offering with global account access across our international network.

Retail customer engagement and experience

At QNB, our customers are at the very heart of our business. Our employees, as our brand ambassadors, strive to deliver excellent service at all times. We nurture a culture that seeks to continuously improve customer experience with each interaction as an opportunity to delight our customers. We leverage both our physical and digital platforms to provide bespoke solutions, products and services, all with the objective of delivering a superior customer experience, and enabling a

sustainable future. QNB aims to be there for our customers, anytime and anywhere.

Our efforts are reflected in our most recent Net Promoter Score (NPS), where QNB Qatar (Retail) achieved an NPS of 79, against a Qatar retail market average of 64. We continue to be ranked as one of the leading banks in Qatar for customer satisfaction.

At QNB Group, we continue to promote prosperity and growth by embedding sustainable practices into our retail offering. We are well-positioned to raise awareness on the importance of ESG in the community, and support the green transition through our retail business and green and social portfolio, through the following initiatives:

Accelerating electric vehicle growth

In 2023, aligned with QNB's SFPPF, we have been able to support our clients to “drive green”. With the increase in demand for electrical vehicles and new models entering the local market, QNB launched a first-to-market product to support the drive for sustainability. This year, we aimed to accelerate the growth of our green vehicle loan through dedicated promotions and campaigns. In Qatar, for example, we activated vehicle showrooms for six different car manufacturers, with focus on their electric vehicles and delivered direct sales agents training. Our green vehicle loan provides special lending conditions and pricing incentives, such as reduced interest rates, free comprehensive vehicle insurance for one year, no management fees, fast approval, and lower down payments, amongst other benefits.

Leveraging the experience from the Group, preferential electric and green vehicle

financing offerings have likewise been established across our major subsidiaries, including QNB Finansbank's EcoFriendly Vehicle Loan, and QNB ALAHLI's continued participation in the CBE initiative Substitute Cars to Work with Dual Fuel. These both offer incentivised pricing, special interest rates, and preferential fees to support the transition to zero/ low emission vehicles.

Encouraging sustainable building practices

QNB is the first bank in the region to apply the GSAS green building rating as part of its efforts towards sustainable development and climate change mitigation.

In Türkiye, QNB Finansbank also launched its Eco-Friendly Housing Loan, supporting the development of high-energy-efficient houses to encourage environmental awareness in the housing market. This product was launched with incentivised pricing, more favourable loan-to-value calculation, and loan allocation fee advantages.



QNB, with its green vehicle loan product, is the exclusive financing partner for Tesla in Qatar



3.3 Sustainable financing by business division (Continued)

3.3.3 Retail (Continued)

Case study



Partnering with EBRD to support Egypt's society and economy

We aim to be a key contributor to the prosperity of Egyptian society and economy, and view strategic partnerships as a way to further elevate our contribution to the country. Since 2015, we have built a strong partnership with EBRD that has spanned over USD 750 Mn worth of cooperation agreements. The partnership covers several among the most critical areas for the sustainable growth of Egypt, such as supporting SMEs, empowering entrepreneurship among women and youths, financing green and sustainable infrastructures, facilitating international trade, as well as providing emergency relief measures during the pandemic. The partnership, originally introduced to the Egyptian market as an innovative model of cooperation between a local commercial bank and a foreign developmental financial institution, does not only involve financing, but also designing relevant policies, frameworks, products and services, and providing free technical assistance and training.

This year in March, we announced the launch of the first green retail-financing programme, in cooperation with the EBRD and with the support of the European Union and the Green Climate Fund, a fund established within the framework of the United Nations Framework Convention on Climate Change. This new programme allows households to benefit from 10% cashback on retail banking facilities such as cash loans when purchasing energy-efficient, environmentally friendly products. With this initiative, QNB ALAHLI positions itself as the first bank in Egypt to offer EBRD financing to individuals, in addition to existing agreements that develop energy efficiency, water efficiency, renewable energy, and resource efficiency projects. This will promote the use of high-performance technologies and services in climate change mitigation and adaptation activities, and it will help in the transition to a green economy. The financing programme is also fully aligned with both the CBE's strategy to promote sustainability and the Egyptian government's plan towards a healthy, clean, and carbon-free local environment.

3.3 Sustainable financing by business division (Continued)

3.3.3 Retail (Continued)

Examples of QNB's Retail sustainable products and services	Description	Market	Example impact
Green/ Hybrid Vehicle Loans	Incentivised loans to promote, encourage and support the transition to hybrid or lower GHG emissions compared to normal combustion engines (Egypt: CBE initiative "Substitute Cars to Work with Dual Fuel").	QNB Group	QNB Qatar: high profile campaigns and incentives promotion has increased uptake by 100% QNB Finansbank: TRY 695 k QNB ALAHLI: EGP 263 Mn
Green Mortgage Loans	Incentivised loans to promote and encourage sustainable building practices, linked to internationally recognised building standards.	QNB Group	QNB Finansbank: TRY 310 Mn QNB ALAHLI: EGP 4.2 Bn
Solar Loans	Incentivised loans to promote and facilitate purchase of solar energy systems and solar energy products for customers' homes.	QNB ALAHLI QNB Finansbank	QNB ALAHLI: EGP 43 k QNB Finansbank: product launch planned for 2024
Enpara.com	First branchless fully digital banking service in Türkiye, convenient and cost effective approach, passing on cost savings to the customer.	QNB Finansbank	5.98 Mn customers (36% increase vs 2022)
Thematic Mutual Funds	Within the scope of the QNB Finans Asset Management – through the Clean Energy and Water Fund of Funds – we invest in global funds consisting of renewable energy, water treatment, sanitation, and preservation companies.	QNB Finansbank	TRY 142 Mn
Social Insurance Products	Dedicated insurance products to cater for specific customer needs, including complementary insurance, such as salary protection and breast cancer coverage.	QNB ALAHLI	EGP 261 Mn
Green Retail Programme (in cooperation with EBRD and EU Green Climate Fund)	The new programme allows customers to benefit from 10% cashback on retail banking facilities such as cash loans when purchasing energy-efficient products that are fully sustainable.	QNB ALAHLI	Launched in March 2023

Examples of QNB's sustainable products and services supporting financial inclusion	Description	Market	Example impact
Ooredoo Mobile Money (OMM)	Partnership with leading telecom provider to provide a mobile money wallet for the unbanked population. Supporting Qatar's WPS, it facilitates workers receiving salaries on time, whilst providing a comprehensive suite of financial services such as remittance, bill payments, mobile top-ups, peer to peer payments, and cash withdrawals.	QNB Qatar	550 k active wallets ¹ QAR 23 Bn transactions value in 2023
E-Cash Card	Pre-paid card solution accessible to the unbanked population, enabling their transactions where card payments are mandatory (e.g., government services).	QNB Qatar	QAR 207 Mn transactions value in 2023
Mortgage Finance	CBE mortgage finance initiative for low and middle income, granting subsidised loans with extended durations up to 30 years that aims to achieve social justice, and to provide adequate housing opportunity for all citizens.	QNB ALAHLI	EGP 4.2 Bn
Youth Offer YO!	Package of selected banking products and services offered at a discounted price to youth aged 16 to 21 years, enhanced in 2023 to match demographic needs by adding benefits, such as NFC-enabled wearables for contactless payments.	QNB ALAHLI	19 k youth clients

¹Reduction from 750 k in 2022 as a result of closure of inactive wallets.

3.3 Sustainable financing by business division (Continued)

3.3.3 Retail (Continued)

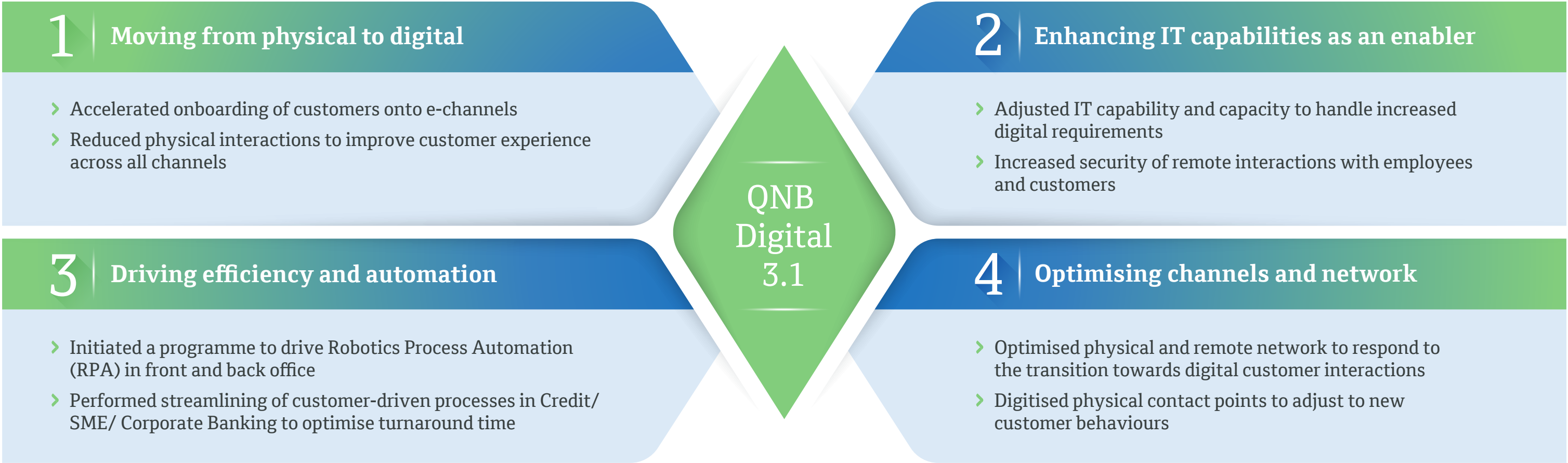
Becoming a digital-first bank

Innovation and finding new ways to better support our customers remains at the forefront of our thinking. We aim to combine bespoke customer service with cutting-edge technology. To become a digital-first bank in Qatar, we continue to implement the third generation of our digital transformation programme, Digital 3.1. The scope of this programme is to move from physical to digital to improve customer experience across all channels. To date, 90% of our customer interfacing processes are already digitised. We further leverage digitisation to drive efficiency and automation through Robotics, AI, machine

learning, and ongoing streamlining of our processes. We also strive to optimise our channels to streamline customer interactions to adjust to new customer expectations. Developing digital customer journeys aims to increase customer experience through simpler, more intuitive, self-service processes. One of the highlights of our efforts was that we fully digitised the new customer onboarding process, enabling opening of savings and current accounts using mobile banking without the need to visit a branch. We also added features that enable our customers to perform and update their KYC details using mobile banking when applying

for a new loan or topping up an existing one. Other features introduced include ability to activate and de-activate cards and additional paperless requests such as receiving stamped IBAN certificates and digital SWIFT copies for payments, all using our mobile banking app and internet banking. We were the first bank in Qatar to launch a biometric facial payment acceptance solution. This enables our customers to authenticate payments for goods and services through facial verification, without a physical card or mobile phone after initial enrolment. In Türkiye, QNB Finansbank constantly strives to offer best-in-class digital solutions.

Key examples were a new KYC digital onboarding, QR features that enable customers to perform contactless transactions, a new in-app repository for signed documents, and an Open Banking enabled account aggregator. Other additions were the general purpose loan launched in collaboration with Hepsipay and several new features in our QNB “Mobil App”, such as a user-friendly one-click loan application process for pre-approved customers, an overdraft request process for new customers, and a feature to repay expenses in instalments. As a result of this, our digital channel penetration increased from 78% in 2022 to 96% in 2023.

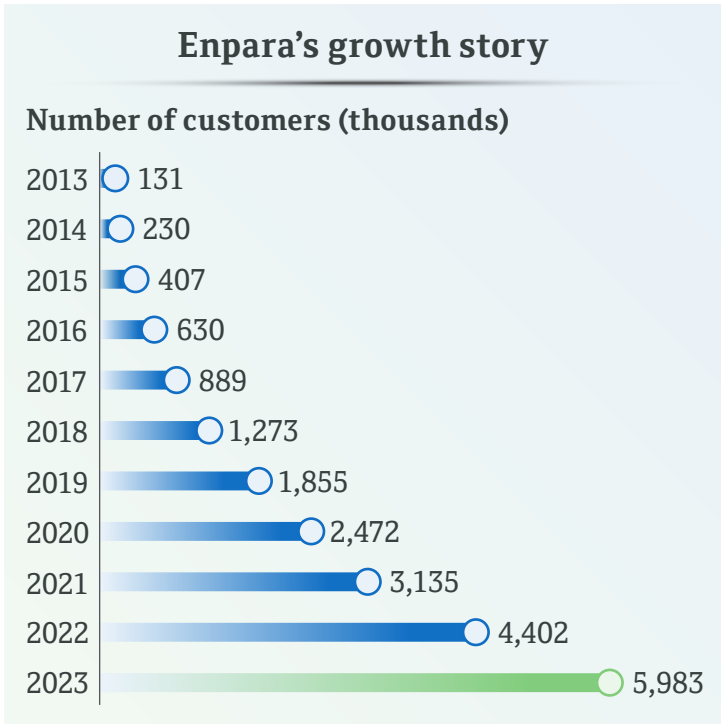


3.3 Sustainable financing by business division (Continued)

3.3.3 Retail (Continued)

Expanding our digital banking presence through Enpara and QNB Bebasata

We started our digital banking journey early on with the launch of Enpara, the first and leading digital bank in Türkiye through QNB Finansbank. Founded in 2012, the mission was to build the bank that customers want to bank with. Driven by the zeal for customer satisfaction, Enpara's core founding principles are addressing customer pain points and simplicity. A 78% NPS and close to six million customers are a reflection of the strength of Enpara's mission and value proposition.



280%
growth in Enpara Türkiye net profit

63%
growth in Enpara Türkiye deposits

To fully leverage Enpara's intellectual capital and technology, we have carved out and restructured the Enpara business as a separate holding company in Europe, and we are positioning this business to lead QNB's digital banking efforts across the network.

In Egypt, as a first milestone, we launched the first fully digital banking experience, called QNB Bebasata. A subsidiary of QNB ALAHLI, the new banking platform aims to drive financial inclusion and digital transformation across the financial service sector in Egypt. QNB Bebasata was launched in March 2023 and operates on a clear value proposition model:

- > Completely branchless;
 - > Zero subscription and periodic fees;
 - > Focused on customer centricity; and
 - > Offering high-quality competitive products such as deposits, accounts, cards, facilities, transfers, and payments.
- QNB Bebasata's launch has been well received in the Egyptian market with a successful onboarding of more than 20,000 customers since launch. Our ambition is to be the market leader in the next five years.

Digital payments

We are committed to investing in technology, helping to nurture an extensive and secure e-commerce infrastructure. Customer demand for safe, secure and more rapid payment solutions has enabled a range of new ways to pay for goods and services. As a result, many more businesses have recognised the need to be fully present online, and accept a broad spectrum of digital payments.

QNB has developed a wide array of digital payment solutions to delight customers and to support businesses to accept them. Our cardholders and merchants are enabled with a complete suite of x-pays, including Apple Pay, Google Pay and Samsung Pay, allowing transactions with an array of devices. X-pays continue to show impressive performance with transactions increasing by 113% in the year. This year we saw over 115% growth in mobile, wearables, and contactless payments, equating to 32 Mn transactions, with a total volume of over QAR 7.3 Bn. This new eco-system allowed for simple, secure, and

innovative digital payments to ensure a seamless customer experience.

Our reputation for providing customers with state-of-the-art technologies is one of the reasons we remain the market leader in retail banking.



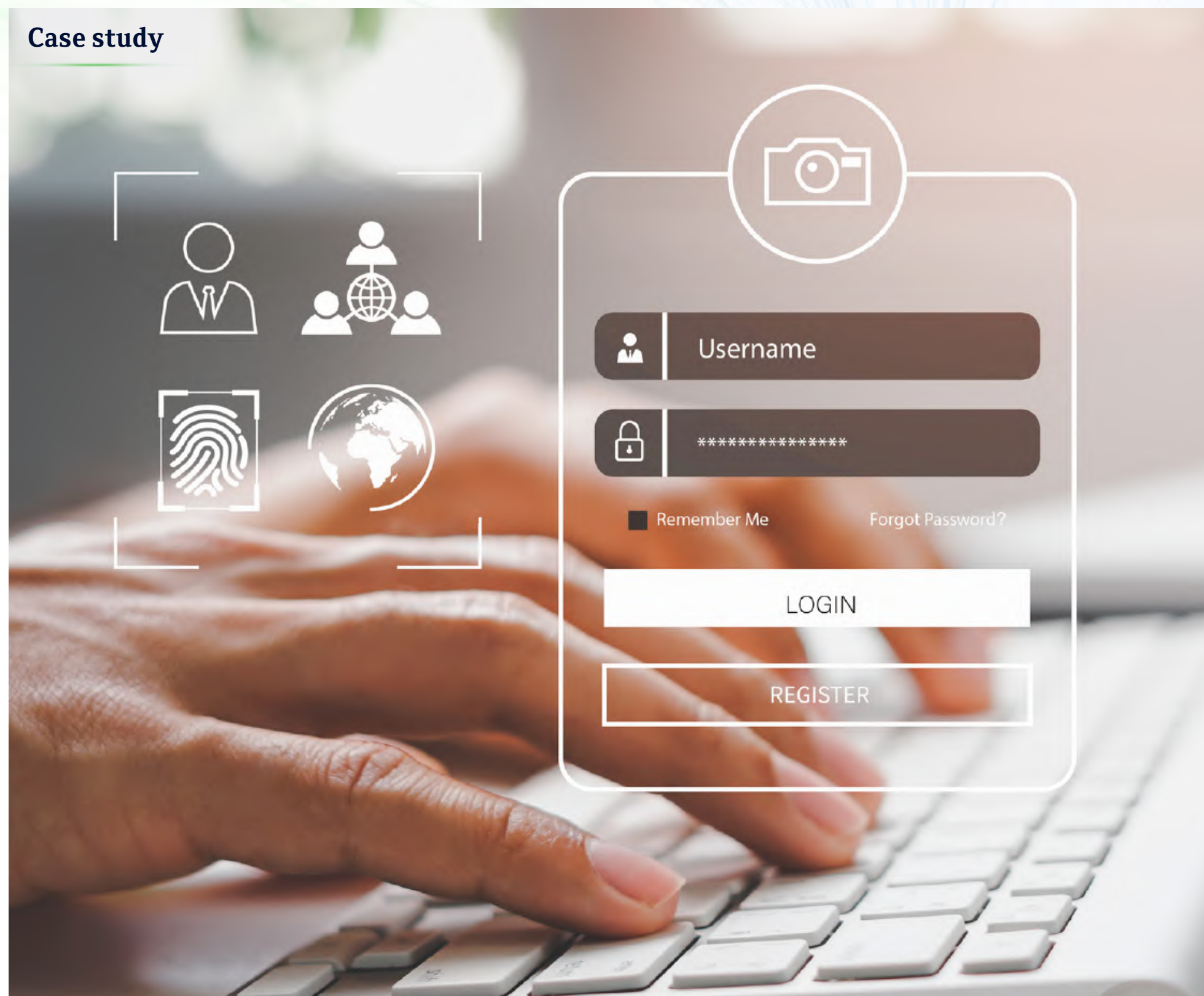
44%
Percentage of contactless transactions in Qatar

40%
Increase in commercial card transaction volume in Qatar

3.3 Sustainable financing by business division (Continued)

3.3.3 Retail (Continued)

Case study



Protecting our customers from digital-enabled fraud

The growth in e-commerce continued to deliver an upsurge in digital transactions. As more transactions are processed without a physical card, the risk of potential fraud increases. We closely monitor card and merchant acquiring risk, and in the event of any possible fraud, take immediate corrective action to protect our customers, and secure any potential loss.

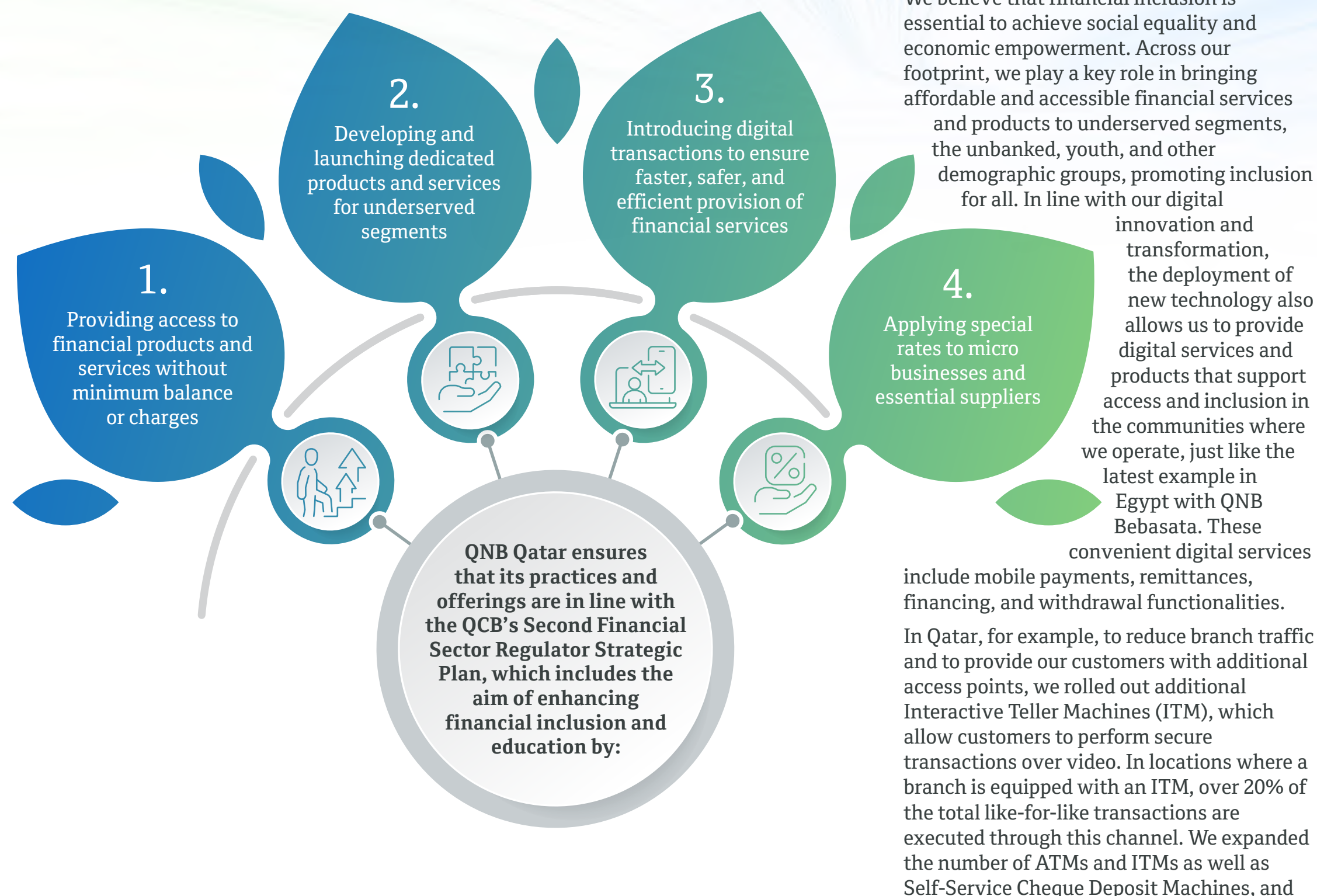
Throughout 2023, our mission was to ensure that we adopted best practices and processes within our card risk management systems ultimately aimed at staying ahead of evolving threats and industry trends. With the rapid growth of electronic wallet services such as Apple Pay and Google Pay, customers and banks are being increasingly targeted by sophisticated social engineering attacks, therefore we focused on real-time monitoring and social engineering fraud prevention. We run regular and clear awareness campaigns that equip our customers to identify and avoid social engineering attacks and other types of fraud. We apply the same vigilance to monitor and respond to e-wallet risks as we do for card risks.

Internationally, we implemented additional controls and processes aimed at improving our card risk capabilities and performance.

On merchant risk, we continued establishing a robust set of controls to evaluate our e-commerce cybersecurity risks and remediate them with tailored solutions. As many more Qatari firms now accept online payments, we expanded our risk management controls and guidelines to ensure best practice, including a comprehensive evaluation and stricter requirements for applicants. This was supported by our payment facilitator sponsorship programme, which reinforced the safety and security of our payment infrastructure.

3.3 Sustainable financing by business division (Continued)

3.3.3 Retail (Continued)



Financial inclusion in Retail

We believe that financial inclusion is essential to achieve social equality and economic empowerment. Across our footprint, we play a key role in bringing affordable and accessible financial services and products to underserved segments, the unbanked, youth, and other demographic groups, promoting inclusion for all. In line with our digital

innovation and transformation, the deployment of new technology also allows us to provide digital services and products that support access and inclusion in the communities where we operate, just like the latest example in Egypt with QNB Bebasata. These convenient digital services include mobile payments, remittances, financing, and withdrawal functionalities.

In Qatar, for example, to reduce branch traffic and to provide our customers with additional access points, we rolled out additional Interactive Teller Machines (ITM), which allow customers to perform secure transactions over video. In locations where a branch is equipped with an ITM, over 20% of the total like-for-like transactions are executed through this channel. We expanded the number of ATMs and ITMs as well as Self-Service Cheque Deposit Machines, and

added contactless card withdrawal capability to more than 139 terminals out of 423 in Qatar. These solutions offer further convenience and strengthen our self-service offering.

In Türkiye, QNB Finansbank continues its partnership, launched in 2022, with BlindLook – a social enterprise focused on inclusive and barrier-free technologies to deliver accessibility to the blind and visually impaired – to integrate audio text-to-speech functionality in our digital channels. QNB Finansbank was proud to receive the global EyeBrand certification in recognition of our inclusive and blind friendly services.

In Egypt, aligning with QNB ALAHLI's approach to expand access to financial inclusion, 14% of our branches and 106 ATMs are equipped to serve disabled. Additionally, the tailored AHLAN package includes basic banking products and is intended for the population who cannot prove their income due to no regular monthly payments. On the educational side, 24 financial literacy sessions were delivered to 2,658 persons in various governorates in Egypt. Finally, QNB ALAHLI targets also schools and universities to attract the youth population offering them tailored banking solutions.

With the aim to uplift the wellbeing of our communities in Egypt and to contribute to the CBE financial inclusion mission, we launched "Hayat", a new full-fledged programme dedicated to serve women and empower them through customised financial services, including the Laky Package, internet card, e-banking services, safe deposit box rental, and insurance benefits.

3.4 Responsible engagement



At QNB, we aim to protect the rights of our customers by engaging with them in a responsible manner. We do this by ensuring that our customers have access to clear and transparent information for our products, services, and engagement channels. Our approach and established governance framework ensures compliance with regulatory requirements in every jurisdiction we operate in, upholding market standards. Regulatory approval is sought before any product, related documentation and marketing is launched to our customers, in line with respective jurisdictions. To provide our customers with balanced and transparent information, we ensure that all our marketing collateral is clear, simple, easy to understand, and contains all essential information. We also communicate to the customer any reasons in the event their application is declined and we aim to support customers who may be in financial difficulty.

QNB Customer Service Charter

Our comprehensive [Customer Service Charter](#), updated in 2023, outlines our commitment to providing exemplary customer service as well as fair and transparent practices to meet the needs of our customers. All product marketing collateral clearly discloses material risks and related fees and commissions, with no hidden costs, and non-use of small print. Our employees are thoroughly trained on our products and services to address any queries raised by our customers. Further to this, we also endeavour to maintain a safe and accessible branch environment for customer and employee engagement.

QNB's approach to responsible engagement incorporates the following:

Consumer protection – QNB complies with regulations in each of our jurisdictions for customer and consumer protection, which includes the right to transparent and fair banking information and transactions, and the right to have access to all financial services and products at appropriate cost. This includes providing access to full and clear product and service information. QNB's product and risk governance framework ensures compliance with regulatory requirements across jurisdictions, helps to prevent misselling, and upholds market quality expectations.

Responsible lending – QNB only approves applications where we believe the borrower has the ability to repay the credit according to its terms, using a method of assessment appropriate to the type of credit transaction. This includes reviewing and assessing the customer's debt burden ratio and any sources of income to confirm affordability, amongst other credit-related checks. Training on responsible lending is conducted with the lending product management team. QNB ensures that its employees are trained on new products before they are launched, and sales representatives must provide customers with full information and explanation of the terms and conditions, and any charges relating to their products/ services.

Responsible sales and marketing practices – QNB Sales Management rewards are linked to holistic performance assessment, which includes behavioral competencies, personal attributes, service quality standard, responsible product marketing, and the credit quality of customers.

All product marketing material clearly discloses risks, and includes all related fees,

commissions, and customer obligations. As required by respective jurisdictions, marketing material is reviewed and approved by the regulator before going to market. We conduct regular training on responsible product offering and marketing to assure that our sales representatives adhere to guidelines.

Responsible treatment of customers with debt repayment problems – QNB takes preemptive actions to prevent client debt repayment problems, such as using credit limit structure, exceptions, identification of key risk, and early warning indicators. We monitor customer debt levels and ensure risks

are managed appropriately. Annual reviews for SME clients are performed to check financials, payments, insurances, and ensure that obligations are paid on time. RMs also meet with customers on a regular basis to understand their position, and if necessary and appropriate, may help them recapitalise or offer extended payment terms. Under special circumstances (such as the COVID pandemic), QNB may launch special schemes to help customers with repayment challenges. In the case of debt repayment issues, QNB provides debt counselling to help customers repay their debt.



3.4 Responsible engagement (Continued)

New product approval process

A key highlight of 2023 was the creation of a New Product Approval Process (NPAP) for our operations in Qatar and the international branches. We recognise that launching new financial products and services can be a complex process that requires input from multiple stakeholders. As such, QNB has established a new robust process incorporating New Product Assessments (including Structured Financial Products) under a consistent set of assessment templates, unified governance structure, and approval mechanism.

The NPAP template is designed to be product, service, department, and geographically agnostic, consistently used across the Group, and uniform in terms of the type of risks to be considered, irrespective of the differences between various product and service proposals. A Product Post Launch Review (PPLR) takes place 12 months after going to market, to support regulatory and customer commitments, as well as to measure the success of the product. All new product proposals, with the accompanying NPAP assessment template, are now approved by the New Product Approval Committee (NPAC).

No new product may be launched before first having been approved by the NPAC. The NPAC is composed of senior executives from Risk, Legal, Compliance, IT, Operations, and Finance, in addition to the product owner and accountable executive.

The table below outlines the potential new product approvals.

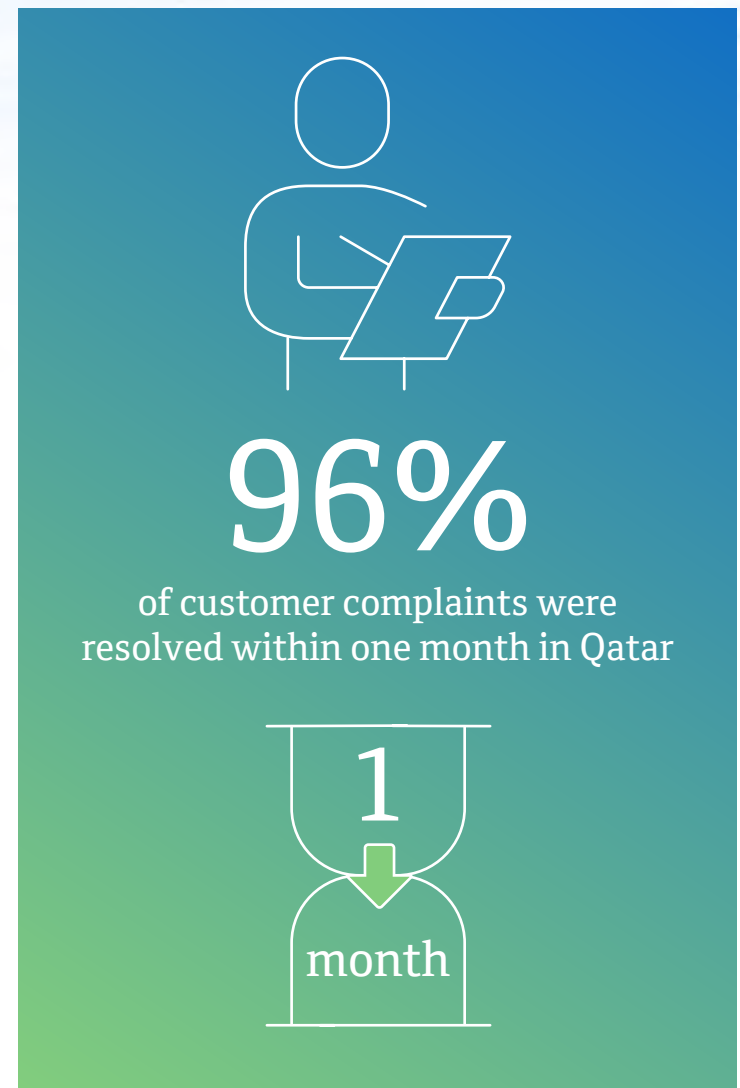
Potential decision outcomes of the NPAC	
 <div>Approved</div>	Approved product is deemed to have incorporated sound commercial objectives and customer outcomes, operates within the confines of Bank's risk appetite and had no material operating performance concerns, or other relevant risk (including E&S), compliance or finance related concerns.
 <div>Conditional approval</div>	Product is to be considered approved subject to specific modifications to product design, pricing, marketing, sales, operating model or technology.
 <div>Rejected</div>	Product is rejected by the committee as it is deemed not to have met its commercial or customer objectives or is deemed outside of the Bank's risk appetite or operational capacity.

Complaints management

While we make every effort to provide the best possible service to our customers, we acknowledge that there are circumstances where our customers feel our service could be improved. In Qatar, we have put in place a comprehensive complaints management process to raise, address, manage, and resolve complaints across a multitude of channels.

Any complaints received through our physical retail branch channels in Qatar are promptly resolved through our dedicated Service Quality teams in Doha. Given the proliferation of social media usage amongst our customers, our Social Media team also proactively monitors QNB's various channels to ensure timely resolution of any requests or complaints posted on these platforms. In the corporate banking space, we have empowered our RMs to deal with any questions, concerns or complaints raised by their clients. As part of the management process we analyse all our complaints to understand their root causes. These insights then feed into initiatives to drive continuous improvement. In the event complaints are raised to and received from the QCB, these are routed to the respective owning business division (Corporate, SME, Retail banking), and handled by the respective Service Quality team representative. QNB Group Compliance is also engaged and consulted to ensure such complaints are handled appropriately and that the QCB is suitably informed of outcomes.

During 2023, we received 28,607 customer complaints in Qatar, of which 27,373 were resolved within the same month, with the remaining in progress at the end of the year.



Regarding the topic of customer privacy, data protection, and the collection, processing and retention of customer data, please see the next section [3.5 Data security and privacy](#).

3.5 Data security and privacy



Cybersecurity governance and strategy

As today's attackers become more sophisticated, well-funded, highly organised and trained, the topic of cybersecurity remains at the top of our agenda. Keeping the Bank secure and our customers and reputation safe from cyberattacks is a critical element of QNB Group's approach to risk management. We maintain a robust cybersecurity risk mitigation framework, with a dedicated governance model and Board-level oversight.

To ensure we maintain an agile approach to our cybersecurity strategy, while simultaneously balancing risk appetite, security, and user convenience, we have a Group Cybersecurity Committee (GCSC), chaired by the GCEO. Through the GCSC, we define and monitor the implementation of our IT security and cybersecurity governance framework, including strategy, policies, controls, capabilities, budget, skills, and roles and responsibilities across the Group.

We place the highest priority on continuous enhancements of the three pillars of our IT security remit – systems, processes, and people – to safeguard our customers and data. Each of these pillars must be resilient and constantly strengthened to support and protect the Bank.

Improvements in our cybersecurity systems

We are committed to invest in cybersecurity solutions that provide the best protection available in the market. We deploy the latest technology to support the proactive detection and prevention of malicious activities and malware attacks. Additionally, we assess the

security of our network devices and firewalls to check for vulnerabilities by conducting Red Team activities.

In 2023, we focused primarily on system stability to ensure that the systems and processes we have in place are finely tuned, have appropriate capacity, and are functioning correctly.

Cloud adoption is growing, particularly in Qatar, where service providers are investing in establishing local data centres as they continue to expand their services in the country. This year, we created a master blueprint for cloud design that has become a benchmark for the banking industry in Qatar. It was presented to QCB and all peer banks in the country. Our key priorities were to ensure that the cloud infrastructure is configured securely to protect the systems and data hosted. This will help drive cloud adoption not only in QNB, but also in Qatar's financial industry.

Our approach is to first assess, identify, and mitigate potential security threats before building out our services in the cloud. This way we can ensure that both our customers and the Bank are well protected. To support innovation and the Group's cloud adoption strategy, our security architects designed a comprehensive security architecture design that is both agile and secure. This design was also reviewed and certified by a third party specialist firm.

In line with industry trends, QNB is making increased use of Application Programming Interfaces (APIs) as these help enhance customer experience, support regulatory initiatives such as PSD2 and help increase collaboration with other fintech providers.

QNB has made considerable investments to ensure that these APIs are protected from cyberattacks.

Enhancing our cybersecurity processes

While much of our attention is directed to external threats, we recognise that it is equally essential to ensure that our internal protection processes are just as rigorous. To that end, we also enhanced our penetration testing framework and vulnerability scanning processes. We have introduced a programme of continuous penetration testing of all our most important customer facing applications.

In line with our objective of optimising our testing framework to assess every new digital service launched by the Group and check for

security vulnerabilities, we changed the mechanism with which we release code. Our agility in this competitive area is crucial. As the number and complexity of new digital services increases, it is important that we can launch innovative new services swiftly, without compromising on security. One of the ways we have sought to speed up this process is by enhancing our source code reviews. This assessment aims to identify and prioritise any security flaws or vulnerabilities directly in the source code of each application that is developed for the Bank. To do this, we embedded a process to analyse the source code as the application develops – rather than after – so that the code is secure before it has even gone into user testing or production.



3.5 Data security and privacy (Continued)

Cybersecurity auditing capabilities

A specialist team from our independent internal audit division regularly audits the Bank’s information technology, information security, and data security capabilities, conducting several comprehensive annual risk-based audits that include a review of related policies and procedures. The results are reported to the Bank’s independent Group Board Audit and Compliance Committee (GBACC), and are shared with Executive Management and GCSC members. The internal audit division follows up on any recommendations made in the reports through to resolution.

Meanwhile, we continued our partnership with Gartner, the global cybersecurity specialists, to enhance our strategic approach. The Bank is one of 50 global corporations to be part of Gartner’s influential research board, which plays an important role in defining the roadmap for technological developments, and assesses upcoming threats. In 2023, a major focus of the discussions within Gartner’s research board centred on AI and its cybersecurity implications for businesses. QNB maintains an ISO 27001 certification, which is an independently certified methodology used to operate, monitor, and improve the information security management system (ISMS) in the Bank. QNB also achieved PCI DSS certification which is a further testament to the strength of the controls.

Strengthening our cybersecurity culture

Protecting our customers and our reputation from cybercrime is not just about deploying the best technology available. It is also about making sure our employees and customers are

aware of cybersecurity risks, and are well trained to detect and prevent attacks. Communication is critical when it comes to strengthening our cybersecurity culture. We invest in ongoing training and awareness initiatives to keep employees informed about how to keep data safe, report breaches, and be aware of new threats. All of our information security policies are available to all employees via our intranet portal. We are also active in raising awareness among our customers through regular campaigns.

Global data protection and data privacy programme

Data privacy is a necessity and key responsibility for QNB. We adhere to strict ethical standards for privacy for all sensitive data collected by the Bank. Our policies, data protection system and Data Protection Unit ensures all information is processed in an ethical and responsible manner by maintaining the integrity and confidentiality of the data.

The privacy culture at QNB is set from the top and there is a strong commitment to protect personal data, which is fundamental to achieving our long-term vision.

QNB’s internal processes and systems ensure customer confidentiality and the integrity of customer data, which are safeguarded through internal controls. We gather explicit consent using the Opt-In method and inform customers on how their data are collected, stored, protected, and used within the Bank in accordance with data protection regulations with onboarding documents upon signing as a customer and the websites, which actively ask to accept cookies. These data protection and


information security measures are fully applied to all customer data that is outsourced for processing, via the Third Party Risk Management (TPRM) process and provisions related to onsite audits in the Bank’s contracts. QNB also incorporated a Data Protection Assurance Programme and Enterprise Health

Check to the data protection landscape in an effort to integrate best practices, and assess ongoing compliance with the data protection regulations and ethical standards. In 2023, there have been no material breaches or data protection fines with regards to data privacy on a Group level.




0

data security breaches




Governance:

Roles and responsibilities are clearly defined for all employees in relation to data privacy including KPI’s in annual appraisals;




Technology:

To operate within regulatory regimes governed by complex data protection laws and regulations, QNB leverages and deploys a leading privacy solutions, OneTrust, to automate key data protection tasks in addition to utilising AI-based data leakage, data governance, and discovery tools;




Specialised Data Protection Unit:

We employ a dedicated Data Protection team including a Group Data Protection Officer (DPO), local DPOs with relevant experience, qualifications, and relationships with supervisory authorities who monitor compliance with regulations, including General Data Protection Regulation (GDPR);



Awareness:

We provide annual updates and roll-out of data privacy training and awareness sessions which aim to enhance awareness of all employees through various channels including role-based training, e-learning, social media campaigns, and informative lessons learnt; and



Accountability framework:

We utilise an accountability framework, which is endorsed by multiple data protection supervisory authorities, such as the Information Commissioners Office (ICO) in the UK. The framework ensures accountability throughout the lifespan of information from creation to deletion.

Our data privacy culture is embedded at QNB through the following mechanisms:

4. Sustainable operations

Sustainable operations is QNB's holistic approach to integrate ESG criteria into our operations and across our supply chain to ensure we and our partners operate ethically and efficiently. Our ambition is to promote equality throughout our workforce and to embed environmentally friendly practices throughout our operations. By doing so, we aim to not only comply with ever-increasing ESG regulations and expectations, but also to establish ourselves as an employer of choice whilst fostering the development of our employees. This approach to sustainable operations is a key part of our overall sustainability strategy and helps us to contribute towards a more sustainable future.

Contents:

- 4.0 Relevant policies, frameworks and accolades
- 4.1 Employee value proposition
- 4.2 Diversity and inclusion
- 4.3 Environmental impact
- 4.4 Responsible procurement and supply chain



4.0 Relevant policies, frameworks and accolades



Policies and frameworks

QNB Group Sustainability Policy



QNB Group Anti-Bribery and Corruption Policy Statement



QNB Group Code of Ethics and Conduct



Third Party Supplier Code of Conduct (TPSCC)



Gender Equality Guide

QNB Finansbank



Occupational Health and Safety (OHS) Policy

Internal

Third Party Risk Management Policy (TPRM)

Internal

Group Procurement and Supplier Management Policy

Internal

Human Capital Global Policy

Internal

Group Compliance Policy

Internal

Whistleblowing Policy

Internal



Certifications

ISO 14001 Environmental Management System (EMS)

QNB Finansbank Kristal Kule



QNB Finansbank Umraniye E Blok



QNB Finansbank Erzurum Operation Building



ISO 50001 Energy Management System

QNB Finansbank Kristal Kule



QNB Finansbank Umraniye E Blok



LEED Certificate (Silver)

QNB Finansbank Kristal Kule



ISO 45001 Occupational Health and Safety Management System

ISO 9001 Quality Management System



Selected awards and accolades

The Middle East and Africa's most valuable banking brand

Brand Finance



Learning and Development Strategy – Silver

Globe Business Awards



Learning/ Training team of the Year – Gold

The Stevie Awards for Great Employers



Achievement in Workforce Development and Learning – Bronze

The Stevie Awards for Great Employers



4.1 Employee value proposition

Employee overview and engagement

QNB is proud to continue to be recognised as the Middle East and Africa’s most valuable banking brand in The Banker’s Brand Finance® Global 500 2024 report as well as being recognised as one of the top companies in the Middle East.



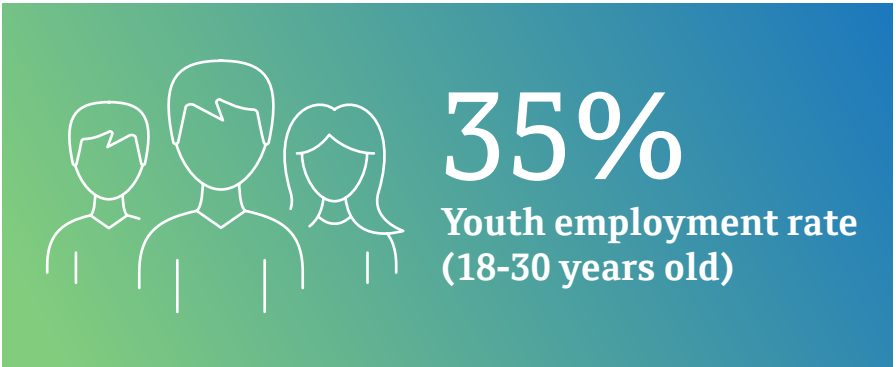
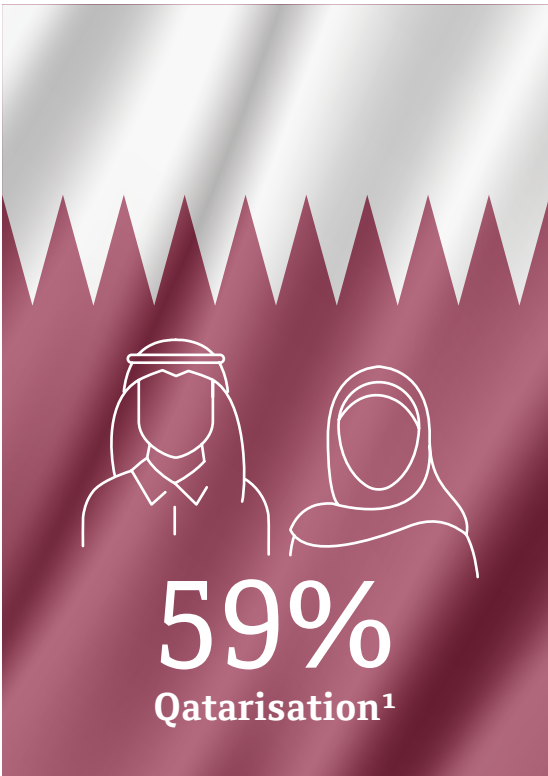
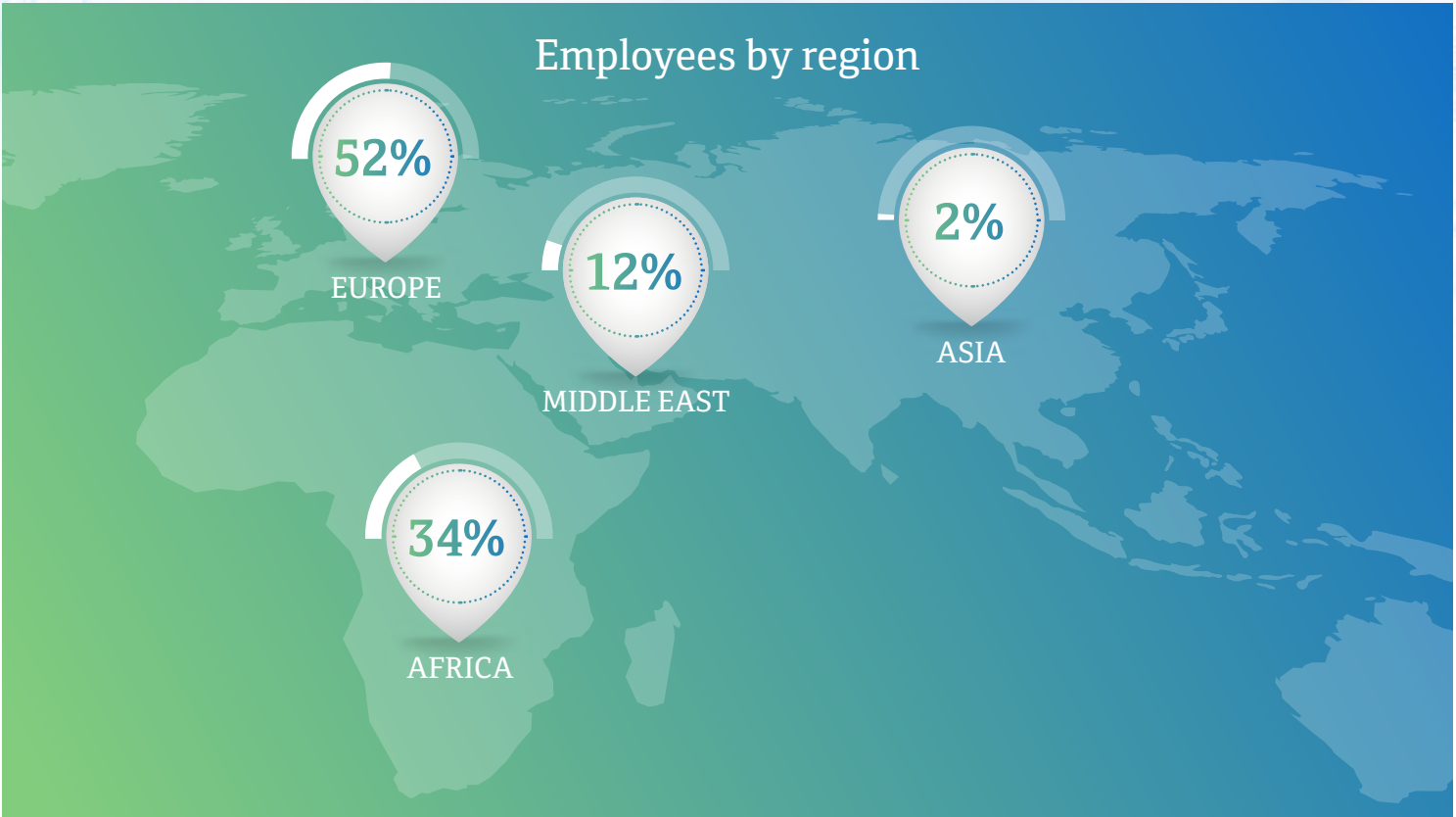
Our brand reflects our purpose of promoting prosperity and sustainable growth in the communities we serve. This applies equally to our people and enables creation of an inclusive environment and culture for our employees to develop, thrive and make a difference. We aim to attract, nurture, and retain the best talent from the diversity our communities have to offer.

QNB aims to be an employer of choice, and recognises the fact that employees of the Bank are paramount in delivering exceptional customer experience and driving our performance. We act to engage our employees through comprehensive talent development initiatives, regular multi-channel communications and engagement initiatives, people-centric as well as people-first practices and policies, and continued commitment to diversity and inclusion.

Our success relies on our employees’ passion and commitment to deliver exemplary service every day. In recognition of these efforts, we aim to empower and reward our employees by fostering an inclusive and high-performance culture, investing in ongoing training and development as well as encouraging loyalty and respect.

Our Employee Engagement Survey (EES) is a fundament to being an employer of choice. In Qatar, the EES is conducted every two years, with the most recent taking place at the end of 2022 and results published early 2023. This biennial cycle allows feedback to be analysed and communicated, and appropriate actions and initiatives to be launched to drive continuous enhancements. The most recent survey placed us in line with the MENA commercial bank benchmark. QNB is above or in line on performance metrics such as supervision, empowerment and autonomy. Following the internal EES result publication, HR conducted dedicated employee roadshows in 2023 to share insights from the survey, to facilitate open employee dialogue, and to capture input to define action plans tailored to each division.

In our major subsidiaries, the EES is conducted on an annual basis in Türkiye and every two years in Egypt. This year, in Türkiye, we had an employee participation rate of 82%, with an employee engagement score of 64%. In Egypt, we had an employee participation rate of 83%, with an employee engagement score of 45% – this reflects 2023 as the baseline year for QNB ALAHLI, with engagement in line with the local market average.



¹Local Qatari workforce in Qatar vs all employees in Qatar.

4.1 Employee value proposition (Continued)

Talent, Learning and Development (T, L&D)

People development remains a key part of QNB’s employee value proposition. Our aim is to deliver high-impact performance, and identify and develop the pipeline of quality talent for deployment across the Group. Through our T, L&D activities, we equip our employees with the necessary tools, methods, practical skills, and on-the-job experience to successfully execute our vision and strategy. Our approach to development is multi-faceted. We offer formal learning for both technical and soft skills, delivered by external internationally recognised partners, and through leveraging internal subject matter experts. We also offer experiential learning enabled through role rotations and secondments. Furthermore, we support our employees to obtain internationally recognised and industry specific professional qualifications to progress their careers and hone their leadership skills.

QNB offers a wide range of training and development opportunities and employs a mix of digital, blended, on-site, and off-site options to deliver training, accelerate learning, and maximise impact for our employees. QNB’s cloud-based learning and talent management system Ithraa, enables our employees to take control of their own development, whilst also providing tools for managers to support their teams’ development. The platform offers a personalised learning experience, accessible anytime and anywhere, including a mobile enabled app. The training catalogue and courses offered are continually updated in line

with business demand, latest trends, market standards, and regulatory requirements. Ithraa offers over 1,700 courses across 16 subject areas.

In 2023, the T, L&D team continued to enhance training and development opportunities across all domains, including further increase and focus on ESG-specific training and professional sustainability certifications:

- > Over 60 ESG/ sustainability courses available on demand;
- > GRI Certified Sustainability Professionals;
- > GARP¹ Sustainability and Climate Risk (SCR) certification;
- > Bilateral ESG training engagements with external experts and academic institutions;
- > Development of tailored sustainable finance training; and
- > Mandatory human rights awareness training, highlighting our potential impact and how we promote best practices, developed with content from UNGC and UNGPs on business and human rights.



ESG-specific training and certifications (e.g., GRI and GARP certified professionals)

Examples of annual Group-wide mandatory training in 2023			
	AML and CTF (Anti Money Laundering and Counter-Terrorist Financing)		FATCA (Foreign Account Tax Compliance Act) and CRS (Common Reporting Standards) Awareness
	Anti-Fraud and Anti-Corruption Awareness (including Anti-Bribery)		Fundamentals of Operational Risk Management
	Audit Awareness on Key Risk and Controls		Human Rights
	Business Continuity Management		Key IT Risks Controls Awareness
	Control Awareness for Domestic Branches		Sanctions Awareness
	Corporate Governance Awareness		Security Awareness (including Office Safety)
	Cybersecurity Awareness		Spirit of Compliance
	Group Policies and Procedures		Third Party Risk Management
	Data Protection Awareness		Whistleblowing Process and Policy

¹GARP = Global Association of Risk Professionals.

4.1 Employee value proposition (Continued)

Engaging new talent at entry level

QNB Group is committed to secure its position as a leading regional bank by strategically engaging with new talent. Through partnerships with premier academic institutions, QNB ensures that its workforce is equipped with financial acumen and a forward-thinking mindset. This approach is pivotal in maintaining QNB's reputation for excellence and its dedication to setting

industry standards in banking services.

QNB regularly presents at career fairs to engage students and attract talent. As part of our ongoing engagement activities at six career fairs in Qatar, QNB aims to identify, recruit, and nurture talent at the onset of their career. We offer rich and varied opportunities to experience different parts of our business and develop a portfolio of skills in an international work environment. Prospective

candidates receive support, advice, and guidance from QNB professionals, a network of peers, and market-leading compensation and benefits.

In Qatar, we continued with our well recognised Scholarship and Internship Programmes, providing various opportunities for Qatari students to excel and achieve their personal career growth objectives. In line with QNV2030, our scholarships are open to

high school graduates and undergraduate university students with outstanding academic records. In 2023, in Qatar, QNB sponsored 20 students to study at high calibre domestic universities, such as Qatar University as well as international universities including Carnegie Mellon University and Northwestern University. In addition, we welcomed 57 interns in Doha and 3,607 interns across the Group.



Average training hours provided per employee

35.5

50.4

38%

Growth

2021

2023



Total training hours in 2023

1,148,611



4.1 Employee value proposition (Continued)



“We are pleased to work with one of our most important partners, Qatar University, and to strengthen our long-term relationship with such an educational institution that enjoys a prominent position locally and internationally.

We are confident that this cooperation will serve our vision to improve the level of services provided to students, academics and staff at the university.”

Adel Ali Al Malki, Senior Executive Vice President at QNB Group Retail Banking

In 2023, QNB and Qatar University signed a Memorandum of Understanding (MoU) to enhance cooperation and benefit from the joint capabilities of both institutions, including knowledge share between academic and financial services experts (including on ESG topics), as well as supporting and

sponsoring university activities, research, and student initiatives.

In Türkiye, QNB Finansbank offers internship opportunities in three key areas: a branch management internship, a post-graduate auditing internship, and a head office internship offering operational insights.

Finans Up Career Club, selected as “The Most Popular Career Club by universities”, and a previous winner of “Global Business Excellence Award”, connects students with professional alumni to enable coaching and personal consultation with regards to their professional development. In 2023, QNB Finansbank had 954 interns across all departments.

The Young Energy Sustainability event aims to attract and engage new talent for QNB Finansbank and allowed 223 students to participate in presentations, panel discussions, and an open Q&A on ESG topics with particular focus on environmental protection and conversation.

Employee development initiatives in 2023

QNB's commitment to excellence extends to its employees through dedicated development programmes. These initiatives are designed to harness the full potential of each employee, fostering a culture of innovation and a shared vision for success.

In 2023, QNB launched several initiatives in Qatar and continued established programmes including:

High Impact Leadership and Management Acceleration Programme

QNB launched a new collaboration with HEC Paris in Qatar, one of the world's top ranked business schools, to design and deliver two customised leadership development programmes for Qatari talent:

- > First, the Management Acceleration Programme empowered emerging leaders, 22 participants in 2023, to enhance their management capabilities, enabling them to drive change and transition into leadership roles within the organisation.
- > Second, the High Impact Leadership Programme equipped 19 leaders in 2023 with advanced management and problem-solving skills to navigate complex business environments, make informed decisions, and effectively lead their teams.



4.1 Employee value proposition (Continued)



FITCH Business of Banking Programme

QNB also collaborated with Fitch Learning, part of the Fitch Group, to design a Business of Banking Programme. This collaboration aims to equip leaders with an understanding of the business of banking and how these elements impact their roles in relation to the strategic direction of the Bank. 41 participants have attended this programme in 2023.

Strategic Planning Workshops

The Bank continued its workshops for senior executives as an integral part of enhancing skills in strategy development.

The workshop was co-facilitated by employees from QNB's Strategy and Human Capital divisions, focusing on QNB's Group 2025 Strategy, the deployment of strategic management tools and frameworks as well as decision-making.

QNB collaborated with HUBRO, a global learning technology and simulation company

to deliver a two-day workshop, based on a competitive web-based business simulation. Teams managed their own virtual company, and competed in the same market giving them a risk-free environment to manage complex strategic decisions. 56 participants have attended the programme since its launch.

QNB Ambassador Programme – provides high potential Qatari mid-level managers with international exposure across QNB's network. The programme sees Qatari talent deployed to countries, such as the United Kingdom, France, Singapore, Kuwait, and Oman for up to six months. Since its launch, 20 individuals have been selected and participated in this programme.

QNB Envoy Programme – assigns high potential Qatari employees for up to 24 months to London, Paris, and Istanbul in customer facing roles. Since its launch 15 individuals have been selected and participated in this programme.



Leadership Development Programme (LDP) – this programme deployed in partnership with Franklin Covey, the internationally renowned executive coaching company, was relaunched in 2023. The course focused on practical application of the four

Essential Roles of Leadership, empowering high performance leaders and their teams through inspiring trust, creating a shared vision, executing strategy, and executive coaching. During 2023, 25 employees participated in this programme.



4.1 Employee value proposition (Continued)

Management Development Programme (MDP) – developed in partnership with Protraining, MDP provides middle-managers with up-to-date skills and knowledge needed to perform their roles. Managers are expected to engage and develop their team members, enabling high performance contribution towards QNB's vision and strategy. HR partners jointly with respective divisions define key accomplishments of managers to create meaningful business impact. The MDP equips managers with the leadership skills and behaviours to set objectives, provide feedback, resolve conflicts, develop working relationships, and motivate team members. During 2023, 75 employees participated in the programme.

Supervisory Development Programme (SDP) – enhances the capability of first time managers and team leaders developing management skills and providing coaching to enable employees with management responsibilities to thrive. During 2023, 68 employees participated in the programme.

Personal Effectiveness Programme (PEP) – dedicated for junior and mid-level employees, supporting those who demonstrate team leadership potential, enabling a smooth transition from the role of an individual contributor to a supervisor. During 2023, 93 employees participated in the programme.

Leaders Club – In Türkiye, QNB Finansbank continued its Leaders Club, with sessions bringing together executives and experts from various fields to discuss latest market trends and developments. With senior participation, including the Chairman of the

Executive Board and General Managers as well as others, sessions focused on pertinent topics including climate crisis and sustainability, Balance of the New World, The Future of Learning, and Financial Technologies.

Coaching and mentoring – QNB Finansbank continued coaching and mentorship offering the chance to pursue further education in the fields of finance, financial engineering, and cybersecurity at leading Turkish universities. During 2023, 564 employees benefited from this opportunity.

Post-graduate sponsorship – QNB Finansbank sponsors master's degrees from leading universities, including MEF University, Istanbul Bilgi University, and Koç University. 237 employees have benefited from this sponsorship to date.

The Flexible Innovation Programme – QNB Finansbank encourages its employees to work on internal projects to develop skills and gain new experiences. They can dedicate 50% of their time to these projects for up to 3 weeks, participating in two projects each year. This allows employees to take personal initiative, enables new experiences, and promotes ownership of projects. During 2023, 16 employees participated in this programme.

Career Architecture – the revamped programme promotes personal career development and ownership. Through Your Journey approach, it empowers employees to plan and shape their own career development, broaden learning paths, and support them in achieving their professional objectives. This programme was rolled out to 837 employees in Türkiye.

Social media engagement

QNB Qatar employee social media channels continued to thrive in 2023 as an additional route of communication and engagement with employees. The QNB Employee Instagram and LinkedIn accounts allow our people to be updated through the convenience of day-to-day social media activities on the latest news, announcements, key employee achievements, and important QNB milestones.

Employee social media in QNB Finansbank also keeps employees informed and engaged on internal and external activities, innovative products, and Bank campaigns through its dedicated Instagram account. This channel is

also focusing on mental wellbeing for employees, as well as provides talks, live broadcasts, and hosted quizzes. At the end of 2023, the account had 6,873 followers.

Succession planning

Our succession planning framework ensures appropriate and leadership continuity for senior management and critical positions. It also aims to maintain the capabilities required to deliver the Bank's long-term strategy. QNB Group ensures consistent and aligned succession practices across international branches and subsidiaries. Our approach to succession planning includes three key phases of attract, retain, and develop talent and future leaders.



4.1 Employee value proposition (Continued)

As an employer of choice, QNB aims to create a safe environment of transparency and to establish mechanisms and processes to address concerns and provide clarification. This includes our approach to Freedom of Association, grievances, and our external certification on comprehensive HR processes in line with global standards.

Freedom of Association and collective bargaining

Qatar legalised through Article (127) of Qatar Labour Law the formation of Collective Bargaining Agreements in 2019. In addition, the Ministry of Administrative Development, Labour, and Social Affairs in conjunction with ILO enabled the formation of joint labour committees. In Qatar and in all markets that QNB operates in, QNB supports freedom of association and collective bargaining in line with local labour laws. We continue to report on the percentage of total employees across our footprint covered by collective bargaining agreements.

Grievances

Our focus on employees remains a priority, as does our effort to create a work space and corporate culture that promotes fairness, equality, and respect. The established HR Investigation Committee – composed of members from Group Legal, Group Compliance, Group Human Capital, and any other invitees deemed appropriate – is the independent body that ensures in the event of any instances of harassment, discrimination or other misconduct, employee grievances are handled

fairly, timely, and in an impartial manner. All employee grievances reported during the year were investigated and resolved.¹

In Tunisia, QNB has an independent committee composed of General Management and employee representatives in charge to ensure fairness, equality and to protect employee rights in case of any problem that affect the employee. See section 6. [ESG data and further information](#).



Occupational health and safety (OHS)

The Group Projects and General Services Division at QNB is committed to maintaining a safe and secure physical environment for its employees, clients, vendors, and visitors across our offices and branches. It maintains policies, processes, procedures, training, and safeguards in accordance with global OHS standards.

In 2023, following publication of the QNB Group OHS policy and a rigorous external audit by Bureau Veritas – during which QNB demonstrated its adherence to standards with no non-conformities – QNB Qatar successfully obtained the ISO 45001:2018 certification for its OHS management system. Such certification and our commitment to ongoing improvement reaffirms that QNB remains at the forefront of safety and security practices.

QNB harnesses all capabilities to provide a unique work environment for its employees that takes into account the highest international standards on OHS to ensure their wellbeing, whilst promoting the effective management of safety and health aspects of its operations.



Quality management

The Human Capital Division in QNB Qatar maintains the ISO 9001 certification, the world's most widely recognised Quality Management System (QMS). An ISO 9001 QMS helps an organisation continually monitor and manage quality across all operations and outlines ways to achieve, as well as benchmark consistent performance and service by putting in place processes that allow it to improve the way it operates at all levels.



¹ All employee grievances are documented with minutes of meeting and an action plan on their resolution that is shared with the employee. The Manager of Human Capital Relations conducts follow-ups on a weekly basis on the status of the resolution of the grievances. Each division has a dedicated HR Business Partner, with whom employees can raise their concerns or share their feedback.

4.2 Diversity and inclusion

With operations in 28 countries across three continents and employees from 87 different nationalities, we are a truly diverse multinational corporation. QNB fully respects human rights and ensures dignity and equality for all, regardless of a person’s race, religion, nationality, gender, age, disability or language. We continually and actively promote a culture of respect, equality and mutual trust across our network.¹

Female employment

We are proud that 48% of our workforce is female as at the end of 2023. QNB Group is delighted to promote diversity and inclusion within the workforce. Our senior female leaders continue to speak at events and share their experiences and the leadership opportunities offered to them to grow and develop in their careers.

In Qatar, female leaders attended the Management Centre Europe (MCE) Event in Doha on 30th May 2023: MCE Executive Update for Senior Businesswomen in Qatar “The Role of Women as Business Leaders Today”.

In Türkiye, QNB Finansbank is a signatory to the United Nations Women’s Empowerment Principles (WEPs), and, the Bank continued to participate in this key global initiative that aims to empower and involve women in all sectors and at all levels in the economy. WEPs is a joint initiative of the UNGC and the United Nations Gender Equality and Women’s Empowerment Unit (UN Women) to promote gender equality through seven principles to inform and enhance company policies and practices.

¹ As per [QNB Group Sustainability Policy](#), p. 7.
² Please refer to the guide for further details on the targets and timelines.
³ Median female salary to median male salary.

Following QNB Finansbank’s partnership with Kadir Has University last year, the [Gender Equality Guide](#) was published in 2023. It defines gender equality banking principles and an action plan with short term and medium term commitments to reduce potential gender pay gap, promote further diversity in the workforce as well as in the supply chain of QNB Finansbank.²

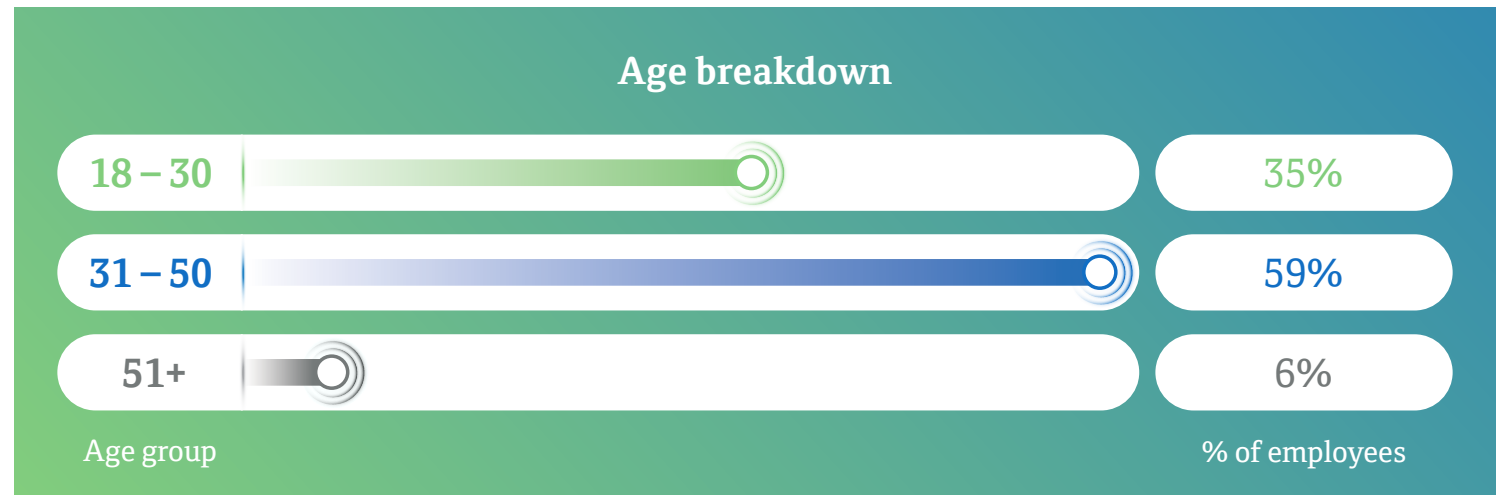
Through this guide, action plan, and gender equality commitments, QNB Finansbank has been included in the 2023 Bloomberg Gender Equality Index (GEI), recognising our efforts as an organisation that supports, acts, and delivers upon gender equality goals.



We also strive to empower females at the Board and Executive level within QNB Group. We recognise diversity as an improvement area on the Group Board level, and we continue to engage in dialogue with the BOD and our shareholders on this topic. The appointment of a first female Group BOD member by 2025, subject to the BOD elections in 2025, has been raised as part of Corporate Governance discussions with the BOD, Executive Management, and majority shareholders.

Where QNB has a direct influence on Board positions, we are proud that at 31 December 2023, female directors occupied 20% of Board membership across our subsidiaries. We aspire to further increase female subsidiary Board directors to minimum 30% by 2030.

Across the Group at 31 December 2023, 24% of senior management roles were occupied by women and 20% of the Executive Management team. This reflects our ongoing focus on gender in alignment with the QNV2030 as well as the UNSDGs.



4.3 Environmental impact

At this year's COP28, the global stocktake of progress made since the Paris Agreement in 2015 concluded that the world is not yet on track to achieve global climate goals. Discussions reiterated that the world is approaching a tipping point where the impact of climate change may become irreversible and ever more severe. Governments, corporations and individuals all have a part to play in combating climate change and ensuring a just transition.

The most significant way in which QNB can assess and address climate risk is through its financing activities, which is detailed in section [3.1 Climate management](#). Whilst our environmental footprint as a financial service provider is limited compared to other industries, we nonetheless have the responsibility and take proactive measures to reduce our consumption, and minimise any negative impacts across our international operations.

Environmental action in our operations

QNB Group is dedicated to environmental stewardship in its operations. Aligned with national ESG initiatives, QNB integrates sustainable practices across its business model. The Bank's efforts include energy-efficient measures in offices, use of renewable energy, and promoting environmental awareness among employees. The following actions reflect QNB's commitment to contributing to the State of Qatar's NDC target to reduce GHG emissions by 25% by 2030.¹

QNB continuously assesses its operations to understand demands on energy consumption

and source of emissions, whilst ensuring adherence to latest GHG reporting protocols. Enhancements in 2023 include:

- > Published the first breakdown of GHG emissions across our geographical footprint; and
- > Updated our Scope 1 and 2 GHG reporting calculations, incorporating more up-to-date conversion and emissions factors. This exercise resulted in a restatement and decrease of GHG emissions compared to previous years – we have thus retrospectively applied the updated factors and restated prior periods to ensure transparency, consistency, and comparability.

Group Scope 1 and Scope 2 GHG emissions externally verified and received independent limited assurance

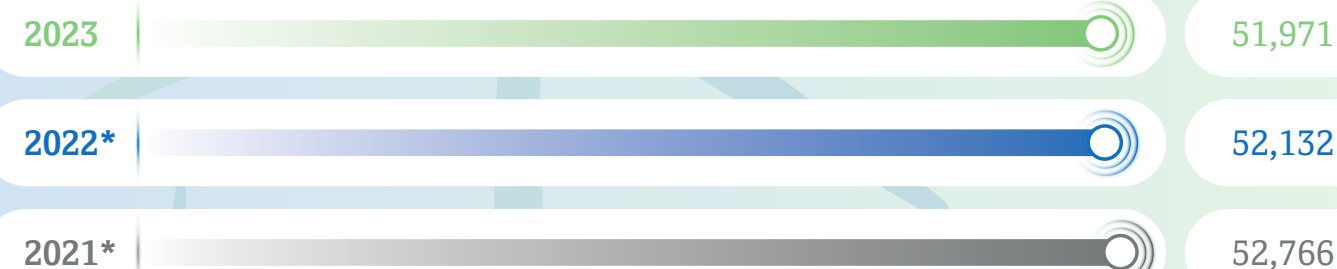


Total GHG emissions for 2021 – 2023: Scope 1, 2 and operational Scope 3 (tCO₂e)

Scope 1



Scope 2



Operational Scope 3 (business travel and waste)



Calculation of business travel commenced in 2022

*Figures have been revised and restated.

¹State of Qatar MoECC Nationally Determined Contribution: reduce 25% of its GHG emissions by the year 2030, relative to baseline scenario (BAU scenario, reference base year 2019).

4.3 Environmental impact (Continued)

GHG emissions: Scope 1, 2 and operational Scope 3 (tCO₂e)

Country	2021*	2022*	2023	Contribution 2023
Türkiye	31,509	33,254	33,523	52.0%
Egypt	18,527	17,749	17,076	26.5%
Qatar	11,261	10,907	10,468	16.2%
Indonesia	934	787	727	1.1%
Tunisia	336	564	740	1.1%
Other	1,061	1,016	1,913	3.0%
Total	63,628	64,277	64,446	100%

To acknowledge the different GHG reporting protocol preferences of our stakeholders, we consider both location-based and market-based carbon reporting approaches:

> Location-based calculation method reflects the average emissions intensity of grids on which energy consumption occurs. QNB's GHG reporting via the location-based method has received independent limited assurance; and

> Market-based calculation method reflects emissions from electricity that organisations have purposefully chosen, and supports the use and reporting of green energy tariffs, e.g., Renewable Energy Certificates (I-REC). This method factors in purposeful environmental energy decisions, including where QNB has purchased energy from entirely renewable sources.

*Figures have been revised and restated.

¹Total energy consumption within the organisation from renewable sources in 2023 was 52,859 MWh.

²2017 baseline has been recalculated using new emission factors.

GHG Scope 1 and 2 emissions at end 2023 vs baseline years (recalculated with 2023 emission factors)

GHG reporting protocol	Location-based	Market-based proxy Based upon Group calculation and application of I-REC certificates (since 2022) ¹
2023 (tCO₂e)	63,072	40,088
2019 Qatar NDC baseline year (tCO₂e)	70,617	
2017 QNB legacy baseline year (tCO₂e)	77,270	
Support of GHG reduction initiatives	Reflects reductions achieved and supports identification of opportunities for enhancement	Reflects achievement through combination of GHG initiatives and purposeful purchase of renewable energy

Total reduction in Scope 1 and 2 GHG emissions



Total reduction in Scope 1 and 2 carbon intensity









Baseline	Location-based	Market-based proxy	Location-based	Market-based proxy
2019	11%	43%	0.41	1.43
2017 ²	18%	48%	0.72	1.73
			tCO ₂ e/ employee	tCO ₂ e/ employee

4.3 Environmental impact (Continued)

In addition to Scope 1 and 2 reporting, QNB is also committed to enhance its operational Scope 3 reporting. QNB has initiated measures to capture and report emissions as a result of business travel and waste management on a Group level. This initiative is part of QNB’s

broader strategy to reduce its environmental footprint and align with global sustainability standards.

Recognising that the most material emissions for banks is through their financing, please also see section [3.1 Climate management](#).

Operational Scope 3 emisssions (business travel ¹ and waste ² , tCO ₂ e)				
Country	2021*	2022*	2023	Contribution 2023
 Türkiye	3.6	905.5	969.3	70.5%
 Egypt	12.1	117.5	112.3	8.2%
 Qatar	1.5	121.3	254.1	18.5%
 Indonesia	0.1	31.3	35.3	2.6%
 Tunisia	0.3	4.4	3.7	0.3%
 Other	0.2	0.2	0.2	0.0%
Total	17.9	1,180	1,375	100%

*Figures have been revised and restated.

¹Only CO₂ emissions were included in the calculations. Conversion factors used: [\(Carbon Emission Calculator\)](#) – this calculator provides the CO₂/ journey in kg for each passenger.

²Waste data is converted to GHG emissions via application of publicly available emission factors from UK DEFRA (Waste disposal; paper; Paper and board: paper; Closed-loop/ Combustion): 21.28 Total kg CO₂e per unit tonnes.

³Scope 2: Covers indirect emission calculations related to the generation of imported/ purchased electricity, heat or steam. Carbon neutral certificate of our Enpara.com Individual Internet Branch, Mobile Branch, Website and My Company Internet Branch and Mobile Branch platforms, [here](#). The certificate of our QNB eFinans, Digital Bridge, Neovade, Tüzel Mobil, Tüzel Internet Branch and Finans Yıldızı platforms, [here](#). The certificate of our individual Internet and Mobile Branch platforms, [here](#). The certificate of our QNB Finansbank website, QNB Finansbank Miles&Smiles website, CardFinans website and QNBeyond website platforms, [here](#).

Case study



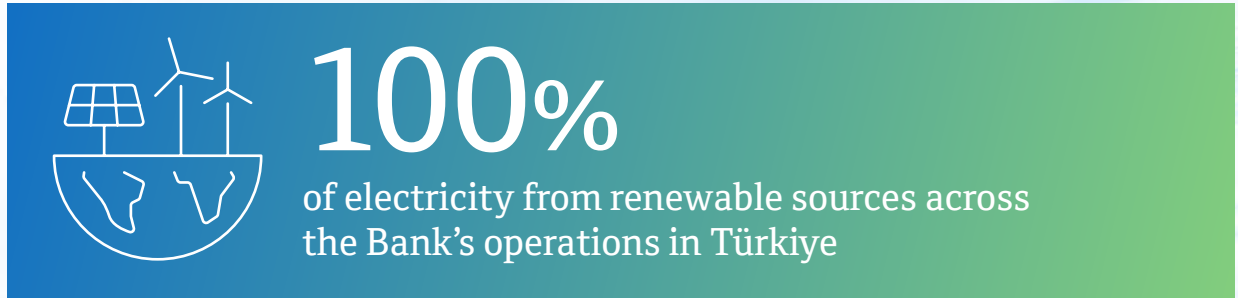
QNB Finansbank climate friendly digital platforms

At QNB Finansbank, we continue our carbon-neutral stance in 2023 with the voluntary investment in carbon credits from a wind energy project. We effectively offset the carbon emissions produced, as a result of the data centres operation in 2023. Four carbon offset certificates³ were acquired in order to ensure the carbon neutrality of our digital networks. Through the utilisation of the BARES II Wind Power Plant in Türkiye, we successfully offset a cumulative amount of 169 tonnes of CO₂e from July 2022 to July 2023.

4.3 Environmental impact (Continued)

Energy-efficient enhancements

By leveraging new technologies that are energy-efficient, QNB optimises its energy usage through regular assessments of its operations. QNB’s cross-divisional and multi-country taskforce continues to share learnings, best practices and launch initiatives across its operations to promote sustainable actions to reduce energy consumption, and GHG emissions.



Examples of environmental initiatives and practices across QNB		 Qatar	 Türkiye	 Egypt
 Energy reduction/energy efficiency	Continual optimisation of offices and branches, including energy-efficient lighting/ chillers/ heating/ air conditioning and ventilation/ occupancy sensors/ lift and electromechanical operations/ computing equipment and peripherals/ water aerator faucets.			
	Coordinated cross-divisional and multi-country taskforce to identify and drive initiatives, and share lessons learnt.	Obtained ISO 14001 Environmental Management System certification and ISO 50001 Energy Management System certification.	CBE national benchmarking exercise, with Head Office rated “A” for low emission intensity and “A” for electricity intensity, amongst over 20 banks assessed.	
 Renewable energy		100% energy from renewable sources in all operations, via I-REC certificates. 33% decrease in QNB Finansbank’s total Scope 1 and 2 emissions since 2017. ¹	Seven solar power stations installed in owned and stand-alone buildings, providing total solar capacity of 194 kW per year.	
 Data centres	Continued to identify and leverage opportunities for lower-carbon impact cloud-based data centre and application solutions.			
		Replaced data centre cooling system with new generation Free Cooling Integrated DC Inverter Precision Air Conditioning to reduce energy consumption. This system partially or fully disables the compressor and utilises free cooling, depending on outdoor temperature, delivering 400,000 kWh savings per year.		
 Paperless	Established digital-by-default approach across a myriad of operational, customer, and vendor processes, including onboarding and engagement channels to minimise, reduce, and eliminate paper. Further opportunities to refine processes and adopt digital-first approach are assessed, and implemented on an ongoing basis.			
	Implemented supplier e-portal and mandatory electronic bidding in tendering process.		295,099 kg paper recycled during 2023.	
 Supply chain	Embedded responsible supply chain management practices, such as prioritising environmentally friendly products and supporting local entrepreneurs.			

¹Calculation is based on market-based method for local emissions in Türkiye.

4.3 Environmental impact (Continued)

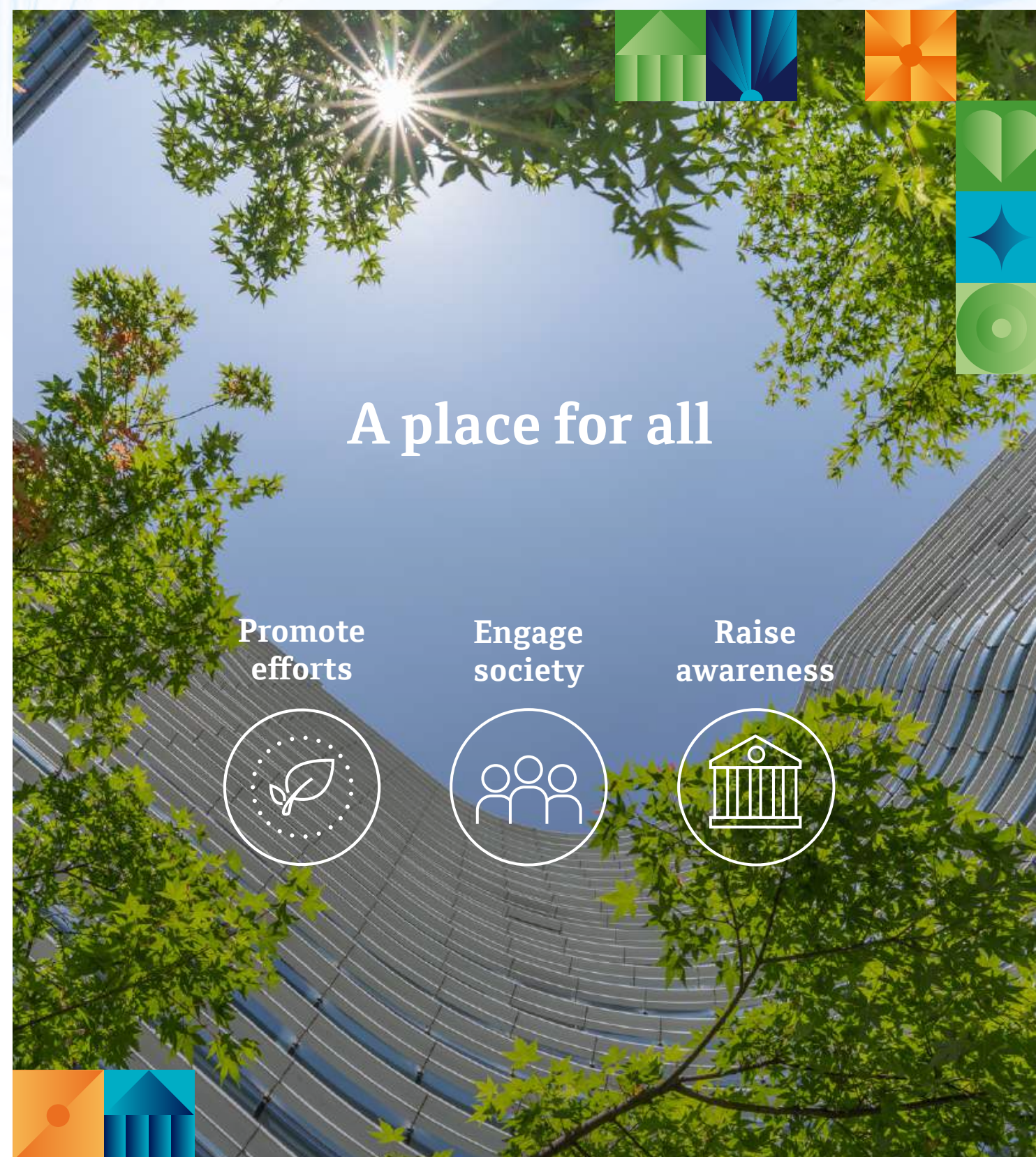
Raising sustainability awareness

As part of our ongoing commitment to raise awareness, engage our people, and further embed sustainability into our culture, this year we launched an internal ESG campaign in Qatar under the theme “A Place for All” supporting QNB’s purpose, vision, strategy, and values.

This multi-channel and multi-wave campaign continues to educate and involve our people, ensuring that every team member is aware of the impact that QNB and they as individuals

can have, and that everyone has a role to play. Highlights include:

- > Reiterated key principles of sustainability;
- > Reaffirmed QNB’s ESG approach and sustainability framework;
- > Promoted ongoing sustainability efforts and achievements;
- > Engaged QNB employees in sustainability-focused initiatives within the Group; and
- > Collaborated with local entities to raise sustainability awareness.



4.4 Responsible procurement and supply chain



We recognise that we have both the responsibility and the leverage to ensure sustainable practices and mitigation of negative social and environmental impacts in our supply chain. As such, we engage and work with all our vendors and suppliers in order to manage operational, financial, regulatory, and reputational risks as we aim to enhance our positive impact through responsible procurement practices. Across our network, our suppliers range in scale, ownership type, and structure. Our supplier network is diverse, ranging from SME enterprises to multinational corporations.

We encourage and promote local procurement to support respective domestic markets and socio-economic development in the markets we serve.

Third Party Supplier Code of Conduct (TPSCC)

Our established [TPSCC](#) is related to QNB Qatar and international branches, whereas the subsidiaries follow country-specific policies and frameworks. It sets out clear expectations, principles, and standards for all current and prospective third party suppliers to adhere to, and it is available on our website. The TPSCC outlines QNB's zero tolerance policy towards unethical conduct and requires compliance with all applicable laws, regulations, and policies when conducting business with QNB. The code was developed with the goal of enhancing our due diligence in our supply chain and promoting ESG-related topics. We expect all of our suppliers to meet or exceed the code of conduct requirements, and demand the same of those with whom they work.

The TPSCC sets out minimum expectations for our suppliers, including but not limited to:

- > Anti-bribery and anti-corruption practices;
- > Conflict of interest assessment;
- > Money laundering and sanctions prevention;
- > Human rights adherence, including preventing discrimination and unfair treatment;
- > Child labour and forced labour prohibition;
- > Freely chosen employment and ethical recruitment;
- > Compensation, conditions of work, grievances, and whistleblowing process; and
- > Adherence to all applicable laws and regulations.

Overall, the TPSCC for QNB Qatar and its international branches is an important tool to ensure that third party suppliers are held to the highest ethical and legal standards when conducting business with QNB.

Whilst QNB reserves the right to terminate any business relationships with suppliers where breaches are identified or expectations not met, we strive to work with our partners to support improvements and encourage adoption of ethical and sustainable business practices.



4.4 Responsible procurement and supply chain (Continued)

Third Party Risk Management (TPRM)

TPRM is an essential aspect of operational risk management for any organisation. As a result, any risks associated with these vendors can have a significant impact on the organisation's operations and reputation. We leverage our TPRM framework in Qatar and all international branches to systematically identify, assess, mitigate, control, and monitor third party risks across QNB Group. The TPRM framework was designed and developed with clearly defined policies, roles and responsibilities, procedures, systems, and resources to support our third party risk objectives.

All third party engagements are assessed against seven key risk dimensions: Resilience and Continuity, Financials, Information Security, Data Privacy, Compliance and Litigation, Strategy, and Sustainability. These risk dimensions are of material importance in evaluating, reviewing, monitoring, and mitigating the Bank's risk exposure, especially concerning the interconnected nature of the risks and their significance to critical business services. In 2023, we screened more than 700 third party supplier contracts.

The TPRM risk assessment methodology includes three stages geared to be risk-seeking. First, a high-level review that identifies existing risks and determines if the engagement is significant enough to warrant further analysis. Second, quantify the inherent risk exposure to the Bank. Third, if the risk is deemed significant, a detailed "controls assessment" process, is conducted by the third party and reviewed by the Bank.

Case study



Site visits and inspections conducted for

100%

of manpower suppliers in Qatar

Safeguarding worker welfare in our supply chain

We recognise that it is our duty to respect and advance human rights and practices throughout our value chain. We also integrate and deploy the Vendor Worker Welfare Assessment (VWWA), which examines the working and living conditions, benefits, and overall wellbeing of the workers employed by our vendors. This includes, but is not limited to, issues such as fair wages, safe working environment and accommodation, and the provision of healthcare and paid time off. These self-assessments provide a detailed view of the vendors' internal processes and procedures, helping us assess adherence to best practices and guiding our supplier engagement strategy, including evidence gathering and due diligence. Our approach is in line with the State of Qatar's initiative to reform labour laws in conjunction with ILO, as well as QNB's commitment to the UNGP and as signatory to the UNGC.

To verify these assessments, QNB Qatar conducted physical site inspections of key manpower suppliers to identify potential shortfalls in standards as well as to drive improvements in the wellbeing of workers, and their health and safety. By conducting regular visits and inspections, we are able to ensure that our vendors are adhering to standards for worker welfare, and that we are supporting fair and ethical labour practices.

During 2023, the Bank conducted 9 site visits covering 100% of our key manpower suppliers providing maintenance, cleaning, security, and hospitality services. Since the inception of the VWWA programme in 2022, the number of in-scope manpower suppliers increased from 4 to 9 in 2023 in Qatar and from 0 to 27 in our international branches.

During 2023, a total of seven action plans have been raised with the business engagement owners to take forward with the suppliers and resolve gaps. Action plans were developed to identify gaps, define remedy, and ensure improvements. Such actions plans were tracked and reviewed with supporting evidence, allowing for further on-site visits to verify or follow-up. In the event that breaches are not resolved, clear escalation steps are in place with the vendor, relationship owners, and senior management. QNB may terminate vendor relationships if standards are not met satisfactorily. In 2023, we further enhanced the TPRM process by introducing service levels across the Group to centrally manage and measure the response times. Additionally, we assessed the feasibility of harmonising processes in order to identify supplier risks at an earlier stage. To continue to support our commitment to the communities where we operate in, we have assessed the feasibility to enhance and extend our VWWA approach to our international branch network as well as our subsidiaries in jurisdictions where there may be potential for heightened worker welfare risk.

4.4 Responsible procurement and supply chain (Continued)

Centralised procurement

In line with our position as a leading international financial institution, we continuously look for opportunities to enhance our operating model to support our business and operations. In 2023, we decided to strategically reposition our procurement approach from a decentralised to a centralised model. We have done this to ensure a best practice approach from a governance, supply chain operating model, efficiency, and vendor engagement perspective. This led to the establishment of a dedicated Procurement division in our operations in Qatar, reporting directly to the Group Chief Operating Officer.

As part of this development, a dedicated procurement-related governance mechanism, Group-wide policy framework, team, and technological procurement solution have been established.

The division is split into four departments, in line with industry best practices and entails the following functions as per the diagram below.

This centralisation has brought about several benefits including but not limited to:

Visibility and control: By centralising the procurement process, QNB achieves economies of scale, as well as improved compliance and monitoring quality.

Improved purchasing power: Centralised procurement enables improved supplier segmentation and supports QNB to leverage the consolidated purchasing information and history to negotiate better pricing conditions with suppliers.

Standardisation: A centralised procurement department creates a standardised process and policy, produces

consistent and predictable results, and improves the audit trail.

By centralising the Procurement division at a Group level, QNB is on the path of eliminating risks associated with decentralised procurement, such as: compliance with organisational policies and procedures and adherence to external regulations and standards.

During 2023, the Procurement division achieved the following milestones:

Governance: Established new Tender Committee to oversee RFP¹ processes, including delegated authority to award recommendations for contracts and renewal of contracts above QAR 1 Mn.

People: Recruitment of experienced procurement professionals with the end goal of having a complete CIPS² certified division.

Policies and procedures: Development of a comprehensive procurement policy with new thresholds on a financial authority matrix, a complete set of new standardised procurement tools and templates, a suite of QNB contractual terms and conditions, and centralised issuance of all POs.

Technology and automation: Introduction of the iProcurement catalogues enhancements to the current system with the goal of launching a completely new eProcurement system in 2024.

Supply base management: Cleansing of supplier database with central registration going forward. Commencement of supplier segmentation exercise with the goal of identifying and developing different strategies for QNB's strategic suppliers.

QNB's centralised Procurement division

Sourcing and Purchasing

End-to-end support with quotes, tenders and contract processing

Supplier Relationship Management and Performance

Maintain an accurate supplier database, drive performance, and build supplier relationships



Operations

Centralised issuance of Purchase Orders (PO's) for all divisions and catalogues for frequently ordered items

Category Management

Global approach to purchasing to improve value, efficiency, and innovation for the Group

85% of procurement spent on local suppliers³

¹RFP = Request for Proposal.

²CIPS = Certificate in Procurement and Supply Operations.

³Excluding QNB Finansbank.



5. Beyond banking

Beyond banking refers to QNB's CSR activities in the communities in which we operate. Our ambition is to make a positive contribution towards wider society with an emphasis on education and financial literacy. In addition, we support and deliver a range of initiatives within our focus areas of social and humanitarian, arts and culture, health and environment, economic and international affairs, and sport.

Contents:

5.1 Community investment and
socio-economic development





5.1 Community investment and socio-economic development

We are uniquely positioned to create a positive impact on our society.

Thriving together goes beyond banking and business. QNB Group is committed to promoting prosperity and sustainable growth for our people, our customers, and the communities in which we all live and work. Thanks to our size and international reach, we are well positioned to create a positive impact on our society.



Awards

The best bank in corporate social
responsibility (CSR) in Qatar

Qatar CSR Summit 2023



Market Leaders 2023 – Qatar
Highly Regarded Corporate Social
Responsibility (CSR)

Euromoney



The Bank's CSR activities are centred on our ability to foster opportunities for individuals, corporates and communities, which enable them to raise standards of living, and strengthen the social fabric of the nation. Our focus is on five broad themes where we believe our CSR initiatives will have the greatest impact: society and humanitarian affairs, health and environment, youth and education, arts and culture, and sport.

A growing number of our employees volunteer each year to support a wide range of community projects in every location around the world where the Bank has a presence. Our employees graciously donate their time and expertise on dozens of initiatives from simple

fundraising and keep-clean rallies, to coaching and education sessions on basics of finance and money management. We also offer sponsorship deals and fundraising opportunities that help to underpin the success of many important causes, such as better healthcare, diversity, sustainability, technology, financial inclusion, and knowledge sharing.

Society and humanitarian affairs

Social and humanitarian work is material to our wider CSR engagement. Communities, corporates and individuals are all the direct recipients of our commitment to build a better society.



QNB's CSR activities were recognised by being awarded
"The best bank in corporate social responsibility (CSR) in Qatar"

5.1 Community investment and socio-economic development (Continued)



QNB ALAHLI, in cooperation with Misr El Kheir Foundation, provided craft training to women in the villages in Menoufia Governorate with the aim of economical female empowerment

This year, we collaborated with Hamad Medical Corporation, sponsoring and organising a Ramadan Iftar for elderly patients and their families at “Daam” Specialised Care Centre and a buffet event on World Alzheimer’s Day in support of Alzheimer patients and their families.

In addition, we provided support for the “Eid outfit” campaign for people with disabilities, in cooperation with the Qatar Society for the Rehabilitation of Special Needs.

As a further commitment to be a leading innovative supporter of SMEs beyond the direct boundaries of financial services, QNB ALAHLI renewed for another year its sponsorship of the creative design incubator hub at Nile University under the CBE’s “NilePreneurs” initiative. 37 startups were selected under the themes of “Creative products and furniture design” and “Reviving culture and heritage, sustainable product

A growing number of our employees volunteer each year to support a wide range of community projects in every location around the world where the Bank has a presence.

design”. Moreover, we also launched another programme in Egypt dedicated to women in business, aiming to facilitate their access to banking services and meet their business and personal needs, with a wide range of banking and non-banking products.

Finally, as we strive to spread the CSR subject to different audiences across the society, we were the Official Sponsor of Qatar CSR Summit 2023 hosted by Qatar University. This represented a valuable opportunity for us to discuss international guidelines and best practices for the development of corporate policies towards social responsibility.

Case study



UNICEF (Humanitarian affairs)

As QNB Finansbank, together with UNICEF, we are renovating 100 schools on the 100th anniversary of the Republic of Türkiye so that our children in the earthquake zone do not fall behind in their education.



5.1 Community investment and socio-economic development (Continued)



We were the strategic banking partner of Expo 2023 Doha Qatar™

To further leverage the strong sense of social responsibility of our people, we organised our annual blood donation campaign for employees in cooperation with Hamad Medical Corporation's Blood Donor Centre. Similarly, QNB Tunisia sponsored a Blood Donation Day in cooperation with the National Centre of Blood Transfusion. In Egypt, building on strong relationships with key local entities, QNB ALAHLI continued its support to the healthcare system by both donating medical equipment and funding the establishment of medical units in public and university hospitals.

Youth and education

QNB is fully aware that the development of a knowledge-based economy and society is built on a strong foundation of a holistic education and financial literacy. We are

focusing on improving the employability and financial skills needed to help our communities thrive and empower our region's next generation of leaders. Our goal is to educate children on financial values such as saving, spending, and sharing. Additionally, we aim to highlight to the younger generation the importance of money management and investing principles.

This year, we organised the "Future Assets" programme, in partnership with Qatar Finance and Business Academy (QFBA), an initiative aimed to broaden high school students and graduates' knowledge about the financial sector. During the one-week programme, we offered a special opportunity for the students to visit our offices, where they not only learned about our business and operations, but were also informed about our scholarship programmes.

Health and environment

Thriving communities are a reflection of the wellbeing of people and their environment. For this reason, we believe that promoting healthcare and healthy behaviours, as well as the protection of the environment, are key for our social responsibility mandate. This year, we supported different initiatives across the geographies where we operate.

In Qatar, we sponsored significant events that promoted and elevated the importance of sustainability for the country and the wider society. We were the strategic banking partner of Expo 2023 Doha Qatar™, the first International Horticultural Exhibition in MENA. Under the theme of "Green Desert, Better Environment", the event promoted

sustainable practices and brought awareness to the global challenges associated with the environment.

We were Gold Sponsor of "Tarsheed 2023", a competition launched by Qatar General Electricity and Water Corporation (Kahramaa) to generate innovative ideas for the adoption of best practices to rationalise energy and water consumption. As the strategic sponsor of the Ministry of Transport's "Sustainable Transportation Legacy for Generations Conference and Exhibition", QNB attended the event with its own pavilion, leveraged as a unique platform to display our achievements in contributing to sustainable growth, in line with the QNV2030 and the UNSDGs.



The Future Assets Programme broadened students' knowledge about the financial sector

5.1 Community investment and socio-economic development (Continued)

Furthermore, QNB was the Diamond Sponsor of QFBA's "Kawader 2023 Graduates Programme", aimed to professionally empower Qatari nationals who have recently graduated or who have recently joined the labour market in the fields of finance and business.

In Egypt, QNB ALAHLI activities focused on facilitating access to education of young people, through the renovation of two schools in the Dakahlia Governorate in partnership with local associations. Moreover, we collaborated again with the EBRD in the "Youth in Business" programme, offering young entrepreneurs access to critically-needed financing and technical assistance to grow their micro and small businesses.

Arts and culture

QNB firmly believes that our traditions and culture shape who we are and what we want to become. This goes hand in hand with our cultural engagement to preserve traditions and heritage across our communities, supporting diversity, inclusion, and societal development.

In a way to promote cultural awareness within QNB, we organised arts competition for employees where the winners were awarded with a sustainable employee tote bag printed with their art designs. During the holy month of Ramadan, we also distributed bags made of sustainable materials to celebrate the Garangao night. For the same occasion, we visited children with special needs at Al Shafallah centre.



Our employees donate their time and expertise in various initiatives

Case study



QNB ALAHLI career summit

In continuation of QNB ALAHLI's belief in maintaining continuous communication with the best future talents, QNB ALAHLI participated as a partner in the "Be Ready Career Summit" at the Greek Campus under the patronage and presence of Dr. Mohamed Ayman Ashour – Minister of Higher Education. Held in September 2023, QNB ALAHLI recruitment team was able to interact with more than 4,000 students and new graduates on how to build a successful career as well as answered all students' inquiries through awareness sessions to discuss all the ideas and experiences in the banking sector. Moreover, students and graduates were briefed on the opportunities available to them in the financial field, while providing them with the skills required to excel in the labour market.

5.1 Community investment and socio-economic development (Continued)



In 2023, we continued our partnership with the “edutainment” city of Kidzania in Doha, where we organised the “Sustainability Arts Summer Camp” as part of an initiative designed to engage children in creative sustainability practices connected to their everyday lives.

Sport

Sport bridges the gap between social, economic, and human development. Following a crucial year for sports in Qatar, where we were the Official Middle East and Africa Supporter of the FIFA World Cup 2022™, in 2023 we proudly continued our contribution to the sector through strategic initiatives.

Paying respect to the role that sport has within Qatar’s culture and history, we confirmed again our partnership with important competitions that celebrate the local sport heritage, such as the H.H. The Amir Sword Festival, organised by The Qatar Racing and Equestrian Club.

QNB also sponsored international events that took place in Qatar, supporting the position of the country as a prime destination for the professional sport community. Specifically, we were the Gold Sponsor of the two flagship

tennis tournaments in the country, the Qatar TotalEnergies Open 2023 and the Qatar ExxonMobil Open 2023. We have also sponsored the H.H. the Amir Cup 2023 for Football by Qatar Football Association (QFA).

Believing that sport can play a significant role in uplifting a community’s well-being and enhance inclusion, QNB partnered with Qatar Paralympic Committee during the West Asian Goalball Championship for the blind to empower people with special needs.

Furthermore, we sponsored the “Be Aktive” event at Kidzania and “We Run Doha” organised by PSG, supporting efforts to elevate sport participation from the local communities, starting from the young people. Similarly, we organised padel and football tournaments for our employees in celebration of Qatar National Sport Day. Moreover, QNB football team participated in the Banks and Financial Institutions Championship hosted by Aspire Academy.



We confirmed again our partnership with important competitions that celebrate the local sport heritage, such as the H.H. The Amir Sword Festival



Community investment as a percentage of pre-tax profits

2.7%



Total value of community investments¹

**QAR
494 Mn**

¹Investments are tracked and measured on a minimum basis (as per QNB Group Sustainability Report 2023). Respective campaign owners will have debrief/ wrap-up/ lessons learnt sessions, as appropriate.

6. ESG data and further information

To promote transparency in the banking sector we are committed to publicly disclosing our annual sustainability performance in accordance with the GRI Standards and QSE “Guidance on ESG Reporting”. From 2019 onwards we have also included a Communication on Progress index which will be an annual disclosure demonstrating our progress on implementation of the UNGC principles.

Contents:

- 6.1 QNB sustainability performance summary
- 6.2 GRI Standards Content Index
- 6.3 UNGC COP index
- 6.4 QSE ESG performance metrics
- 6.5 SASB index for commercial banks
- 6.6 SFDR index
- 6.7 QNB calculation methodology
- 6.8 Abbreviations



6.1 QNB sustainability performance summary

KPIs: Corporate governance ¹	2021	2022	2023
Incidents of non-compliance with laws and regulations (number)	–	–	–
Non-monetary sanctions (number)	–	–	–
Total amount of legal and regulatory fines and settlements (QAR Mn)	–	–	–
Confirmed incidents of bribery or corruption (number)	–	–	–
Board seats occupied by independent directors (%)	60%	50%	50%
Board seats occupied by men (%)	100%	100%	100%
Board seats occupied by women (%)	0%	0%	0%
Group BOD members under 30 years old (%)	0%	0%	0%
Group BOD members between 30-50 years old (%)	20%	30%	30%
Group BOD members over 50 years old (%)	80%	70%	70%
Group CEO pay ratio	33	34	35
Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	Disclosed for the first time in 2022	1.4	1.8

KPIs: Risk management	2021	2022	2023
Capital adequacy ratio (CAR) (%)	19.3%	19.6%	19.8%
Basel III liquidity coverage ratio (LCR) (%)	147%	104%	206%

KPIs: Anti-corruption ²	2021	2022	2023
Number of operations assessed for risks related to corruption	–	–	–
Percentage of operations assessed for risks related to corruption	0%	0%	0%
Total number of confirmed incidents of bribery or corruption	–	–	–
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	–	–	–
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	–	–	–

KPIs: Anti-corruption ²	2021	2022	2023
Public legal cases regarding corruption brought against the organisation or its employees during the reporting period (number)	–	–	–
Total number of employees that have received training on anti-corruption, broken down by career level and region:	Disclosed for the first time in 2022	14,040	15,103
Senior management employees		36	66
Middle management employees		1,834	1,874
Non-management employees		12,170	13,163
Employees by region (Middle East)		2,409	2,320
Employees by region (Asia)		572	490
Employees by region (Africa)		426	450
Employees by region (Europe)		10,633	11,843
Total percentage of employees that have received training on anti-corruption, broken down by career level and region:		93%	97%
Senior management employees		20%	35%
Middle management employees		100%	87%
Non-management employees		93%	99%
Employees by region (Middle East)		17%	15%
Employees by region (Asia)		4%	3%
Employees by region (Africa)		3%	3%
Employees by region (Europe)		76%	78%

KPIs: Sustainable investments, lending, products and services	2021	2022	2023
Total sustainable financing portfolio (Green, Social, Sustainability-linked transactions, and investments, QAR Mn)	30,227*	32,689*	32,804
Lending portfolio financing environmentally-friendly, low carbon activities (QAR Mn) ^{3, 4}	9,133*	10,378	12,852
Products or services helping customers to meet an environmental or social challenge (number)	33	33	37

*Figures have been revised and restated.

¹The figures in this table cover Qatar and international branches and subsidiaries.

²The figures in this table cover Qatar and international branches, QNB Finansbank, QNB Indonesia and QNB Tunisia only.

³Data in this table cover Qatar and international branches, QNB Finansbank and QNB ALAHLI only.

⁴Only includes assets which meet the eligibility criteria set out in QNB's SFPP. As at the end of 2023, our lending portfolio financing environmentally friendly and low carbon activities stood at QAR 12,852 Mn.

6.1 QNB sustainability performance summary (Continued)

KPIs: Supporting SMEs and entrepreneurship	2021	2022	2023
Microenterprise ¹ customers (number)	1,412,057	1,516,163	1,626,174
SME ² customers (number)	153,167*	157,189	164,169
Credit facilities extended to microenterprises (QAR Mn)	3,046	3,723	2,973
Credit facilities extended to SMEs (QAR Mn)	15,869	14,470	11,337
Total credit facilities extended to microenterprises and SMEs (QAR Mn)	18,915	18,193	14,310
Lending portfolio extended to microenterprises and SMEs (%)	2.5%	2.3%	1.7%

KPIs: Customer experience	2021	2022	2023
Net promoter score ³ (QNB Qatar)	79	72	79
Net promoter score (QNB Finansbank)	51	55*	58
Net promoter score (Enpara.com)	78	78	78
Total number of incidents of non-compliance with regulations and/ or voluntary codes concerning product and service information and labeling	–	–	–
Incidents of non-compliance with regulations resulting in a fine or penalty	–	–	–
Incidents of non-compliance with regulations resulting in a warning	–	–	–
Incidents of non-compliance with voluntary codes	–	–	–
Total number of incidents of non-compliance with regulations and/ or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship	–	–	3
Incidents of non-compliance with regulations resulting in a fine or penalty	–	–	–
Incidents of non-compliance with regulations resulting in a warning	–	–	3
Incidents of non-compliance with voluntary codes	–	–	–
Digital transactions (online and mobile as a % of total)	77.2%	84.5%*	86.8%

*Figures have been revised and restated.

¹The definition of a microenterprise varies among QNB and its subsidiaries; each entity was allowed to utilise its own definition in compiling data for this table. A microenterprise is generally described as a business with fewer than ten employees, and having a balance sheet or turnover less than a certain amount.

²The definition of a SME varies among QNB and its subsidiaries; each entity was allowed to utilise its own definition in compiling data for this table.

³NPS is a globally recognised metric for measuring customer experience and the overall perception of a company brand. The NPS is calculated as the difference between the percentage of promoters and detractors. The NPS is expressed as an absolute number lying between -100 and +100.

⁴Figures consist of total net losses as a result of external fraud, card and non-card fraud.

⁵In 2023, QNB has not identified any substantiated complaints concerning breaches of customer privacy, neither breaches leaks, thefts, or losses of customer data.

KPIs: Data security and customer privacy	2021	2022	2023
Data security breaches (number)	–	–	–
Amount of fraudulent transaction activity (QAR Mn) ⁴	11.1*	9.7*	17.1
Total number of substantiated complaints received concerning breaches of customer privacy⁵	Disclosed for the first time in 2022	–	–
Complaints received from outside parties and substantiated by the organisation		–	–
Complaints from regulatory bodies		–	–

KPIs: Employment	2021	2022	2023
Total number of employees, broken down by gender and region:	21,597	22,269	22,811
Male employees	11,392	11,714	11,851
Female employees	10,205	10,555	10,960
Employees by region: Middle East	2,536	2,566	2,669
Employees by region: Asia	603	508	515
Employees by region: Africa	7,353	7,601	7,704
Employees by region: Europe	11,105	11,594	11,923
Total number of full time employees, broken down by gender and region:	21,587	22,259	22,809
Male employees	11,385	11,711	11,851
Female employees	10,202	10,548	10,958
Employees by region: Middle East	2,536	2,566	2,669
Employees by region: Asia	603	508	515
Employees by region: Africa	7,353	7,601	7,704
Employees by region: Europe	11,095	11,584	11,921
Total number of part time employees, broken down by gender and region:	10	10	2
Male employees	7	3	–
Female employees	3	7	2
Employees by region: Middle East	–	–	–
Employees by region: Asia	–	–	–
Employees by region: Africa	–	–	–
Employees by region: Europe	10	10	2

6.1 QNB sustainability performance summary (Continued)

KPIs: Employment	2021	2022	2023
Total number of employees on indefinite or permanent contracts, broken down by gender and region:	21,518	22,225	22,771
Male employees	11,336	11,690	11,824
Female employees	10,182	10,535	10,947
Employees by region: Middle East	2,533	2,564	2,667
Employees by region: Asia	569	488	493
Employees by region: Africa	7,311	7,579	7,688
Employees by region: Europe	11,105	11,594	11,923
Total number of employees on fixed term or temporary contracts, broken down by gender and region: ¹	79	44	40
Male employees	53	24	27
Female employees	26	20	13
Employees by region: Middle East	3	2	2
Employees by region: Asia	34	20	22
Employees by region: Africa	42	22	16
Employees by region: Europe	–	–	–
Employees broken down by career level (number):			
Senior management employees ²	202	205	217
Middle management employees ³	2,910	3,077	3,445
Non-management employees	18,485	18,987	19,149
Employees broken down by age:			
Employees age 18-30 (number)	7,444	7,915	7,956
Employees age 31-50 (number)	13,230	13,230	13,559
Employees age 51+ (number)	923	1,124	1,296
Youth employment (%)	34%	36%	35%
Nationalisation:			
Qatarisation (%) ⁴	59%*	59%*	59%

*Figures have been revised and restated.

¹For Qatar, the benefits for permanent and temporary contract employees are the same. For international branches and subsidiaries benefits depend on the local practices and labour law requirements.

²Senior management defined as Senior Vice President and Executive Vice President level.

³Middle management defined as grade 11-14.

⁴As a percentage of total QNB Qatar employees.

KPIs: Outsourced employees ^{5, 6}	2021	2022	2023
Total number of workers who are not employees and whose work is controlled by the organisation	971*	1,059*	1,147
KPIs: Talent retention			
Employee engagement (%): ⁷			
Employee engagement score	N/A	55%	N/A
Absenteeism rate	3.8%	3.2%	2.7%
Turnover: ⁸			
Total employee turnover (number)	2,937	3,680	3,480
Total employee turnover (%)	13.6%	16.5%	15.3%
Voluntary employee turnover (number)	2,095	2,739	2,661
Voluntary employee turnover (%)	9.7%	12.3%	11.7%
Turnover (voluntary and involuntary) broken down by gender and region:			
Male (number)	1,416	1,771	1,720
Female (number)	1,521	1,908	1,760
Middle East (%)	8%	7%	6%
Asia (%)	4%	3%	2%
Africa (%)	11%	13%	14%
Europe (%)	78%	76%	78%
Turnover (voluntary and involuntary) broken down by age (number):			
Employees age 18-30	1,881	2,398	2,324
Employees age 31-50	958	1,154	1,022
Employees age 51+	98	127	134

⁵Data in this table covers Qatar only.

⁶The type of work performed by outsourced employees includes: ITD PC support, ITD project, system and infrastructure support, hospitality, security and reception services, janitorial work, maintenane and catering services.

⁷Data in this table covers Qatar and international branches only.

⁸Programmes for upgrading employee skills and transition programmes depending on jurisdiction, according to local labour laws.

6.1 QNB sustainability performance summary (Continued)

KPIs: Talent retention	2021	2022	2023
New hires:			
Total new employee hires (number)	3,069	4,348	4,021
Total new employee hires (rate)	14%	20%	18%
New hires broken down by gender and region:			
Male (number)	1,550	2,100	1,859
Female (number)	1,519	2,248	2,162
Middle East (%)	8%	7%	8%
Asia (%)	2%	1%	2%
Africa (%)	21%	17%	15%
Europe (%)	69%	76%	75%
New hires broken down by age (number):			
Employees age 18-30	2,105	3,879	3,418
Employees age 31-50	341	447	577
Employees age 51+	623	22	26
Parental leave:			
Total number of employees that were entitled to parental leave:	3,061	2,933	2,869
Male employees that were entitled to parental leave	706*	700*	714
Female employees that were entitled to parental leave	2,355*	2,233*	2,155
Total number of employees that took parental leave:	1,078	981	880
Male employees that took parental leave	208	210	184
Female employees that took parental leave	870	771	696

KPIs: Talent retention	2021	2022	2023
Total number of employees who returned to work after parental leave ended:	932	800	707
Male employees who returned to work after parental leave ended	208	210	184
Female employees who returned to work after parental leave ended	724	590	523
Return to work rate (%):	86%	82%	80%
Male return to work rate	100%	100%	100%
Female return to work rate	83%	77%	75%
Total number of employees who returned from parental leave who were still employed twelve months after return to work:	868	735	666
Male employees who returned from parental leave who were still employed twelve months after return to work	192	198	176
Female employees who returned from parental leave who were still employed twelve months after return to work	676	537	490
Retention rate (%):	81%	75%	76%
Male retention rate	92%	94%	96%
Female retention rate	78%	70%	70%

*Figures have been revised and restated.

6.1 QNB sustainability performance summary (Continued)

KPIs: Training and development	2021	2022	2023
Total training hours (number)	788,788	1,142,805	1,148,611
Average training hours provided per employee (number)	36.5	51.3	50.4
Training hours broken down by career level (number):			
Average training hours of senior management	15.6	32.9	16.7
Average training hours of middle management	24.6	31.5	51.7
Average training hours of non-management	38.6	54.7	50.5
Training hours broken down by gender (number):			
Average training hours of male employees	30.3	45.6	43.6
Average training hours of female employees	43.4	57.7	57.6
Investment in learning and development:			
Spend on learning and development of our people (QAR Mn)	17.2	18.8	24.7
Performance reviews:			
Employees who received a performance and career development review (%)	92%	92%	92%
Performance reviews broken down by gender (%):			
Male employees who received a performance and career development review	93%	94%	95%
Female employees who received a performance and career development review	91%	91%	92%
Performance reviews broken down by career level (%):			
Senior management employees receiving regular performance and career development reviews	64%	68%	70%
Middle management employees receiving regular performance and career development reviews	99%	96%	99%
Non-management employees receiving regular performance and career development reviews	91%	91%	93%

KPIs: Collective bargaining ¹	2021	2022	2023
Percentage of employees covered through collective bargaining agreements	2.2%	4.0%	3.8%
KPIs: Grievances			
Number of grievances filed in the reporting period	1,411	1,753	657
Number of these grievance addressed or resolved	1,410	1,753	657
KPIs: Incidents of discrimination			
Total number of incidents of discrimination	–	–	–
KPIs: Female employment			
Female employment rate (%)	47%	47%	48%
Women in senior management (%) ²	23%	23%	24%
Women in middle management (%) ³	33%	34%	34%
Women in non-management (%)	44%	43%	42%
Gender pay ratio ⁴	0.91	0.92	0.92

*Figures have been revised and restated.

¹Scope includes international branches, QNB Indonesia and QNB Tunisia only.

²Senior management defined as Senior Vice President and Executive Vice President level.

³Middle management defined as grade 11-14.

⁴Median female salary to median male salary.

6.1 QNB sustainability performance summary (Continued)

KPIs: Environmental and climate impact	2021	2022	2023
Energy:			
Total petrol consumption (litres)	2,060,532	3,218,736	3,660,938
Total diesel consumption (litres)	1,181,808	493,031	313,728
Natural gas consumption (m ³)	1,743,425	1,459,580	1,292,012
Total electricity consumption (kWh)	115,583,110*	114,401,262*	113,502,234
Total energy consumption (GJ) ¹	600,181*	597,880*	596,310
Total energy consumption from renewable sources (MWh)	50,205	51,658	52,859
Total energy consumption from non-renewable sources (MWh)	116,512	114,420	112,783
Total energy consumption from fuel (GJ)	184,082	186,035	187,702
Total energy consumption from electricity (GJ)	416,099*	411,845*	408,608
Energy intensity (GJ/ employee) ²	28.0*	27.1*	26.3
Total energy consumption reduction (GJ)	29,236*	-2,301*	-1,569
Greenhouse Gas Emissions (GHG):^{3, 4}			
Scope 1 direct GHG emissions (tCO ₂ e)	10,844*	10,965*	11,100
Scope 2 indirect GHG emissions (tCO ₂ e)	52,766*	52,132*	51,971
Scope 3 other indirect GHG emissions resulting from business travel (tCO ₂ e) ⁵	Disclosed for the first time in 2022	1,164	1,359
Scope 3 other indirect GHG emissions resulting from waste disposal (tCO ₂ e) ⁶	17.9	16.3	15.8
Total GHG emissions (tCO ₂ e) ⁷	63,610*	63,097*	63,072
GHG emissions intensity (tCO ₂ e/ employee) ⁸	3.0*	2.9*	2.8
GHG emissions reduction since target baseline 2017 (%) ⁹	-17.7%*	-18.3%*	-18.4%
CO₂ Emissions (tonnes):			
Direct CO ₂ from petrol	4,322*	6,751*	7,679
Direct CO ₂ from diesel	2,969*	1,239*	788
Direct CO ₂ from natural gas	3,554*	2,975*	2,634
Indirect CO ₂ from electricity	52,766*	52,132*	51,971
Water:			
Water consumption (m ³)	498,357	482,010	528,459
Water intensity (m ³ / employee)	23.3	21.8	23.3
Materials and waste			
Total paper consumption (kg)	840,087	763,967*	740,921
Total paper consumption intensity (kg/ employee)	39.2	34.6	32.7

KPIs: Responsible procurement and supply chain ¹⁰	2021	2022	2023
Local procurement spend (%) ¹¹	84%	84%	85%
Percentage of new suppliers that were screened using social criteria ¹²	0%	0%	0%
Number of suppliers assessed for social impacts ¹³	4	–	26
Number of suppliers identified as having significant actual and potential negative social impacts ¹⁴	–	–	–
Significant actual and potential negative social impacts identified in the supply chain (number) ¹⁵	–	–	–
Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment ¹⁶	0%	0%	0%
Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment, and why ¹⁷	0%	0%	0%

KPIs: Community investment	2021	2022	2023
Total value of community investments (QAR Mn)	422*	562*	494
Community investment as a percentage of pre-tax profits	2.9%*	3.3%*	2.7%
Employees participating in the Bank's volunteer programmes (number)	883	1,147*	550
Total number of employee volunteering hours	2,133	275,720*	16,180

*Figures have been revised and restated.

¹ Total energy from fuel including petrol, diesel and natural gas. [Conversion factors](#) used to convert consumption to GJ.

² Types of energy in this ratio include petrol, diesel, natural gas and electricity. Ratio uses energy consumption within the organisation only.

³ QNB's greenhouse gas emissions are calculated in accordance with the International GHG Protocol Corporate Accounting and Reporting Standard. QNB reports on a CO₂e basis which incorporates all types of gases.

⁴ Global Warming Potential (GWP) values reference.

⁵ Only CO₂ emissions were included in the calculations. Conversion factors used: ([Carbon Emission Calculator](#)) – this calculator provides the CO₂/ journey in kg for each passenger.

⁶ Waste data is converted to GHG emissions via application of publicly available emission factors from UK DEFRA (Waste disposal; paper; Paper and board: paper; Closed-loop/ Combustion): 21.28 total kg CO₂e per unit tonnes.

⁷ GHG emissions based on gross location method. GHG inventory consolidated using the Financial Control approach.

⁸ Direct (Scope 1) and indirect (Scope 2) emissions included only.

⁹ 2017 baseline has been recalculated using new emission factors.

¹⁰ Data in this table covers Qatar and international branches, QNB ALAHLI and QNB Tunisia only.

¹¹ Local supplier defined as organisations providing a product or service to QNB that are based in the same country as those mentioned in our scope of reporting only.

¹² ¹³ ¹⁴ ¹⁵ ¹⁶ ¹⁷ Data covers Qatar only.

6.2 GRI Standards Content Index

QNB Group has reported in accordance with the GRI Standards for the period 1st January 2023 to 31st December 2023.

GRI Standard	Disclosure number and title	Reference	Omissions
General disclosures			
GRI 2: General Disclosures 2021	2-1 Organisational details	1.2 QNB at a glance, p. 7 QNB Group Annual Report 2023, p. 82, p. 166 Location of headquarters – Doha, Qatar	
	2-2 Entities included in the organisation's sustainability reporting	1.1 About this report, p. 6	
	2-3 Reporting period, frequency and contact point	1.1 About this report, p. 6	
	2-4 Restatements of information	1.1 About this report, p. 6 4.3 Environmental impact, p. 70, p. 72 6.1 QNB sustainable performance summary, p. 84-89 6.4 QSE ESG performance metrics, p. 97	
	2-5 External assurance	7.1 Independent limited assurance report, p. 109-110	
	2-6 Activities, value chain and other business relationships	1.2 QNB at a glance, p. 7 3 – Sustainable finance, p. 34-56 4.4 Responsible procurement and supply chain, p. 74-76	
	2-7 Employees	4.1 Employee value proposition, p. 61-62, p. 67 4.2 Diversity and inclusion, p. 68 6.1 QNB sustainable performance summary, p. 85-86	
	2-8 Workers who are not employees	4.1 Employee value proposition, p. 61, 67 4.4 Responsible procurement and supply chain, p. 74-76 6.1 QNB sustainable performance summary, p. 86	
	2-9 Governance structure and composition	2.1 Governance, compliance and risk management, p. 14-16 2.4 Sustainability governance, p. 20 QNB Group Corporate Governance Report 2023, p. 7-9, 21-29, 31-36, 50-53 QNB Group Annual Report 2023, 82-83, 87-89	
	2-10 Nomination and selection of the highest governance body	QNB Group Articles of Association, p. 11-15 QNB Group Corporate Governance Report 2023, p. 21-25	
	2-11 Chair of the highest governance body	QNB Group Corporate Governance Report 2023, p. 44, 26-27 QNB Group Annual Report 2023, p. 82-83	
	2-12 Role of the highest governance body in overseeing the management of impacts	2.1 Governance, compliance and risk management, p. 14-16 2.4 Sustainability governance, p. 20 QNB Group Corporate Governance Report 2023, p. 7-9, 25-29 QNB Group Annual Report 2023, p. 31-34, 82-84	
	2-13 Delegation of responsibility for managing impacts	2.4 Sustainability governance, p. 20	
	2-14 Role of the highest governance body in sustainability reporting	2.4 Sustainability governance, p. 20	

6.2 GRI Standards Content Index (Continued)

GRI Standard	Disclosure number and title	Reference	Omissions
General disclosures			
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	QNB Group Corporate Governance Report 2023, p. 44-45 QNB Group Corporate Governance Manual 2022, p. 9, 12, 15-17, 25	
	2-16 Communication of critical concerns	QNB Group Corporate Governance Report 2023, p. 25-28, 31-32, 34, 44	All critical activities are diligently reported to the BoD through GBACC (Group Board Audit and Compliance Committee) through comprehensive quarterly reports. This consistent and structured reporting mechanism ensures that the BoD is always informed about critical concerns. The number and type of reported concerns is not publicly disclosed due to confidentiality constraints
	2-17 Collective knowledge of the highest governance body	2.1 Governance, compliance and risk management, p. 14 2.4 Sustainability governance, p. 20 QNB Group Annual Report 2023, p. 34, 82 QNB Group Corporate Governance Report 2023, p. 23, 50-53	
	2-18 Evaluation of the performance of the highest governance body	2.1 Governance, compliance and risk management, p. 14 QNB Group Corporate Governance Report 2023, p. 24, 28 QNB Group Annual Report 2023, p. 82-88	
	2-19 Remuneration policies	2.1 Governance, compliance and risk management, p. 14 QNB Group Corporate Governance Report 2023, p. 28, 30-31 QNB Group Annual Report 2023, p. 84-85, 184, 193-195	
	2-20 Process to determine remuneration	2.1 Governance, compliance and risk management, p. 14 QNB Group Corporate Governance Report 2023, p. 24, 28-31 QNB Group Annual Report 2023, p. 84-85, 193-195	
	2-21 Annual total compensation ratio	2.1 Governance, compliance and risk management, p. 14 6.1 QNB sustainability performance summary, p. 84	
	2-22 Statement on sustainable development strategy	Message from the Chairman of the Board of Directors, p. 2 Messsage from the GCEO, p. 3 2.2 QNB Group's strategy, p. 17 2.3 QNB sustainability framework and strategy, p. 18-19	
	2-23 Policy commitments	2.7 External commitments, p. 26 3.0 Relevant policies, frameworks and accolades, p. 28-29 4.0 Relevant policies, frameworks and accolades, p. 60 QNB Group Sustainability Policy, p. 7-8	

6.2 GRI Standards Content Index (Continued)

GRI Standard	Disclosure number and title	Reference	Omissions
General disclosures			
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	2.1 Governance, compliance and risk management, p. 14-16 2.4 Sustainability governance, p. 20 2.7 External commitments, p. 26 3.1 Climate management, p. 30-31 3.2 Risk and opportunity management in sustainable financing, p. 34-35, 36-37 3.3 Sustainable financing by business division, p. 39-40, 54 3.4 Responsible engagement, p. 55-56 3.5 Data security and privacy, p. 57-58 4.1 Employee value proposition, p. 62, 67 4.2 Diversity and inclusion, p. 68 4.4 Responsible procurement and supply chain, p. 74-76 6.4 QSE ESG performance metrics, p. 97 QNB Group Corporate Governance Report 2023, p. 11, 21-22, 44, 46 QNB Group Sustainability Policy, p. 5-7	
	2-25 Processes to remediate negative impacts	2.1 Governance, compliance and risk management, p. 14 4.1 Employee value proposition, p. 59 4.4 Responsible procurement and supply chain, p. 74 6.1 QNB sustainability performance summary, p. 88	
	2-26 Mechanisms for seeking advice and raising concerns	2.1 Governance, compliance and risk management, p. 15-16 3.4 Responsible engagement, p. 55-56 4.1 Employee value proposition, p. 67 4.4 Responsible procurement and supply chain, p. 74-75 QNB Group Corporate Governance Report 2023, p. 11, 44	
	2-27 Compliance with laws and regulations	2.1 Governance, compliance and risk management, p. 14-16 6.1 QNB sustainability performance summary, p. 84-85	
	2-28 Membership associations	2.7 External commitments, p. 26	
	2-29 Approach to stakeholder engagement	2.1 Governance, compliance and risk management, p. 14-16 2.5 Stakeholder engagement, p. 21-22	
	2-30 Collective bargaining agreements	4.1 Employee value proposition, p. 67 6.1 QNB sustainability performance summary, p. 88	Not applicable: for employees not covered by collective bargaining agreements, their working conditions and terms of employment are based on local labour laws at a minimum

6.2 GRI Standards Content Index (Continued)

	GRI Standard	Disclosure number and title	Reference	Omissions
Material Topics	GRI 3: Material Topics 2021	3-1 Process to determine material topics	2.5 Stakeholder engagement, p. 21-22 2.6 Materiality assessment, p. 23-24	
		3-2 List of material topics	2.6 Materiality assessment, p. 23-24	
	GRI 201: Economic performance 2016			
	GRI 3: Material Topics 2021	3-3 Management of material topics	1.1 About this report, p. 6 2.1 Governance, compliance and risk management, p. 14-16 2.6 Materiality assessment, p. 23-24 2.7 External commitments, p. 26 3.2 Risk and opportunity management in sustainable financing, p. 34-38 3.3 Sustainable financing by business division, p. 35-54 3.4 Responsible engagement, p. 55-56 4.4 Responsible procurement and supply chain, p. 74-76 5.1 Community investment and socio-economic development, p. 78-82 QNB Group Annual Report 2023, p. 30-39	
	Economic performance	201-1 Direct economic value generated and distributed	2.3 QNB sustainability framework and strategy, p. 19 3.3 Sustainable financing by business division, p. 38-39, 41-45 5.1 Community investment and socio-economic development, p. 78-82 6.1 QNB sustainability performance summary, p. 84-85, 89 QNB Group Annual Report 2023, p. 2, 117-122, 139-141, 144-177	
	GRI 203: Indirect Economic Impacts 2016			
	GRI 3: Material Topics 2021	3-3 Management of material topics	3.1 Climate management, p. 30-32 3.2 Risk and opportunity management in sustainable financing, p. 34-38 3.3 Sustainable financing by business division, p. 39-43 3.4 Responsible engagement, p. 55-56 4.3 Environmental impact, p. 69-73 4.4 Responsible procurement and supply chain, p. 74-76 5.1 Community investment and socio-economic development, p. 78-82	
	Indirect economic impacts	203-1 Infrastructure investments and services supported	3.1 Climate management, p. 30-32 3.2 Risk and opportunity management in sustainable financing, p. 34-38 3.3 Sustainable financing by business division, p. 39-54 5.1 Community investment and socio-economic development, p. 78-82	
Material Topics	Indirect economic impacts	203-2 Significant indirect economic impacts	3.4 Responsible engagement, p. 55-56 4.4 Responsible procurement and supply chain, p. 74-76 5.1 Community investment and socio-economic development, p. 78-82	
	GRI 204: Procurement Practices 2016			
	GRI 3: Material Topics 2021	3-3 Management of material topics	4.4 Responsible procurement and supply chain, p. 74-76	
	Procurement practices	204-1 Proportion of spending on local suppliers	4.4 Responsible procurement and supply chain, p. 76 6.1 QNB sustainability performance summary, p. 89	
	GRI 205: Anti-corruption 2016			
	GRI 3: Material Topics 2021	3-3 Management of material topics	2.1 Governance, compliance and risk management, p. 14-16 4.4 Responsible procurement and supply chain, p. 74-76	
	Anti-corruption	205-1 Operations assessed for risks related to corruption	2.1 Governance, compliance and risk management, p. 14-16 6.1 QNB sustainability performance summary, p. 84 QNB Group Annual Report 2023, p. 96 QNB Group Corporate Governance Report 2023, p. 10-11	
		205-2 Communication and training about anti-corruption policies and procedures	2.1 Governance, compliance and risk management, p. 14-16 2.4 Sustainability governance, p. 20 4.1 Employee value proposition, p. 62 4.4 Responsible procurement and supply chain, 74-76 6.1 QNB sustainability performance summary, p. 84 QNB Group Anti-Bribery and Corruption Policy Statement, p. 1-2	
		205-3 Confirmed incidents of corruption and actions taken	2.1 Governance, compliance and risk management, p. 15 6.1 QNB sustainability performance summary, p. 84	
	GRI 301: Materials 2016			
	GRI 3: Material Topics 2021	3-3 Management of material topics	4.3 Environmental impact, p. 69-73	
	Materials	301-1 Materials used by weight or volume	4.3 Environmental impact, p. 69-72 6.1 QNB sustainability performance summary, p. 89	

6.2 GRI Standards Content Index (Continued)

GRI Standard	Disclosure number and title	Reference	Omissions
GRI 302: Energy 2016			
GRI 3: Material Topics 2021	3-3 Management of material topics	3.1 Climate management, p. 30-33 4.3 Environmental impact, p. 69-73	
Energy	302-1 Energy consumption within the organisation	1.4 2023 Sustainability at a glance, p. 11 4.3 Environmental impact, p. 69-72 6.1 QNB sustainability performance summary, p. 89	Not applicable: electricity, heating, cooling and steam sold
	302-2 Energy consumption outside of the organisation	4.3 Environmental impact, p. 69-72 6.1 QNB sustainability performance summary, p. 89	Information unavailable/incomplete: energy consumption outside of the organisation is currently not captured in reporting system. Topic and timeframe to be investigated
	302-3 Energy intensity	4.3 Environmental impact, 70-71 6.1 QNB sustainability performance summary, p. 89	
	302-4 Reduction of energy consumption	4.3 Environmental impact, p. 69-72 6.1 QNB sustainability performance summary, p. 89	
GRI 305: Emissions 2016			
GRI 3: Material Topics 2021	3-3 Management of material topics	2.1 Governance, compliance and risk management, p. 14-16 3.1 Climate management, p. 30-33 3.2 Risk and opportunity management in sustainable financing, p. 34-38 3.3 Sustainable financing by business division, p. 39-54 4.3 Environmental impact, p. 69-73	
Emissions	305-1 Direct (Scope 1) GHG emissions	4.3 Environmental impact, p. 69-70 6.1 QNB sustainability performance summary, p. 89	
	305-2 Energy indirect (Scope 2) GHG emissions	4.3 Environmental impact, 69-70 6.1 QNB sustainability performance summary, p. 89	

GRI Standard		Disclosure number and title	Reference	Omissions
Material Topics	Emissions	305-3 Other indirect (Scope 3) GHG emissions	2.1 Governance, compliance and risk management, p. 14-16 2.3 QNB sustainability framework and strategy, p. 19 3.1 Climate management, p. 30-32 4.3 Environmental impact, p. 69-70, 73 6.1 QNB sustainability performance summary, p. 89	
		305-4 GHG emissions intensity	1.4 2023 Sustainability at a glance, p. 11 4.3 Environmental impact, p. 69-70 6.1 QNB sustainability performance summary, p. 89	
		305-5 Reduction of GHG emissions	2.3 QNB sustainability framework and strategy, p. 19 3.1. Climate management, p. 30-32 3.2 Risk and opportunity management in sustainable financing, p. 34-38 3.3 Sustainable financing by business division, p. 41-42 4.3 Environmental impact, p. 69-72 6.1 QNB sustainability performance summary, p. 89	
	GRI 401: Employment 2016			
	GRI 3: Material Topics 2021	3-3 Management of material topics	4.1 Employee value proposition, p. 61-67 4.2 Diversity and inclusion, p. 68	
	Employment	401-1 New employee hires and employee turnover	4.1 Employee value proposition, p. 63 6.1 QNB sustainability performance summary, p. 86-87	
		401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	6.1 QNB sustainability performance summary, p. 86	
		401-3 Parental leave	6.1 QNB sustainability performance summary, p. 87	
	GRI 404: Training and Education 2016			
	GRI 3: Material Topics 2021	3-3 Management of material topics	4.1 Employee value proposition, p. 61-67	
	Training and education	404-1 Average hours of training per year per employee	4.1 Employee value proposition, p. 63 6.1 QNB sustainability performance summary, p. 88	

6.2 GRI Standards Content Index (Continued)

	GRI Standard	Disclosure number and title	Reference	Omissions
Material Topics	Training and education	404-2 Programmes for upgrading employee skills and transition assistance programs	4.1 Employee value proposition, p. 64-66	
		404-3 Percentage of employees receiving regular performance and career development reviews	6.1 QNB sustainability performance summary, p. 88	
	GRI 405: Diversity and Equal Opportunity 2016			
	GRI 3: Material Topics 2021	3-3 Management of material topics	4.2 Diversity and inclusion, p. 68	
	Diversity and equal opportunity	405-1 Diversity of governance bodies and employees	1.4 2023 Sustainability at a glance, p. 11 2.3 QNB sustainability framework and strategy, p. 18-19 4.2 Diversity and inclusion, p. 68 6.1 QNB sustainability performance summary, p. 85-88	
		405-2 Ratio of basic salary and remuneration of women to men	1.4 2023 Sustainability at a glance, p. 11 4.1 Employee value proposition, p. 61 4.2 Diversity and inclusion, p. 68 6.1 QNB sustainability performance summary, p. 88	Confidentiality constraints: in 2023, QNB started investigating the topic of employee category breakdown by level and is capturing the data for 2023 for QNB Qatar, international branches and subsidiaries and will continue to assess whether to disclose it in the future
	GRI 406: Non-discrimination 2016			
	GRI 3: Material Topics 2021	3-3 Management of material topics	4.1 Employee value proposition, p. 61-67 4.4 Responsible procurement and supply chain, p. 74-76	
	Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	4.1 Employee value proposition, p. 67 6.1 QNB sustainability performance summary, p. 88	

	GRI Standard	Disclosure number and title	Reference	Omissions
Material Topics	GRI 414: Supplier Social Assessment 2016			
	GRI 3: Material Topics 2021	3-3 Management of material topics	2.1 Governance, compliance and risk management, p. 14-16 4.4 Responsible procurement and supply chain, p. 74-76	
	Supplier social assessment	414-1 New suppliers that were screened using social criteria	4.4 Responsible procurement and supply chain, p. 74-76 6.1 QNB sustainability performance summary, p. 89	
		414-2 Negative social impacts in the supply chain and actions taken	4.4 Responsible procurement and supply chain, p. 75 6.1 QNB sustainability performance summary, p. 89	
	GRI 417: Marketing and Labeling 2016			
	GRI 3: Material Topics 2021	3-3 Management of material topics	2.1 Governance, compliance and risk management, p. 14-16 3.4 Responsible engagement, p. 55-56	
	Marketing and labeling	417-1 Requirements for product and service information and labeling	3.2 Risk and opportunity management in sustainable finance, p. 36 3.4 Responsible engagement, p. 55-56 6.1 QNB sustainability performance summary, p. 85	
		417-2 Incidents of non-compliance concerning product and service information and labeling	3.4 Responsible engagement, p. 55-56 6.1 QNB sustainability performance summary, p. 85	
		417-3 Incidents of non-compliance concerning marketing communications	3.4 Responsible engagement, p. 55-56 6.1 QNB sustainability performance summary, p. 85	
	GRI 418: Customer Privacy 2016			
	GRI 3: Material Topics 2021	3-3 Management of material topics	2.1 Governance, compliance and risk management, p. 14-16 3.5 Data security and privacy, p. 57-58	
	Customer privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	1.4 2023 Sustainability at a glance, p. 20 3.5 Data security and privacy, p. 57-58 6.1 QNB sustainability performance summary, p. 85	

6.3 UNGC COP index

Main category	Principle	Relevant section in the Report/ Disclosure/ Policy
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	QNB Group Sustainability Report 2023 2.1 Governance, compliance and risk management 2.6 Materiality assessment 2.7 External commitments 3.3 Sustainable financing by business division 4.1 Employee value proposition 4.4 Responsible procurement and supply chain Other publically available documents QNB Group Code of Ethics and Conduct QNB Group Sustainability Policy QNB Group Sustainable Finance and Product Framework QNB Group ESRM Policy Framework QNB Third Party Supplier Code of Conduct Modern Slavery and Human Trafficking Transparency Statement
	Principle 2: Businesses make sure that they are not complicit in human rights abuses	QNB Group Sustainability Report 2023 2.1 Governance, compliance and risk management 2.6 Materiality assessment 2.7 External commitments 3.3 Sustainable financing by business division 4.1 Employee value proposition 4.4 Responsible procurement and supply chain Other publically available documents QNB Group Code of Ethics and Conduct QNB Group Sustainability Policy QNB Group Sustainable Finance and Product Framework QNB Group ESRM Policy Framework QNB Third Party Supplier Code of Conduct Modern Slavery and Human Trafficking Transparency Statement

Main category	Principle	Relevant section in the Report/ Disclosure/ Policy
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	QNB Group Sustainability Report 2023 4.1 Employee value proposition 6.1 QNB sustainability performance summary
	Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour	QNB Group Sustainability Report 2023 2.7 External commitments 3.3 Sustainable financing by business division 4.4 Responsible procurement and supply chain Other publically available documents QNB Group Sustainability Policy QNB Group Sustainable Finance and Product Framework QNB Group ESRM Policy Framework Modern Slavery and Human Trafficking Transparency Statement
	Principle 5: Businesses should uphold the effective abolition of child labour	QNB Group Sustainability Report 2023 2.7 External commitments 3.3 Sustainable financing by business division 4.4 Responsible procurement and supply chain Other publically available documents QNB Group Sustainability Policy QNB Group Sustainable Finance and Product Framework QNB Group ESRM Policy Framework
	Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation	QNB Group Sustainability Report 2023 2.1 Governance, compliance and risk management 2.7 External commitments 4.1 Employee value proposition 4.2 Diversity and inclusion Other publically available documents QNB Group Code of Ethics and Conduct QNB Group Sustainability Policy

6.3 UNGC COP index (Continued)

Main category	Principle	Relevant section in the Report/ Disclosure/ Policy
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges	QNB Group Sustainability Report 2023 2.7 External commitments 3.3 Sustainable financing by business division 4.3 Environmental impact Other publically available documents QNB Group Sustainability Policy QNB Group Sustainable Finance and Product Framework QNB Group ESRM Policy Framework
	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility	QNB Group Sustainability Report 2023 2.7 External commitments 3.3 Sustainable financing by business division 4.3 Environmental impact Other publically available documents QNB Group Sustainability Policy QNB Group Sustainable Finance and Product Framework QNB Group ESRM Policy Framework
	Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies	QNB Group Sustainability Report 2023 2.7 External commitments 3.3 Sustainable financing by business division 4.3 Environmental impact Other publically available documents QNB Group Sustainability Policy QNB Group Sustainable Finance and Product Framework QNB Group ESRM Policy Framework

Main category	Principle	Relevant section in the Report/ Disclosure/ Policy
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	QNB Group Sustainability Report 2023 2.1 Governance, compliance and risk management 4.1 Employee value proposition 4.4 Responsible procurement and supply chain Other publically available documents QNB Group Anti-Bribery and Corruption Policy Statement QNB Group Code of Ethics and Conduct QNB Group Sustainability Policy QNB Third Party Supplier Code of Conduct

6.4 QSE ESG performance metrics

QNB is committed to supporting QSE by making ESG reporting a common practice throughout the Group and communicating our performance on the set of KPIs defined within the QSE guidance. QNB’s ESG performance data can be found on [Qatar Stock Exchange Sustainability and ESG Dashboard](#).

Environment KPIs	2021	2022	2023
Does the company publish and follow an environmental policy? Yes/ No	No	No	No
Energy used (GJ/ full time employee)	28.0*	27.0	26.3
Percentage of renewable energy used	30%	31%	32%
Specify the primary source of energy used by the company	Electricity	Electricity	Electricity
Total amount of energy used (GJ)	599,611*	597,388*	596,310
Total greenhouse gas emissions (tCO ₂ e)	63,499*	63,001*	63,072
Total waste produced (kg) ¹	71,875	78,483	43,283
Total water used (m3)	498,357	482,010	528,459

Social KPIs	2021	2022	2023
Average hours of training per employee	36.5	51.3	50.4
Disclosure and adherence to a Human Rights Policy? Yes/ No	No	No	No
Does the company prohibit the use of child or forced labour throughout the supply chain? Yes/ No	Yes	Yes	Yes
Does the company publish and follow a policy for occupational and global health issues? Yes/ No	No	No	Yes
Employee turnover rate (%)	9.7%	12.3%	11.7%
Employee wages and benefits (USD Mn)	929	1,001	1,129
Nationalisation rate (%) ²	59%*	59%*	59%*
Number of grievances about human rights issues filed, addressed and resolved	–	–	–
Pre-tax profits invested in the community (%)	2.9%*	3.3%*	2.7%

Social KPIs	2021	2022	2023
Spending on locally-based suppliers (%)	84%	84%	85%
Total number of injuries and fatal accidents (contractors) ³	–	–	–
Total number of injuries and fatal accidents (employees and contractors) ⁴	3	–	–
Total number of injuries and fatal accidents (employees) ⁵	3	–	–
Total workforce (FTE)	21,597	22,269	22,811
Women in the workforce (%)	47%	47%	48%

Governance KPIs	2021	2022	2023
CEO pay ratio	33	34	35
Disclosure of the voting results of the latest AGM. Yes/ No	Yes	Yes	Yes
Does the company publish and follow a Bribery/ Anti-Corruption Code? Yes/ No	Yes	Yes	Yes
Does the company publish and follow a Supplier Code of Conduct? Yes/ No	Yes	Yes	Yes
Does the company publish and follow an Ethics Code of Conduct? Yes/ No	Yes	Yes	Yes
Executive compensation linked to performance indicators. Yes/ No	Yes	Yes	Yes
Female directors on the board (%)	0%	0%	0%
Independent directors on the board (%)	60%	50%	50%
Median male salary to median female salary	1.09*	1.09*	1.08
Role separation of Chairman and CEO. Yes/ No	Yes	Yes	Yes
Sustainability report published. Yes/ No	Yes	Yes	Yes

* Figures have been revised and restated.
^{1 2 3 4 5} Qatar only.

6.5 SASB index for commercial banks

Industry	Accounting metric	Category	Unit of measure	Code	2023
Topic: Data Security					
CB	Number of data breaches	Quantitative	Number	FN-CB-230a.1	Nil, no data breaches
CB	Percentage involving personally identifiable information (PII)	Quantitative	Percentage	FN-CB-230a.1	Nil, no data breaches
CB	Number of account holders affected	Quantitative	Number	FN-CB-230a.1	Nil, no data breaches
CB	Description of approach to identifying and addressing data security risks	Discussion and Analysis	N/A	FN-CB-230a.2	Refer to: – QNB Group Sustainability Report 2023: 3.5 Data security and privacy – QNB Group Annual Report 2023: Operational Risk and Cybersecurity, p. 74-79
Topic: Financial Inclusion and Capacity Building					
CB	Number of loans outstanding qualified to programs designed to promote small business and community development	Quantitative	Number	FN-CB-240a.1	595,239
CB	Amount of loans outstanding qualified to programs designed to promote small business and community development	Quantitative	Reporting currency	FN-CB-240a.1	20,225,286,750
CB	Number of past due and nonaccrual loans qualified to programs designed to promote small business and community development	Quantitative	Number	FN-CB-240a.2	104,016
CB	Amount of past due and nonaccrual loans qualified to programs designed to promote small business and community development	Quantitative	Reporting currency (000s)	FN-CB-240a.2	789,162
CB	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	Quantitative	Number	FN-CB-240a.3	3,800,074
CB	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	Quantitative	Number	FN-CB-240a.4	59,021
Topic: Incorporation of Environmental, Social, and Governance Factors in Credit Analysis					
CB	Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis	Discussion and Analysis	N/A	FN-CB-410a.2	Refer to: – QNB Group Sustainability Report 2023: 3.2 Risk and opportunity management in sustainable finance
Topic: Financed Emissions					
CB	Absolute gross financed emissions, disaggregated by scope 1	Quantitative	Metric tons (t) CO ₂ -e	FN-CB-410b.1	Planned to be disclosed in 2024, pending internal approvals
CB	Absolute gross financed emissions, disaggregated by scope 2	Quantitative	Metric tons (t) CO ₂ -e	FN-CB-410b.1	
CB	Absolute gross financed emissions, disaggregated by scope 3	Quantitative	Metric tons (t) CO ₂ -e	FN-CB-410b.1	
CB	Gross exposure for each industry by asset class	Quantitative	Reporting currency (000s)	FN-CB-410b.2	
CB	Percentage of the methodology used to calculate financed emissions	Quantitative	Percentage	FN-CB-410b.3	
CB	Description of the methodology used to calculate financed emissions	Discussion and Analysis	N/A	FN-CB-410b.4	

6.5 SASB index for commercial banks (Continued)

Industry	Accounting metric	Category	Unit of measure	Code	2023
Topic: Business Ethics					
CB	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	Quantitative	Reporting currency	FN-CB-510a.1	Refer to: – QNB Group Sustainability Report 2023: 3.5 Data security and privacy, 2.1 Governance, compliance and risk management – QNB Group Annual Report 2023: Operational Risk and Cybersecurity, p. 74-79
CB	Description of whistleblower policies and procedures	Discussion and Analysis	N/A	FN-CB-510a.2	Refer to: – QNB Group Sustainability Report 2023: 2.1 Governance, compliance and risk management – QNB Group Annual Report 2023: Corporate Governance, p. 88
Topic: Systemic Risk Management					
CB	Global Systemically Important Bank (G-SIB) score, by category	Quantitative	Basis points (bps)	FN-CB-550a.1	Not applicable
CB	Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	Discussion and Analysis	N/A	FN-CB-550a.2	Refer to: – QNB Group Annual Report 2023: Strategic Risk, p. 72-73
Activity Metrics					
CB	Number of checking and savings accounts by segment: (a) personal (b) small business	Quantitative	Number	FN-CB-000.A	18,334,876
CB	Value of checking and savings accounts by segment: (a) personal (b) small business	Quantitative	Reporting currency (000s)	FN-CB-000.A	21,366,091
CB	Number of loans by segment: (a) personal (b) small business (c) corporate	Quantitative	Number	FN-CB-000.B	12,784,958
CB	Value of loans by segment: (a) personal (b) small business (c) corporate	Quantitative	Reporting currency (000s)	FN-CB-000.B	852,987,250

6.6 SFDR¹ index

QNB is committed to supporting its global investors in complying with the Sustainable Finance Disclosure Regulation by guiding them through the respective set of performances and KPIs along the SFDR reporting structure outlined in the following overview.

Adverse sustainability indicator		Reference
MANDATORY CLIMATE AND OTHER ENVIRONMENT-RELATED INDICATORS		
Greenhouse gas emissions	1. Scope 1 GHG emissions	6.1 QNB sustainability performance summary, p. 89
	Scope 2 GHG emissions	6.1 QNB sustainability performance summary, p. 89
	Scope 3 GHG emissions	6.1 QNB sustainability performance summary, p. 89
	Total GHG emissions	6.1 QNB sustainability performance summary, p. 89
	2. Carbon footprint	Not applicable
	3. GHG intensity of investee companies	GHG emissions: see 1. above Revenue: see QNB Group Annual Report 2023
	4. Exposure to companies active in the fossil fuel sector	Not applicable, QNB Group NACE code: 64.19
	5. Share of non-renewable energy consumption and production	a) Consumption a) 6.1 QNB sustainability performance summary, p. 89 b) Production b) Not applicable
	6. Energy consumption intensity per high impact climate sector	Not applicable, QNB Group NACE code: 64.19
Biodiversity	7. Activities negatively affecting biodiversity-sensitive areas	Not applicable, QNB Group NACE code: 64.19
Water	8. Pollution to water	Not applicable, QNB Group NACE code: 64.19
Waste	9. Hazardous waste ratio	Not applicable, QNB Group NACE code: 64.19

Adverse sustainability indicator		Reference
MANDATORY INDICATORS FOR SOCIAL AND EMPLOYEE, RESPECT FOR HUMAN RIGHTS, ANTI-CORRUPTION AND ANTI-BRIBERY MATTERS		
Social and employee matters	10. Non-respect of OECD Guidelines for Multinational Enterprises or the UN Guiding Principles including the principles and rights set out in the eight fundamental conventions identified in the ILO Declaration and the International Bill of Human Rights	No violations
	11. Unadjusted gender pay gap between female and male employees	6.1 QNB sustainability performance summary, p. 88
	12. Management and supervisory board gender diversity	4.2 Diversity and inclusion, p. 68
	13. Amount of accumulated earnings in non-cooperative tax jurisdictions applying to investee companies where the total consolidated revenue on their balance sheet date for each of the last two consecutive financial years exceeds a total of EUR 750 M	As at 31/12/2023, Türkiye is part of Annex II of EU list of non-cooperative jurisdictions for tax purposes
	14. Exposure to controversial weapons	Not applicable, QNB Group NACE code: 64.19
	15. Exposure to companies involved in the cultivation and production of tobacco	Not applicable, QNB Group NACE code: 64.19
	16. Share of employees of investee companies earning less than the adequate wage	QNB Group workforce are paid an adequate wage and comply with wage requirements as per local labour laws across jurisdictions where we operate

¹Final Report on draft Regulatory Technical Standards, JC 2023 55, 4 December 2023.

6.6 SFDR index (Continued)

Adverse sustainability indicator			Reference
ADDITIONAL CLIMATE AND OTHER ENVIRONMENT-RELATED INDICATORS			
Emissions	1. Emissions of inorganic pollutants		Not applicable
	2. Emissions of air pollutants		Not applicable (GHG emissions: see 1 above)
	3. Emissions of ozone-depleting substances		Not applicable
	4. Investments in companies without carbon emission reduction initiatives		4.3 Environmental impact, p. 69-73
Energy performance	5. Breakdown of energy consumption by type of non-renewable sources of energy		6.1 QNB sustainability performance summary, p. 89
Water, waste and material emissions	6. Water usage and recycling	a) Amount of water consumed (in cubic meters)	a) 6.1 QNB sustainability performance summary, p. 89
		b) Percentage of water recycled and reused	b) Not applicable
	7. Investments in companies without water management policies		Not applicable
	8. Exposure to areas of high water stress		1.1 About this report, p. 6
	9. Investments in companies producing pesticides and other agrochemical products		Not applicable
	10. Land degradation, desertification, soil sealing		Not applicable
	11. Investments in companies without sustainable land/ agriculture practices or policies		Not applicable
	12. Investments in companies without sustainable oceans/ seas practices or policies		Not applicable
	13. Non-recycled waste ratio		6.1 QNB sustainability performance summary, p. 89
	14. Radioactive waste ratio		Not applicable
	15. Natural species and protected areas	a) Operations affect threatened species	a) Not applicable
		b) Companies without a biodiversity protection policy covering operational sites owned, leased, managed in, or adjacent to, a protected area or an area of high biodiversity value outside protected areas	b) Not applicable
	16. Deforestation		Not applicable

Adverse sustainability indicator		Reference
Green securities	17. Share of corporate debt securities not issued under Union legislation on environmentally sustainable bonds	Not applicable
ADDITIONAL INDICATORS FOR SOCIAL AND EMPLOYEE, RESPECT FOR HUMAN RIGHTS, ANTI-CORRUPTION AND ANTI-BRIBERY MATTERS		
Social and employee matters	1. Investments in companies without workplace accident prevention policies or management systems	4.1 Employee value proposition, p. 67 (ISO 45001)
	2. Rate of recordable work-related injuries	6.4 QSE ESG performance metrics, p. 98
	3. Number of days lost to work-related injuries, accidents, ill health and fatalities	6.4 QSE ESG performance metrics, p. 98
	4. Low coverage of collective bargaining agreements	6.1 QNB sustainability performance summary, p. 88
	5. Lack of a supplier code of conduct	4.4 Responsible procurement and supply chain, p. 74-75 Third Party Supplier Code of Conduct
	6. Lack of grievance/complaints handling mechanism related to employee matters	4.1 Employee value proposition, p. 67
	7. Insufficient whistleblower protection	2.1 Governance, compliance and risk management, p. 15-16
	8. Incidents of discrimination and incidents of discrimination related to any type of discrimination leading to monetary and non-monetary sanctions in investee companies	a) 6.1 QNB sustainability performance summary, p. 88
		b) 6.1 QNB sustainability performance summary, p. 88
	9. Excessive CEO pay ratio	6.1 QNB sustainability performance summary, p. 84
	10. Excessive use of non-guaranteed-hour employees in investee companies	6.1 QNB sustainability performance summary, p. 85-86
	11. Excessive use of temporary contract employees in investee companies	6.1 QNB sustainability performance summary, p. 85-86
	12. Excessive use of non-employee workers in investee companies	6.1 QNB sustainability performance summary, p. 85-86
13. Insufficient employment of persons with disabilities within the workforce	QNB Group is an inclusive employer, disability data is not reported	

6.6 SFDR index (Continued)

Adverse sustainability indicator		Reference
Human Rights	14. Lack of processes and compliance mechanisms to monitor compliance with OECD Guidelines for Multinational Enterprises or the UN Guiding principles including the principles and rights set out in the eight fundamental conventions identified in the ILO Declaration and the International Bill of Human Rights	2.7 External commitments, p. 25 3.2 Risk and opportunity management in sustainable finance, p. 35 4.2 Diversity and inclusion, p. 68 4.4 Responsible procurement and supply chain, p. 74-75
	15. Lack of human rights policies	2.7 External commitments, p. 25 3.2 Risk and opportunity management in sustainable finance, p. 35 4.2 Diversity and inclusion, p. 68 6.4 QSE ESG performance metrics, p. 98
	16. Lack of processes and measures for preventing trafficking in human beings	3.2 Risk and opportunity management in sustainable finance, p. 35 Annual Modern Slavery and Human Trafficking Transparency Statement 4.4 Responsible procurement and supply chain, p. 74-75
	17. Operations and suppliers using workforce qualifying as child labour	Not applicable – QNB Group explicitly prohibits child labour in its operation and third party relationships
	18. Operations and suppliers at significant risk of forced or compulsory labour	4.4 Responsible procurement and supply chain, p. 74-75
	19. Number of identified cases of severe human rights issues and incidents	4.4 Responsible procurement and supply chain, p. 74-75
	20. Lack of remediation mechanism for affected communities relating to the operations of the investee companies	4.1 Employee value proposition, p. 67 3.4 Responsible engagement, p. 56
	21. Lack of remediation handling mechanism for consumers/ end-users of the investee company	3.4 Responsible engagement, p. 56

Adverse sustainability indicator		Reference
Anti-corruption and anti-bribery	22. Lack of anti-corruption and anti-bribery policies	2.0 Relevant policies, frameworks and accolades, p. 13 6.4 QSE ESG performance metrics, p. 98
	23. Lack of action taken to address breaches of standards of anti-corruption and anti-bribery	6.1 QNB sustainability performance summary, p. 84
	24. Convictions and fines for violation of anti-corruption and anti-bribery laws	6.1 QNB sustainability performance summary, p. 84

6.7 QNB calculation methodology

KPI	Unit of measurement	Boundaries	Calculation	Source
Female employment rate (%)	Percentage (%)	<p>The scope of the KPI covers Qatar, our international branches including QNB Suisse and major subsidiaries: QNB Finansbank (Türkiye), QNB ALAHLI (Egypt), QNB Indonesia, and QNB Tunisia.</p> <p>The calculation of this KPI is based on headcount as at 31 December 2023.</p> <p>Female employees refers to both full time and part time as well as permanent and temporary employees. Total employees refers to both full time and part time as well as permanent and temporary employees.</p>	<p>Total number of female employees/ total number of employees</p> <p>No estimations or assumptions have been made</p>	Employee and gender data for each of the in-scope entities was sourced from the respective Human Resource (HR) Management Information Systems (MIS)
Female Board members in the subsidiaries (%)	Percentage (%)	<p>The scope of this KPI covers QNB Finansbank (Türkiye), QNB ALAHLI (Egypt), QNB Indonesia, QNB Tunisia and QNB Suisse.</p> <p>The calculation of this KPI is based on headcount as at 31 December 2023.</p>	<p>Total number of female Board members in subsidiaries divided by total number of Board members in subsidiaries</p> <p>No estimations or assumptions have been made</p>	The data was sourced from QNB Group Overseas Subsidiaries Factbook, International Business Division, Q4-2023 and from the regulatory approvals of female Board members for each country under scope

6.7 QNB calculation methodology (Continued)

KPI	Category	Definition	Unit of measurement	Boundaries	Activity data	Calculation and source
Scope 1 GHG emissions	Stationary combustion	Emissions related to natural gas combustion within generators/boilers	tCO ₂ e	The scope of the KPI covers: <ul style="list-style-type: none"> – QNB Finansbank (Türkiye) – QNB ALAHLI (Egypt) – QNB Indonesia – QNB Tunisia – QNB Qatar and international branches¹ 	<p>Türkiye – gas consumption for Head Office buildings (in m³) is received directly from supplier invoices. Gas consumption for branches (in m³) is calculated according to the monthly invoice payment amounts divided by the unit price of natural gas in the relevant month. Unit prices are obtained from Energy Market Regulatory Authority of the Republic of Türkiye website.</p> <p>Tunisia – gas consumption (in m³) is calculated by taking the amount paid from the supplier invoices divided by the non-residential price of m³, defined by STEG (Societe Tunisienne del Electricitee et du Gaz).</p> <p>Egypt, Qatar, Indonesia – no consumption of natural gas.</p>	<p>Total natural gas consumption in m³ * conversion factor for natural gas (kgCO₂e/m³)/ 1000</p> <p>Conversion factor: www.gov.uk</p>
	Stationary combustion	Emissions related to diesel consumption within generators	tCO ₂ e	The scope of the KPI covers: <ul style="list-style-type: none"> – QNB Finansbank (Türkiye) – QNB ALAHLI (Egypt) – QNB Indonesia – QNB Tunisia – QNB Qatar and international branches¹ 	<p>Türkiye – diesel consumption (in litres) is calculated by dividing the total cost for diesel as extracted from the finance system with a unit price per litre, as found in the energy market regulatory website.</p> <p>Egypt – diesel consumption (in litres) for generators in the branches is based on data received for a sample of generators (total amount paid to the vendor based on the receipt, divided by unit price from the finance system). Then, the data is extrapolated to all generators, based on their capacity.</p> <p>Indonesia – data is collected based on the schedule of warming up the generator system and generator preventive maintenance schedule. Calculation is using assumption for generator as recommended by the government: www.interjaya.com</p> <p>Tunisia – data is collected based on invoices received from the supplier and estimated diesel consumption of the generators (in litres).</p> <p>Qatar – diesel consumption (in litres) is calculated based on generator's specifications regarding diesel consumption rate at a given period of running time. The total consumption is estimated based on the generator's time of operation.</p>	<p>Total diesel consumption in litres * conversion factor for diesel stationary combustion (kgCO₂e/L)/ 1000</p> <p>Conversion factor: www.gov.uk</p>
	Mobile combustion	Emissions related to diesel consumption within company cars	tCO ₂ e	The scope of the KPI covers: <ul style="list-style-type: none"> – QNB Finansbank (Türkiye) – QNB ALAHLI (Egypt) – QNB Indonesia – QNB Tunisia – QNB Qatar and international branches¹ 	<p>Türkiye – diesel consumption (in litres) is based on total spend on fuel as extracted from the internal logs of the supplier. These logs include fuel consumption and the cost of fuel per litre in each location. The unit price for every vehicle fuel purchasing in every location in Türkiye is determined by the supplier.</p> <p>Tunisia – diesel consumption (in litres) is received directly from supplier invoices.</p> <p>Qatar – diesel consumption (in litres) is based on invoices from the fuel providers, their corresponding rate and quantities.</p> <p>Egypt, Indonesia – no diesel consumption for company cars.</p>	<p>Total diesel consumption in litres * conversion factor for diesel stationary combustion (kgCO₂e/L)/ 1000</p> <p>Conversion factor: www.gov.uk</p>
	Mobile combustion	Emissions related to petrol combustion within company cars	tCO ₂ e	The scope of the KPI covers: <ul style="list-style-type: none"> – QNB Finansbank (Türkiye) – QNB ALAHLI (Egypt) – QNB Indonesia – QNB Tunisia – QNB Qatar and international branches¹ 	<p>Türkiye – petrol consumption (in litres) is based on total spend on fuel as extracted from the internal logs of the supplier, which include fuel consumption and the cost of fuel per litre in each location. The unit price for every vehicle fuel purchasing in every location in Türkiye is determined by the supplier.</p> <p>Egypt – the total cost, petrol type, unit price and the total amount paid per trip is extracted from the supplier system. The consumption (in litres) is based on the total amount paid for the whole year divided by an average petrol rate per litre.</p> <p>Indonesia – for Head Office (HO) cars, petrol consumption (in litres) is based on fuel invoices to calculate total fuel usage by dividing total fuel payment with the current fuel price per litre. To arrive at the total petrol consumption, the invoices of the HO cars are used to estimate the average price per car, which is then divided by a fixed price to arrive at the average consumption per car. Then this is applied to an average number of corporate cars during the year (HO and branch cars).</p> <p>Tunisia – petrol consumption (in litres) is received directly from supplier invoices.</p> <p>Qatar – petrol consumption (in litres) is based on invoices from the fuel providers, their corresponding rates and quantities.</p>	<p>Total petrol consumption in litres * conversion factor for petrol vehicle (kgCO₂e/L)/ 1000</p> <p>Conversion factor: www.gov.uk</p>

¹International branches include: China, France, India, Kuwait, Lebanon, Oman, South Sudan, Singapore, Switzerland, UK, Vietnam, Yemen.

6.7 QNB calculation methodology (Continued)

KPI	Category	Definition	Unit of measurement	Boundaries	Activity data	Calculation and source
Scope 2 GHG emissions	Purchased electricity	Emissions related to purchased electricity for own use	tCO ₂ e	The scope of the KPI covers: <ul style="list-style-type: none"> – QNB Finansbank (Türkiye) – QNB ALAHLI (Egypt) – QNB Indonesia – QNB Tunisia – QNB Qatar and international branches¹ 	<p>Türkiye – for the General Management buildings, electricity consumption (in kWh) is based on invoices received directly from the supplier. For branches, there are four different unit prices depending on the area and size of branch. The tariffs have been defined by the Energy Market Regulatory Authority of the Republic of Türkiye and are specified on the invoices. For ATMs, there are two unit prices depending on the location. To arrive at the total electricity consumption (in kWh), the total paid invoices report is extracted by the finance department, and the unit prices are applied to each branch/ ATM as defined above to get the respective kWh consumption for each branch/ ATM.</p> <p>Egypt – electricity consumption (in kWh) is calculated using the total cost paid, extracted from the finance system, divided by the price per kWh (unit price). Unit price is calculated using a sample of invoices from 11 branches representing all geographical regions to arrive at an average unit price.</p> <p>Indonesia – electricity consumption (in kWh) is based on invoices received directly from the supplier. The total cost is based on an extract from the finance system, including all electricity invoices paid, using a standardised prices per kWh from the vendor's website.</p> <p>Tunisia – for selected buildings and branches, electricity consumption (in kWh) is based on invoices received directly from the supplier. For the remaining buildings and branches, electricity consumption (in kWh) is based on the total amount paid through direct debits, which is extracted from finance system, divided by the price per kWh (unit price). The price per kWh is calculated using the invoices received directly from the supplier and dividing the total amount paid by the total kWh consumption for all invoices.</p> <p>Qatar – electricity consumption (in kWh) is based on site meter readings and invoices received directly from the supplier. Both readings are used to compare and confirm the actual electricity consumption for each month.</p>	<p>Total electricity consumption in kWh * conversion factor for electricity grid for the country (kgCO₂e kWh)/ 1000</p> <p>Conversion factors:</p> <ul style="list-style-type: none"> – Qatar: www.statista.com – International branches: Ecoinvent database – Egypt: EgyptEra “Egyptian Electric Utility and Consumer Protection” – Türkiye: IEA database www.iea.org – Indonesia: www.statista.com – Tunisia: ANME (National Agency of Energy Management) Report 2014 Edition

¹International branches include: China, France, India, Kuwait, Lebanon, Oman, South Sudan, Singapore, Switzerland, UK, Vietnam, Yemen.

6.8 Abbreviations

ABC	Anti-Bribery and Corruption
AI	Artificial Intelligence
AML	Anti-Money Laundering
API	Application Programming Interface
ATM	Automated Teller Machine
BAU	Business as Usual
BCM	Business Continuity Management
BOD	Board of Directors
Capex	Capital Expenditure
CBE	Central Bank of Egypt
CBI	Climate Bonds Initiative
CCHP	Combined Cooling, Heat and Power Plant
CDP	Carbon Disclosure Project
COI	Conflict of Interest
COP	Communication on Progress (as part of UNGC commitment)
COP28	Conference of the Parties 28
CRS	Common Reporting Standard
CSR	Corporate Social Responsibility
CTF	Counter-Terrorist Financing
DC	Direct Current
DPO	Data Protection Officer
DTME	Deloitte & Touche Middle East
E&S	Environmental and Social
EBRD	European Bank for Reconstruction and Development
EES	Employee Engagement Survey
EGP	Egyptian Pound
EIA	Environmental Impact Assessment
EMS	Environmental Management System
ESG	Environmental, Social and Governance
ESRA	Environmental and Social Risk Assessment
ESRM	Environmental and Social Risk Management
EU	European Union
EUR	Euro
FATCA	Foreign Account Tax Compliance Act
GARP	Global Association of Risk Professionals
GBACC	Group Board Audit and Compliance Committee
GBNRGPC	Group Board Nomination, Remuneration, Governance and Policies Committee

GBP	Green Bond Principles
GCEO	Group Chief Executive Officer
GCRO	Group Chief Risk Officer
GCSC	Group Cybersecurity Committee
GDPR	General Data Protection Regulation
GEI	Gender Equality Index
GHG	Greenhouse Gases
GJ	Gigajoule
GLP	Green Loan Principles
GRI	Global Reporting Initiative
GSAS	Global Sustainability Assessment System
GSC	Group Strategy Committee
GSSB	Green, Social and Sustainability Bond
H.E.	His/ Her Excellency
HR	Human Resources
ICAO	International Civil Aviation Organisation
ICC	International Chamber of Commerce
ICMA	International Capital Market Association
ICO	Information Commissioners Office
IEA	International Energy Agency
IFC	International Finance Corporation
ILO	International Labour Organisation
IPPs	Independent Power Producers
I-RECs	International Renewal Energy Certificates
ISAE	International Standard on Assurance Engagements
ISMS	Information Security Management System
ISO	International Organisation for Standardization
IT	Information Technology
ITM	Integrated Teller Machine
KOSGEB	SME Development Organisation
KPI	Key Performance Indicators
kWh	Kilowatt Hour
LDP	Leadership Development Programme
LMA	Loan Market Association
MCE	Management Centre Europe
MDP	Management Development Programme
MEA	Middle East and Africa
MEASEA	Middle East, Africa and Southeast Asia

MEED	Middle East Economic Digest
MENA	Middle East and North Africa
MoECC	Ministry of Environment and Climate Change
MoU	Memorandum of Understanding
MSCI	Morgan Stanley Capital International
NCCAP	National Climate Change Action Plan
NDC	Nationally Determined Contribution
NFC	Near-Field Communication
NGFS	Network for Greening the Financial System
NGOs	Non-Governmental Organisations
NPAC	New Product Approval Committee
NPAP	New Product Approval Process
NPS	Net Promoter Score
OMM	Ooredoo Mobile Money
PCAF	Partnership for Carbon Accounting Financials
PEP	Personal Effectiveness Programme
PO	Purchase Order
POS	Point of Sale
PPLR	Product Post Lunch Review
PSD2	Payment Services Directive
PSG	Paris Saint German
PSP	Payment Service Providers
Q.P.S.C.	Qatari Public Shareholding Company
QAR	Qatari Riyal
QCB	Qatar Central Bank
QDB	Qatar Development Bank
QFBA	Qatar Finance and Business Academy
QFMA	Qatar Financial Markets Authority
OHS	Occupational Health and Safety
QMS	Quality Management System
QNE	Qatar National Environment and Climate Change Strategy
QNV	Qatar National Vision
QR	Quick Response
QSE	Qatar Stock Exchange
R&D	Research and Development
RFP	Request for Proposal
RM _s	Relationship Managers
SASB	Sustainability Accounting Standards Board

SBG	Sustainability Bond Guidelines
SBP	Social Bond Principles
SCR	Sustainability and Climate Risk
SDP	Supervisory Development Programme
SFC	Sustainable Finance Committee
SFDR	Sustainable Finance Disclosure Regulation
SFPF	Sustainable Finance and Product Framework
SGD	Singaporean Dollar
SLBP	Sustainability-Linked Bond Principles
SLLP	Sustainability-Linked Loan Principles
SLP	Social Loan Principles
SME	Small and Medium Enterprises
SoQ	State of Qatar
SPO	Second Party Opinion
SPTs	Sustainable Performance Targets
T, L&D	Training, Learning and Development
TCFD	Task Force on Climate-related Financial Disclosures
tCO ₂ e	Tonnes of Carbon Dioxide Equivalent
TOBB	Turkish Organisation of Business Executives
TPRM	Third Party Risk Management
TPSCC	Third Party Supplier Code of Conduct
TRY	Turkish Lira
UNEP FI	UN Environment Programme Finance Initiative
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFCCC	United Nations Framework Convention on Climate Change
UNGC	United Nations Global Compact
UNGP	United Nations Guiding Principles on Business and Human Rights
UNPRB	United Nations Principles for Responsible Banking
UNSDGs	United Nations Sustainable Development Goals
UoP	Use of Proceeds
USD	United States Dollar
VWWA	Vendor Worker Welfare Assessment
WEP	Women’s Empowerment Principles
WPS	Wage Protection System

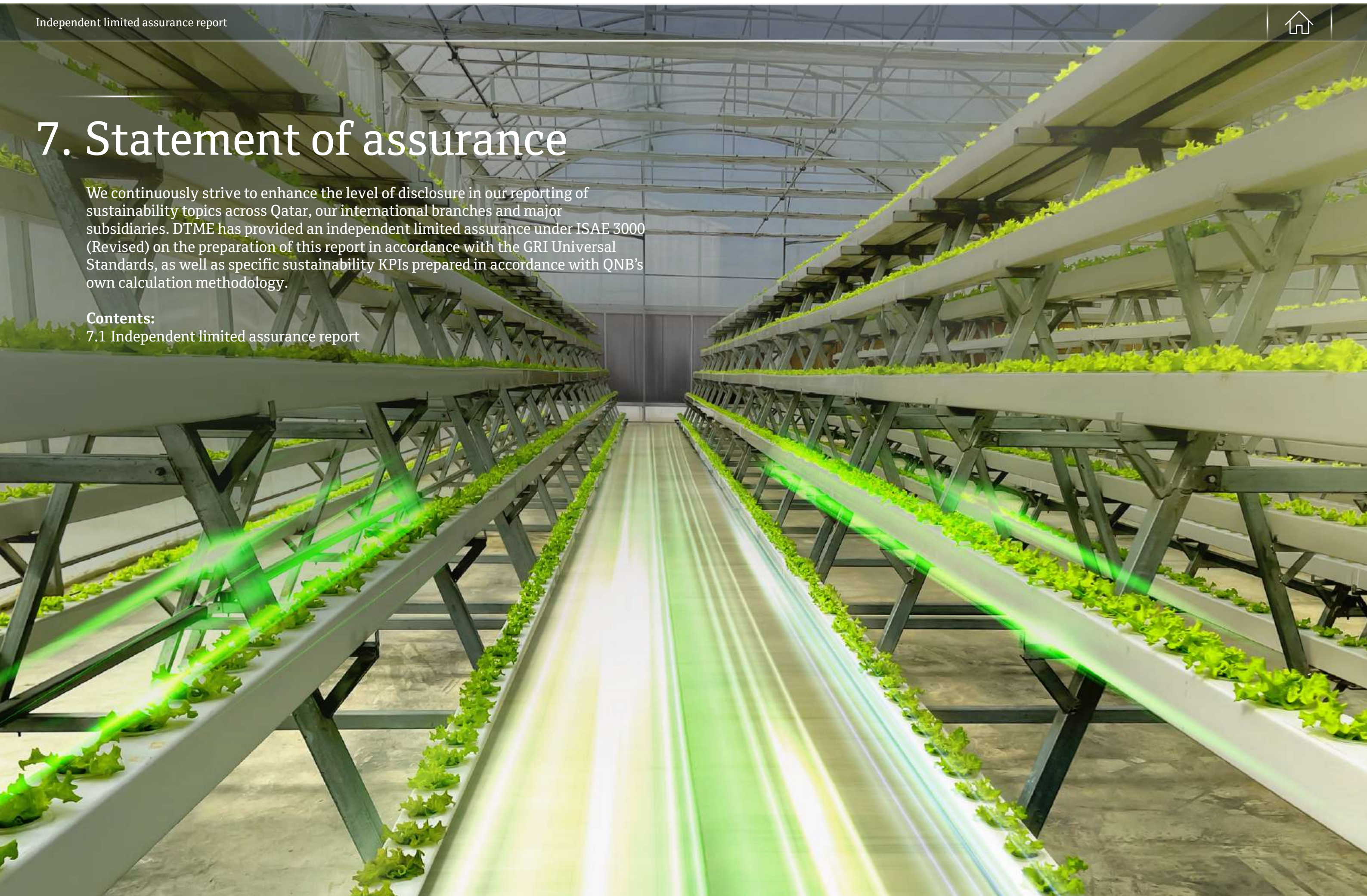


7. Statement of assurance

We continuously strive to enhance the level of disclosure in our reporting of sustainability topics across Qatar, our international branches and major subsidiaries. DTME has provided an independent limited assurance under ISAE 3000 (Revised) on the preparation of this report in accordance with the GRI Universal Standards, as well as specific sustainability KPIs prepared in accordance with QNB's own calculation methodology.

Contents:

7.1 Independent limited assurance report



7.1 Independent limited assurance report



Independent limited assurance report to Qatar National Bank (Q.P.S.C) (“QNB”) on the preparation of the QNB Group’s Sustainability Report 2023 (the “Report”) for the year ended 31 December 2023, in accordance with the Global Reporting Initiative Standards 2021 (the “GRI”); and on the preparation of selected sustainability performance indicators (“KPIs”) presented within the Report, in accordance with the QNB Calculation Methodology.

What we looked at: scope of our assurance work

QNB has engaged Deloitte to perform limited assurance procedures on the following selected sustainability information (“Subject Matter”) reported in the QNB Group’s Sustainability Report 2023.

Subject Matter:

- > QNB’s declaration of preparing the Report in accordance with the GRI;
- > QNB’s reported performance during the given reporting period for the preparation of selected KPIs as presented in the table below:

KPI	Assured Figure for the year ended 31 December 2023	Report page
Female employment rate	48%	11, 68, 88
Percentage of female Board members in the subsidiaries	20%	11, 68
GHG Scope 1 emissions	11,100 tCO ₂ e	69, 89
GHG Scope 2 emissions	51,971 tCO ₂ e	69, 89

Applicable Criteria

QNB’s declaration of preparing the Report in accordance with the GRI has been assessed against the reporting criteria presented in the GRI (Section 3, GRI 1:Foundation 2021); and the selected KPIs have been assessed against the Basis of Reporting shown in Section 6.7 – pages 104 to 106 of the Report (“QNB calculation methodology”), collectively the “Applicable Criteria”.

What standards we used: basis of our work, criteria used and level of assurance

We carried out limited assurance procedures over QNB’s selected Subject Matter in accordance with the International Standard on Assurance Engagements 3000 (Revised) “Assurance Engagements other than Audits or Reviews of Historical Financial Information” (“ISAE 3000”) and with the International Standard on Assurance Engagements 3410 “Assurance Engagements on Greenhouse Gas

Statements” (“ISAE 3410”). To achieve limited assurance, ISAE 3000 and ISAE 3410 requires that we review the processes, systems and competencies used to compile the Report, on which we provide limited assurance. It does not include detailed testing for each of the KPI reported, or of the operating effectiveness of processes and internal controls.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Consequently, our conclusion is not expressed as an audit opinion.

What we did: key limited assurance procedures

To form our conclusion, we undertook the following procedures:

- > Interviewed Management and those with operational responsibility for the development of the Report to assess the application of the GRI in the preparation of the document;
- > Understood, analysed and assessed the key structures, processes, procedures and controls relating to the preparation of the Report;

- > Evaluated whether the management approach for the material sustainability issues presented in the Report are consistent with our overall knowledge and experience of sustainability management and performance at QNB;
- > Assessed the completeness and accuracy of the GRI content index with respect to the GRI requirements, including the review of the reasons for omission;
- > Compared the content of the Report against the findings of the aforementioned procedures;
- > Understood the roles and responsibilities of the preparation, governance and oversight arrangements of the selected sustainability KPIs and assessed their preparation against the Basis of Reporting included in the Report;
- > Performed enquiries with Management to understand how the Basis of Reporting has been applied in the preparation of the selected sustainability KPIs;
- > Assessed the computation of the Basis of Reporting against market practice;
- > Reviewed and evaluated the Basis of Reporting for measurement and reporting for the selected sustainability KPIs against the actual calculations performed by QNB to support the selected sustainability KPIs disclosed in the Report; and,
- > Agreed the selected sustainability KPIs to QNB’s internal calculations and supporting documentation.



7.1 Independent limited assurance report (Continued)



Inherent Limitations

The process an organisation adopts to define, gather, and report information on its non-financial performance is not subject to the formal processes adopted for financial reporting. Therefore, data of this nature is subject to variations in definitions, collection, and reporting methodology, often with no consistent, accepted external standard. This may result in non-comparable information between organisations and from year to year within an organisation as methodologies develop. To support clarity in this process, QNB has developed a Basis of Reporting for the year 2023, which defines the scope of the assured metrics and the method of calculation. This is available in Section 6.7 – pages 104 to 106 of the Report and should be read together with this report.

In relation to our work performed on the Subject Matter, we note the following specific limitations:

- > Our assurance procedures did not include detailed testing of IT controls of the underlying systems used by QNB to collate and report data for the selected metrics.
- > With the exception of the selected KPIs shown in the table above, our testing did not include assurance of, or detailed testing of the underlying data for each of the KPI reported, or of published assertions. As such, our work does not involve procedures to verify the accuracy of the performance data or assertions published.

Our Independence and Quality Control

In carrying out our work, we have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA Code), which are founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour and the ethical requirements that are relevant in Qatar. We have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

In performing our work, we applied International Standard on Quality Management (“ISQM”) 1 and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Roles and responsibilities

QNB:

QNB's Group Sustainability Team (as part of Group Strategy) is responsible for the preparation of the Report in accordance with the GRI and for the calculation of the selected sustainability KPIs in accordance with the QNB

Calculation Methodology. Specifically, QNB is responsible for determining sustainability objectives in relation to the sustainability performance, identifying stakeholder groups and determining material topics to be included in the Report, ensuring that the information provided under the selected sustainability KPIs is properly prepared in accordance with the QNB Calculation Methodology and confirming the measurement or evaluation of the Subject Matter against the Applicable Criteria. Management is also responsible for establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.

Deloitte:

Our responsibility is to provide a limited level of assurance on the subject matter as defined within the scope of work above to QNB in accordance with our letter of engagement, and report thereon. In conducting our limited assurance engagement, we have complied with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA Code).

Our work has been undertaken so that we might state to QNB those matters we are required to state to them in this limited assurance report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than QNB for our work, for this report, or for the conclusion we have formed.

Conclusions

Based on our limited assurance procedures performed and evidence obtained, subject to the limitations mentioned above:

- > nothing has come to our attention that causes us to believe that the Report for the year ended 31 December 2023 has not been prepared, in all material respects, in accordance with the GRI; and
- > nothing has come to our attention that causes us to believe that the selected sustainability KPIs for the year ended 31 December 2023, have not been prepared, in all material respects, in accordance with the QNB Calculation Methodology, as appropriate.

For and on behalf of Deloitte & Touché (M.E.), Qatar Branch



Walid Slim

Partner
License No. 319
QFMA Auditor License No. 120156
Doha – Qatar
18th of March 2024

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