



## SUSTAINABILITY REPORT

# 2019

THERE'S SO MUCH  
TO LOOK FORWARD TO



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



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

# CONTENTS

<b>06</b> <b>INTRODUCTION</b>	<b>08</b> <b>MESSAGE FROM THE CHIEF EXECUTIVE OFFICER</b>	<b>23</b> <b>SUSTAINABILITY STRATEGY &amp; FRAMEWORK</b>
<b>07</b> <b>DOHA BANK AWARDS</b>	<b>09</b> <b>DOHA BANK PROFILE</b>	<b>34</b> <b>COMMITTED TO OUR CUSTOMERS</b>
	<b>10</b> <b>MANAGEMENT STRUCTURE, DIVISIONAL PRODUCTS AND SERVICES (as at 31<sup>st</sup> December 2019)</b>	<b>40</b> <b>COMMITTED TO THE ENVIRONMENT</b>



42

**COMMITTED TO  
OUR EMPLOYEES**

54

**APPENDIX A: REPORT  
PARAMETERS**

66

**APPENDIX D:  
SUSTAINABILITY  
POLICY**

47

**COMMITTED  
TO OUR  
SHAREHOLDERS**

55

**APPENDIX B: GRI  
G4 CONTENT INDEX**

67

**Qatar Stock  
Exchange/ QSE ESG  
Reporting**

50

**COMMITTED TO  
OUR COMMUNITY**

64

**APPENDIX C:  
ACRONYMS**

53

**COMMITTED TO  
OUR SUPPLIERS**

# INTRODUCTION

Doha Bank is delighted to present its 2019 Sustainability Report encompassing the sustainability agenda for the future in continuation of its transformational activities, which the institution has been building over the years.

Governance, transparency and stakeholder engagement continues to be Doha Bank's fundamental pillars of its operating culture; disclosures by way of sustainability reporting is a part of that overall approach.

Doha Bank has implemented the GRI principles of comparability in how it is presenting its data. The report is prepared through the GRI G4 guidelines, 'in accordance' option Core. GRI Content Index indicates where and how Doha Bank has met GRI 'in accordance' option Core.

This report updates Doha Bank's key performance against its sustainability framework for calendar year 2019. It also provides data on specific targets in the sustainability plan which are constantly shared by the Management team for feedback and guidance. Doha Bank's 2019 Sustainability review covers Doha Bank's operation in the Qatari market, unless otherwise stated. Doha Bank has operational control for the financial year commencing on 1st January 2019 to 31st December 2019. Where data permits, historic trends have also been presented and comparative analysis has been conducted.

Monetary amounts in this document are reported in Qatari Riyals (QAR), unless otherwise stated.

At the current stage, Doha Bank has decided that it is premature to obtain independent assurance for disclosures although it may consider external independent assurance in the future. The company's annual financial statements were however independently audited and assured by its External Auditors - KPMG.

This report will be published on the Bank's corporate website.

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# DOHA BANK AWARDS



**Best Partner Bank**  
Qatar Development Bank  
2019



**Best Talent Acquisition Team**  
LinkedIn  
2019



**The Golden Peacock Global Award**  
for Corporate Governance  
Institute of Directors  
2019



**Qatar Domestic Cash Management**  
Bank of the Year  
Asian Banking & Finance  
2019



**Corporate & Investment**  
Bank of the Year – Qatar  
Asian Banking & Finance  
2019



**Best Customer Services & Alternative**  
Banking Channels  
World Union of Arab Bankers  
2019



**The BIZZ – World Business**  
Leader Award  
World Confederation of Businesses  
2019



**Best Trade Finance Bank in Qatar**  
Global Banking & Finance  
2019



**3G Financial Services Award**  
Global Good Governance  
(3G) Awards  
2019



**US Dollar Payments Straight Through**  
Processing Excellence Award  
Citibank  
2018



**Best Trade Finance Bank in Qatar**  
Global Banking & Finance  
2018



**Best Wholesale Banking**  
Group in Qatar  
Global Banking & Finance  
2018



**Business Excellence Awards**  
Qatar Today  
2018



**The Golden Peacock Global Award**  
for Corporate Governance  
Institute of Directors  
2018



**Best Bank in Capital Position**  
New Age Banking Awards 2018  
2018



**Corporate Excellence Awards 2018's**  
Most Outstanding Business Bank- Qatar  
CV Magazine  
2018



**Qatar Domestic Trade Finance**  
Asian Banking & Finance  
2018



**Doha Bank "QETF" The first**  
Exchange Traded Fund (ETF) in Qatar  
Qatar Stock Exchange  
2018



**Best Arab Customers Services 2018**  
World Union of Arab Bankers  
2018

# MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



Doha Bank began the publication of its annual sustainability disclosure statements from the year 2009. It is important to note that this is the 11th year of measurement and reporting of our sustainability framework and metrics. Doha Bank sustainability reporting is aligned to the GRI G4 Framework and the Qatar Stock Exchange (QSE) ESG reporting methodology. Since 2016, Doha Bank has increased the scope of its reporting to include all required metrics from both GRI and QSE, further evidence of our commitment to the ongoing sustainability journey.

Doha Bank further supports the Ten Principles of the United Nations Global Compact on human rights, labor, environment and anti-corruption. With this communication, we express our intent to implement those principles. We are committed to making the UN Global Compact and its principles part of the strategy, culture and day-to-day operations of our company, and to engaging in collaborative projects which advance the broader development goals of the United Nations, particularly the Sustainable Development Goals.

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

A key factor in our sustainability programme in the short term is therefore to continue to expand internationally beyond our current global footprint of eighteen countries subject to necessary feasibility studies and to build international earnings overall. It has been my privilege to present at international conferences and forums on the necessity of global governance in the delivery of sustainable performance.

Effective and regular engagement with all Doha Bank's stakeholders has earned the Bank several external recognition in Qatar and the region. A few of Doha Bank's external recognitions earned in 2019 are 'Golden Peacock Global Award for Corporate Governance' from the Institute of Directors, 'Corporate & Investment Bank of the Year' from the Asian Banking Finance Group, 'Best Customer Services & Alternative Banking Channels' at the World Union of Arab Bankers, 'Best Trade Finance Bank in Qatar' from Global Banking & Finance and '3G Financial Services Award' from Global Good Governance (3G) Awards.

During the year 2019, Doha Bank initiated various internal programmes

to support the environment, community, staff and other stakeholders. Few of which are listed below:

ECO-Schools Awards recognizing their performance in environmental activities.

An intensive schedule of Knowledge sharing events across the world and attended by large number of customers and key contacts.

Beach Clean-up event in partnership with Qatar's Ministry of Municipality and Environment and Al Wakra Municipality.

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

As part of the Strategy of Doha Bank, we would continue to invest in technology and with a priority focus on digital channels, we expect to further enhance the customer experience across all products and services.

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

**Dr. R. Seetharaman**  
Chief Executive Officer

# DOHA BANK PROFILE

## “THERE’S SO MUCH TO LOOK FORWARD TO....”

Doha Bank Q.P.S.C. (“Doha Bank”) was incorporated in 1979 as a Joint Stock Company under Emiri Decree No.51 of 1978. The Bank is headquartered in Doha, Qatar and is one of the largest banks in the State of Qatar having a dominant position in the GCC banking landscape with 24 state-of-the art branches, 4 e-branches and 3 pay offices. The number of ATMs reached 100 of which there are 91 ATMs and 1 Mobile ATM in Qatar, 3 ATMs in UAE, 2 ATMs in Kuwait and 3 ATMs in India. The Bank has

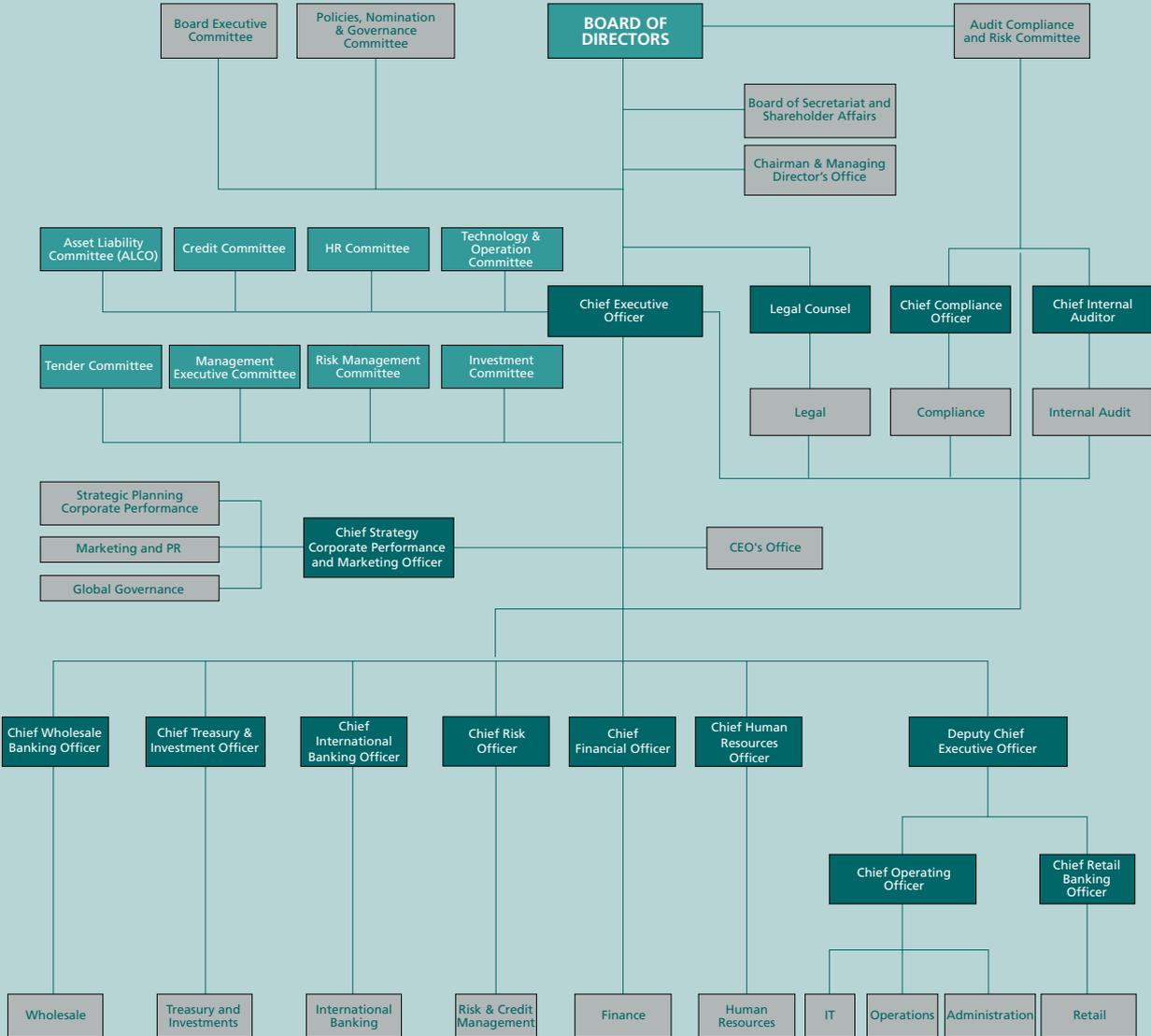
expanded its business overseas with branches in the UAE (Dubai & Abu Dhabi), Kuwait and India (Mumbai, Kochi & Chennai). In addition, the Bank has representative offices in Japan, China, Singapore, Hong Kong, South Africa, South Korea, Australia, Turkey, United Kingdom, Canada, Germany, Bangladesh, Sri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

## GLOBAL PRESENCE WITH A STRONG BANKING EXPERIENCE FROM QATAR TO THE GLOBE



# MANAGEMENT STRUCTURE, DIVISIONAL PRODUCTS AND SERVICES (as at 31st December 2019)

## Organizational Structure as at 31<sup>st</sup> December 2019:



Details on all the business segments, as well as products and services offered to the customers by Doha Bank can be found on its website ([dohabank.qa](http://dohabank.qa)). Details of Doha Bank's entities included in its financial statements can also be located on Doha Bank's website ([dohabank.qa](http://dohabank.qa) - 'Investor Relations' – 'Overview')

# Doha Bank's Vision, Mission & Principles

## VISION



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

## MISSION



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

## GUIDING PRINCIPLES



### Customer Experience

"Place the customer at the core of all we do and deliver a leading omni channel experience"

### Talent Development

"Hire, train and retain best in class talent"

### Cost Reduction

"Optimize cost to improve margin"

### Revenue Enhancement

"Enhance revenue through diversified sources of income"

### Process Reengineering, Digitization and Automation

"Simplify, digitize and automate internal and customer facing processes"

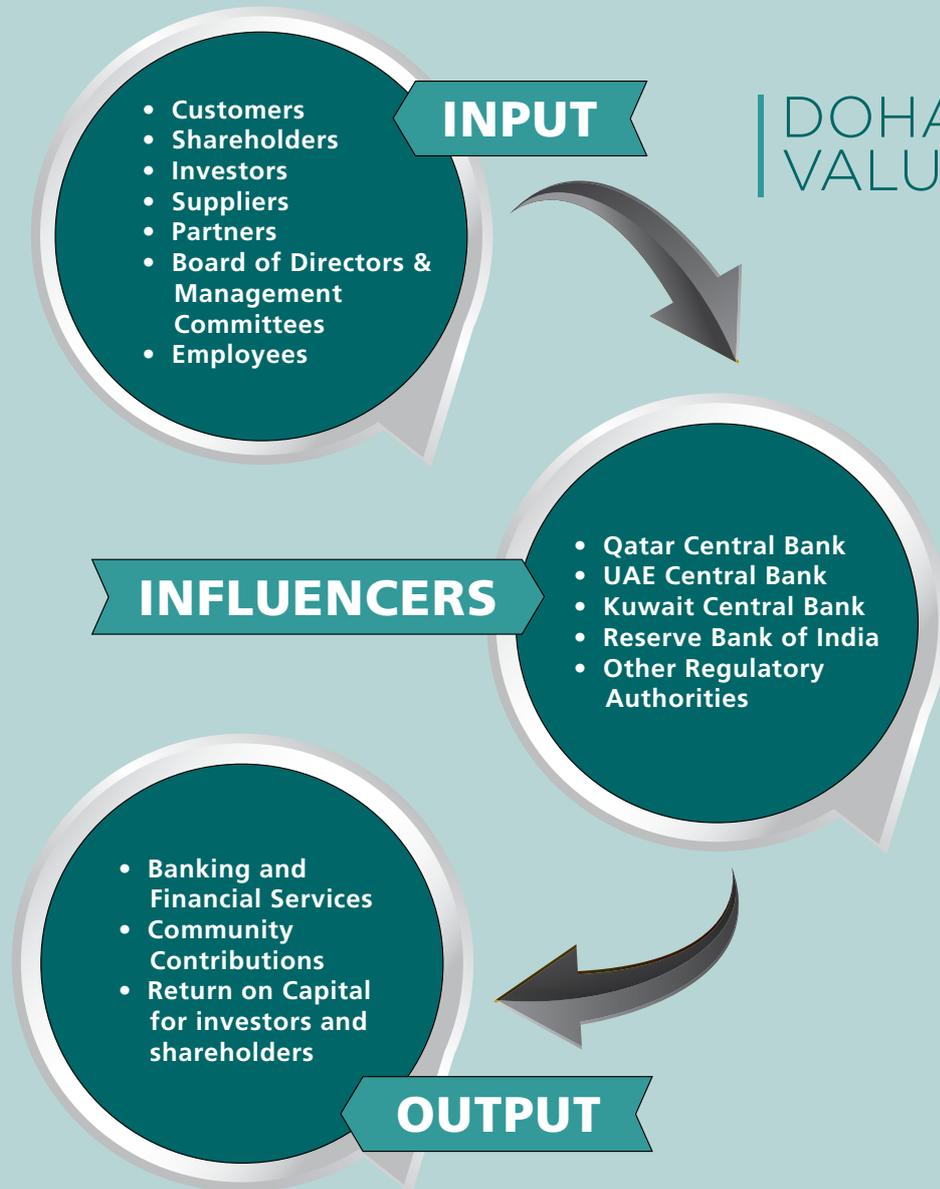
### Empowerment and Accountability

"Empower our employees to make decisions"

### Risk and Capital Management

"Protect our customers, our shareholders and our reputation through sound risk management"

# DOHA BANK'S VALUE CHAIN



Doha Bank creates value through its products and services by providing the right products to the right customers

	Middle Income	High Income	Affluent	Private Banking
<b>BANKING NEEDS</b>	Noncomplex service offerings, Good customer service	Convenient, noncomplex offerings, Good customer service, Remittance and Transaction Capability, Online banking	Executively, Convenient, noncomplex offerings, Customized customer service, online transaction capability	Exclusive and dedicated RM's, Concierge services, classical and tailored product offerings
<b>PRODUCTS</b>	<ul style="list-style-type: none"> <li>• Auto Finance</li> <li>• Personal Finance</li> <li>• Credit Cards</li> <li>• Current Accounts</li> <li>• Savings Accounts</li> <li>• Term Deposits</li> <li>• Al Dana Savings</li> <li>• SMART Deposits</li> <li>• Fund Remittance</li> <li>• Payroll Cards (WPS)</li> <li>• Life Insurance</li> <li>• Motor / Travel Insurance</li> <li>• Savings / Retirement Solutions</li> <li>• Personal Accident / Health Insurance</li> <li>• NRE Accounts</li> <li>• NRE / FCNR Deposits</li> <li>• National Pension Scheme for NRIs</li> <li>• NRI Mutual Funds</li> <li>• NRI Insurance and Investment</li> </ul>	<ul style="list-style-type: none"> <li>• Housing Finance</li> <li>• Green Housing Finance</li> <li>• Auto Finance</li> <li>• Personal Finance</li> <li>• Platinum Credit Cards</li> <li>• Co-Branded Lulu Credit Card</li> <li>• Loan against Deposits</li> <li>• Loan against NRE Deposits</li> <li>• IPO Loan</li> <li>• Overdraft Facilities against Salary and Cash Collateral</li> <li>• Current Accounts</li> <li>• Savings Accounts</li> <li>• Green Accounts</li> <li>• Term Deposits</li> <li>• Al Dana Savings</li> <li>• SMART Deposits</li> <li>• Fund Remittance</li> <li>• Al Jana Deposits</li> <li>• Term Insurance</li> <li>• Retirement &amp; Investment Solutions</li> <li>• General Insurance Solutions</li> <li>• 4 in 1 Brokerage account for NRIs</li> <li>• NRI Home Loans</li> <li>• Savings, Retirement &amp; Investment Solutions</li> <li>• NRI Mutual Funds</li> <li>• NRI Insurance and Investment</li> </ul>	<ul style="list-style-type: none"> <li>• Mortgage Finance Variants</li> <li>• Loan against Rental Income Discount</li> <li>• Loan against Deposits</li> <li>• Auto Finance</li> <li>• Al Riyada Visa Platinum Debit Card</li> <li>• Al Riyada Visa Infinite Credit Card</li> <li>• CO Branded Lulu Credit Card</li> <li>• IPO Loan</li> <li>• Personal Finance</li> <li>• Overdraft Facilities against salary and deposits</li> <li>• Value added Current Accounts</li> <li>• Value added Term Deposits</li> <li>• Flexi Save Deposit</li> <li>• Term Deposits</li> <li>• SMART Deposits</li> <li>• Al Dana Savings</li> <li>• Upfront Deposits</li> <li>• Al Jana Deposits</li> <li>• Mortgage Saver Account</li> <li>• Insurance Solutions</li> <li>• Financial Planning</li> <li>• Fiduciary &amp; Trust Services</li> <li>• Legal Advisory</li> <li>• Mortgage Loan against Deposit</li> <li>• Personal Loans</li> <li>• Overdraft against Deposit</li> <li>• Jumbo Life Insurance</li> <li>• General Insurance Solutions</li> <li>• NRI Wealth Management</li> <li>• NRI Succession Planning</li> <li>• Retirement &amp; Investment Solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Insurance Solutions</li> <li>• Structured Products</li> <li>• Real Estate Investments and services worldwide</li> <li>• Foreign Equity Trading</li> <li>• Mutual Funds</li> <li>• Legal and Financial Planning Services</li> <li>• Fiduciary &amp; Trust Services</li> <li>• Bonds &amp; Forex Trading</li> <li>• Exclusive Private Banking Credit Card</li> <li>• Gold Trading</li> <li>• Doha Bank Global Markets (DBGM)</li> <li>• QETF</li> </ul>

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

Responsibility for risk management resides at all levels of the Bank, from the Board and the Executive Committee down through the organization to each business manager and risk specialist. These responsibilities are distributed so that risk/return decisions are taken at the most appropriate level, as close as possible to the business, and are subject to robust and effective review and challenge. The ERMF lays down a clear, consistent, comprehensive and effective approach for the management of all risks. It also sets out the key activities required for all employees to operate Doha Bank risk and control environment, with specific requirements for key individuals, including the Chief Risk Officer (CRO) and Chief Executive Officer (CEO), and the overall governance framework designed to support its effective operation.

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

Implementation of the Risk Management framework is entrusted to a highly competent team and is controlled and implemented through various senior level management committees chaired by the CEO - mainly in Executive Management Committee, Management Credit Committee, Investment Committee and Asset and Liability Committee. In addition, the Board level committees viz. Audit, Risk and Compliance Committee, reviews the observations and findings of internal audit, Risk management, external auditors, compliance and the regulator's reports to take stock of the overall risk exposures across the organization in all spectrums of the business & support areas.

## Risk Management Committee:

A number of committees / Task Force have been established to measure & manage various risks in an efficient and objective manner which includes:

- Executive Management committee
- Management Credit Committee
- Asset and Liability committee (ALCO)
- Risk Management committee
- Retail Credit committee
- Investment committee
- Senior Debt Restructuring committee
- Audit, Compliance and Risk committee

Over the last few years, new regulatory changes have been introduced to test the bank's ability to respond to severe stress conditions as well as bank's governance framework around capital planning.

## DOHA BANK'S RISK MANAGEMENT

### Implementation of Internal Capital Adequacy Assessment Process (ICAAP) & Stress Testing Framework as well as International Financial Reporting Standards (IFRS) - as per QCB guidelines:

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

The ICAAP encompasses internal assessment of material risks such as Liquidity risk, Interest rate risk, Country risk, Credit concentration risk, Sector concentration risk, Counterparty credit risk, Residual risk, Strategic risk and Reputational risk. The assessment also involves calculation of quantitative impact of these risks on capital adequacy of the bank. Furthermore, ICAAP includes capital planning and financial projections, defining and aligning risk appetite, stress testing & scenario analysis and defining the risk universe for the bank. Considering the nature of operations of the Bank and the material risks, a comprehensive assessment of capital was conducted to determine the level of extra capital required to meet such risks identified under Basel Pillar 2.

## Implementation of Capital and Recovery planning framework:

QCB instructs all banks in Qatar to place credible recovery actions that could be implemented to restore the businesses to a stable and sustainable condition in the event of severe stress. In preparing recovery plans, the bank is not expected to rely on public funding available from QCB or from other authorities in case of severe stress or default. QCB also instructs all the banks in the country to put in place sound capital planning processes and develop detailed, comprehensive, and forward-looking capital plans that are proportionate to the bank's profile and complexity.

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

The Bank also submits a detailed Internal Capital Adequacy Assessment Process (ICAAP) document covering quantitative impact of various identified risks in the balance sheet.

## Implementation of IFRS 9:

IFRS 9 introduces a new impairment model which results in the early recognition of credit losses in contrast to the previous standard which required the recognition of losses when incurred. The new accounting standard provides guidance in the following three areas;

1. Classification and Measurement of financial instruments
2. Impairment of financial statements
3. Hedging

Under the new model, the Bank is expected to maintain provisions against all financial assets that are debts in nature (including placements, investments, trade receivables, loans and advances and off-balance sheet items) upon initial recognition (i.e. day 1 of recording). This will also include healthy assets that are expected to be recoverable in full.

The QCB has issued its regulatory implementation guidelines of IFRS 9 with the instruction to the banks to regularly calculate Expected Credit Loss (ECL) and submit quarterly report on adopting IFRS 9 on the assets classified under stage 1 and stage 2 of the ECL model based on quarter end figures.

- The adoption of IFRS 9 has brought about changes to the business processes and policies of a number of functions within the Bank, especially front offices, Finance, Risk, IT, etc. and the way these departments collaborate in the Bank's adoption and implementation of IFRS 9. The implementation also requires the amendment of certain policies and procedures to include guidance on IFRS 9 implementation. The Bank has engaged a consultant (one of the big four) to review the lending policies

and procedures of the Bank and revise the credit manuals, which include all aspects of lending across the group. The consultants also has the mandate to review the entire Credit Risk Governance in light of the IFRS-9 and Basel guidelines. The bank is also in the process of implementing the pricing tool to price the risk at the time of granting the credit facilities.

- IFRS 9 also requires extensive qualitative and quantitative disclosures around the expected loss model adopted by the Bank including the assumptions, inputs and techniques used for estimating the expected credit losses, the provision movement and additional credit risk disclosures.
- IFRS 9 requires the involvement of those charged with governance and senior management to ensure that the Bank has appropriate credit risk practices including an effective system of internal control, to determine adequate expected credit loss (ECL) allowances in accordance with IFRS 9 as well as the bank's stated policies and relevant QCB regulatory guidance.

The major risks associated with the banking business have been discussed in detail in the following sections:

**Strategic Risk:** This risk can arise from adverse business decisions, poor implementation of decisions, absence of clearly defined strategic business directions and goals, failure to have adequate product programs, inadequate preparations for continuity of business should disaster strike, and incorrect assessment of external factors. The Bank has mitigated these risks by implementing a well-defined strategy and growth plans. In addition, the Bank's Disaster Recovery Plan (DRP) has been well-documented, and detailed manuals have been made available to the employees. The employees are regularly updated on the developments through ongoing trainings, Business Continuity Management (BCM) drills education and system updates.

**Reputation Risk:** It is a risk of loss resulting from damages to a firm's reputation due to failure to meet stakeholder expectations. This could arise as a result of behavior, action or inaction, either by Doha Bank itself, our employees or those whom we are associated with. It could lead to lost revenue; increased operating, capital or regulatory costs; or destruction of shareholder value. The bank has a zero tolerance for knowingly engaging in any business, activity or association where foreseeable reputational risk or damage has not been considered and mitigated.

This risk could arise from poor customer service delivery, a high incidence of customer complaints, non-adherence to regulations, imposition of penalties and adverse publicity in the media. The Bank has established customer service units and call centers to monitor the services rendered through its delivery points and undertakes timely corrective measures. Additionally, the Bank has a robust Compliance Department, which is responsible for monitoring stringent compliance on all regulatory provisions stipulated by the QCB and other regulatory authorities, wherever applicable. The department also creates awareness of the related regulatory circulars among staff and provides guidance on

business decisions that could have regulatory implications.

The Executive Management Committee provides Bank wide oversight on reputational risk, sets policy and monitors material risks that could have negative reputational consequences. At the business level and across its subsidiaries, overseas branches and representative offices, the relevant Senior Management is responsible for the management of reputational risk in their respective business / functional operations.

**Legal Risk:** Legal risk is the possibility of loss resulting from the Bank's failure to comply with local laws, breach of ethical standards and contractual obligations with counterparties or customers. The Bank also faces the risk of litigation due to unenforceable contracts with vendors, counterparties or regulators. The Bank maintains an in-house qualified team of legal advisors, in addition to local & International Law firms on retainer basis, who are responsible for validating all the Bank's agreements and pursue the cases filed by the bank against clients or external parties filed against Doha Bank. They also review the legal implications of standard / specific documents for all the Bank's products and services that are being offered to customers and counter parties.

**Credit Risk:** This refers to risk arising from the potential that an obligor is either unwilling to honor his/her obligation or has become unable to meet such obligation, which leads to economic loss to the bank or the possibility of losses associated with diminution in the credit quality of borrowers or counter parties and/or in the value of the collateral held by the Bank as security.

Identification, measurement and management of risk are strategic priorities for the Bank and its credit risk is managed by a thorough and well-structured credit assessment process equipped with qualified team of analysts and complemented with appropriate collaterals wherever necessary and continuous monitoring of the advances at account and portfolio levels.

Although the overall responsibility for managing the risks at macro level lies with the Board, the responsibility for identifying risk in Bank's credit exposure is entrusted to the Management Credit Committee. The Management Credit Committee shall review and decide on the following:

- The extent to which the Bank should assume credit risk, considering the capital base, the Bank's ability to absorb losses, the risk-reward ratio, probability of default etc.;
- The credit portfolio, including concentration trends, provisions, quality of portfolio and requirements vis-à-vis credit strategy and risk appetite;
- Individual Obligor and Portfolio concentration limits against Regulatory and Internal Limits set for counterparties, industry sectors, geographic regions, foreign country or class of countries, and classes of security;
- Delinquent credits (watch list and under settlement accounts) and follow up actions taken to safeguard the interests of the Bank;
- Adequacy of loan loss provisioning requirements;

- Establishment of an authority structure and limits for the approval and renewal of credit facilities;
- Detailed credit policies, procedures and guidelines, proper segregation of duties between approval and processing of the credit transactions, well defined authority matrix for credit approval and periodic audit and examinations by internal and external auditors to ensure that an environment of checks and balances exist within the Bank;
- In order to take the bank to the next stage, to comply with IFRS 9 and Basel Accords, the Bank has engaged the vendor and procured the software to calculate Expected Credit Loss, which is up and running .
- During the year 2019, Bank has initiated the upgrade of existing internal rating system for corporate lending with advance features of rating workflow and approval process with necessary portfolio reports for analysis. The Bank has also appointed one of the big four consulting firm to review the existing lending policies and practices and recommend improvements in having a robust, well-structured and well-integrated credit environment as the cornerstone of DB Credit Risk Management Infrastructure covering local and international operations to achieve the Bank's strategic goals more efficiently. As a part of the engagement, the Consultants are also required to review the Risk Appetite statement of the Bank in order to develop a revised statement in the back drop of market norms.

### Credit Risk Management (CRMD) Structure:

The CRMD function is independent of the business functions, which include policy formulation, credit underwriting, technical evaluation, limit setting, exposure and exception monitoring, portfolio analysis, classification of advances and compiling reports for the management.

The key objectives of CRMD are to ensure:

- Bank-wide credit risks are identified, assessed, mitigated (wherever possible), monitored and reported on a continuous basis at customer and portfolio level;
- The Bank's exposure is within the risk appetite limits established and approved by the Board of Directors, which covers group and single obligor limits, borrower ratings, portfolio analysis, counter party limits and concentration of the limits to effectively measure and manage its credit risk;
- Review and assessment of credit exposures in accordance with the authority structure and limits prior to facilities being committed to customers;
- Ensure completion of documentation and security creation through Credit Administration as per approval terms before release of credit facilities to the clients.
- Monitoring the concentration of exposure to industry sectors, geographic locations and counter parties;
- Proactive and dynamic monitoring of the accounts as to the quality of the assets and to spot any adverse features/warning signs which can eventually lead to deterioration in the recovery prospects.

- Engage with the Business Units at an early stage itself to take timely corrective steps so that the risk exposure is well contained at a manageable level and within the risk tolerance level.
- Review of compliance with exposure limits agreed for counter parties, industries and countries, on an ongoing basis, and review of limits in accordance with the risk management strategy and market trends;
- Prior to launching of new products, vetting the proposals from risk perspective in light of portfolio performance and according to severity of the risk and recommend appropriate mitigations to book quality business.

## Remedial Account Management

Doha Bank has a disciplined and vigorous remedial account management process. Effective workout programs are critical to managing risk in the portfolio; it is important to segregate the workout function from the area that originated the credit.

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

The objectives of this unit are as follows:

1. Revisit the Bank's relationship with the borrower.
2. Analyze the financial and economic condition of the borrower and continuity of its future business prospects.
3. Proactively undertake restructuring and rescheduling of distressed loans.
4. Suggest appropriate measures to turnaround, restructure, rehabilitate with the objective of eventually upgrading delinquent accounts to save provision.

## Debt Recovery Department

Non-performing loans seriously affect profitability of the Bank. Some borrowers do not follow discipline of payment of their loans and default, while others fail due to numerous reasons beyond their control. Profitability of the Bank gets negatively impacted when loans become non-performing resulting in not only suspension of interest income but also forces to create loan loss provision from the income of the Bank. Moreover, Non-Performing Loans (NPL) reflects badly on the image of the Bank. Thus, recovery of stuck-up loans is a major concern for the Bank.

The Debt Recovery function of the Bank handles non-performing loans/ portfolio with a clear objective to recover stuck-up loans and advances to contain NPL ratio and to increase the profitability through reversal of

provision and suspended interest.

**Liquidity Risk:** Liquidity risk can be defined as the potential inability of the Bank to meet its maturing obligations. Liquidity risk is inherent in banking operations and liquidity planning and management are necessary to ensure that the Bank always meets its obligations. The Treasury division works closely in conjunction with Market & Liquidity Risk Management (MLRM), and the business, to analyze and understand the underlying liquidity requirements. These parties are engaged in regular and frequent dialogue to understand changes in the Bank's position arising from business activities and market circumstances.

ALCO, which meets regularly, sets the broad framework for Treasury to operate so that the Bank is always able to meet its financial commitments. During crisis, the bank's ability to manage liquidity requirements could be impacted due to increased cost of funds or accessibility to wholesale funding markets. Moreover, any market disruption may also impact liquidity of marketable investments. Doha Bank has a comprehensive Liquidity Management framework for managing the liquidity risk. The framework sets the group's risk appetite for liquidity risk by setting limits and benchmarks. In addition to the risk appetite limits, the ALCO also monitors the Liquidity coverage ratio (LCR), Net stable funding ratio (NSFR) and liquidity mismatch as key liquidity review parameters. Treasury has their own daily, weekly, monthly and yearly liquidity blotters to know their maturity profile and fund planning. Liquidity stresses are also monitored through half yearly stress reports. The ALCO is informed of performance against the liquidity risk limits, via a weekly Liquidity Dashboard.

The Bank's approach to managing the liquidity risk is to ensure that it always has adequate funding from diverse sources. Diversification of the Bank's depositor base, reducing dependence on large depositors for reducing concentration risk and maintaining a suitable mix of long, medium- and short-term deposits including low-cost deposits are some of the measures that the Bank is regularly taking to maintain a suitable deposit base. The Bank relies on many quantitative indicators as noted above and forecasts to manage its liquidity risk positions.

The Bank maintains sufficient high-quality liquid assets, which can be liquidated at short notice to raise cash, if required. The bank's liquidity policy requires the bank to maintain a pool of liquid assets which can be accessed at the time of liquidity crises. The Bank's liquidity position is subjected to diverse stress scenarios in order to evaluate the impact of unlikely but potentiality plausible events on liquidity and regularly evaluated by ALCO. Scenarios are based both on historical and hypothetical events. The results obtained from such stress testing provide meaningful input when defining target liquidity risk positions. Furthermore, QCB through its guidelines has mandated all the banks in Qatar to comply with LCR and NSFR.

In addition, the Bank maintains the Funding Mix and Liquidity plan forecast for every quarter, which details how liquidity would be managed under stress events and the liquidity positions the Bank has planned for. Post

diplomatic crisis, we have submitted Liquidity Contingency Plan to QCB for remaining period of the year to mitigate liquidity risk. Since nature of any such event cannot be ascertained in advance, the plans are designed to be flexible and hence provide various options that could be used during a liquidity crisis. Furthermore, the bank has also implemented an Asset-Liability Management system, which provides guidance on maturity mismatch and assist in LCR, NSFR, computations, etc. which aids towards the Bank's balance sheet management.

The tools under Bank's Liquidity risk framework could be summarized as below:



**Market Risk:** This is the risk of loss arising from unexpected changes in financial indicators, including interest rates, exchange rates, as well as equity and commodity prices. Bank has an active Management Information System (MIS) to keep the Management and the Investment Committee / ALCO informed about the changes in market risks and their effects on the Bank's financial results. The prominent market risks affecting the Bank are currency risk and interest rate risk, which are detailed below.

**Currency Risk:** The major foreign currency to which the Bank is exposed is the US Dollar. The established parity between the US Dollar and Qatari Riyal substantially reduces this risk unless the currency peg between the two currencies is revised or removed altogether. To control currency exposures, the Bank has the following measures in place:

- Intraday and overnight limits have been set up for each currency;
- Stop loss limits have been setup for Foreign Exchange proprietary trading;
- Currency exposure is monitored daily;
- Currency gap analysis is produced at month end – it includes forward purchases and sales;
- A report on total foreign currency assets and liabilities excluding contingent exposure is produced daily;
- Transaction limits have been set up for foreign exchange dealers to avoid excess exposure; the limits are monitored on online real time basis.
- All outstanding Foreign Exchange exposures – including spot, swap and forwards - are revalued daily.

**Interest Rate Risk:** This risk largely arises due to the probability of changes in interest rates, which may affect the value of financial instruments or future profitability of the Bank. It is evaluated from two different perspectives: with respect to the Fixed Income Investment Portfolio of the Bank, and with respect to the entire Bank's Assets and Liabilities.

- **Interest Rate Risk of Fixed Income Portfolio** arises from fluctuating interest rates, which contribute to the change in the Fair Value of the Fixed Income Investment Portfolio of the Bank.

The Bank's Bond Portfolio is analyzed daily, and its interest rate risk is based on desired portfolio modified duration as considered appropriate by Investment Committee. Bank keeps its portfolio duration within its risk appetite. The risk department analyzes each investment proposal separately, and potential market risks are identified and mitigated before placing the proposal for Investment Committee review and approval. The Bank's hedging policy sets the framework to be followed for hedging the interest rate risk and regularly reports the hedge ratio to Investment Committee to decide upon the hedge adequacy and to keep the Fair Value of the Portfolio within agreed limits.

- **Bank-wide Interest Rate Risk:** The Bank is exposed to interest rate risk as a result of mismatches or gaps in the quantum of Assets and Liabilities and Off-Balance Sheet instruments that mature or re-price in a given period. Financial Risk management (FRM) regularly evaluates the Earnings at Risk (EAR) and Economic Value of Equity (EVE) and reports to ALCO, specifically during interest rate movements by US & local regulators and adjust the pricing of its Assets / Liabilities as considered appropriate. Since most of the Bank's financial assets such as loans and advances contain an option to re-price, majority of the bank's interest rate risk is hedged naturally due to simultaneous re-pricing of deposits and loans.

Further, the Bank manages the interest rate risk by matching the re-pricing of the assets and liabilities through various means and by operating within the set gap limits. Foreign currency loans are linked to the London Interbank Offered Rates (LIBOR – which is among the most common of benchmark interest rate indexes used to make adjustments to adjustable rate mortgage) and are re-priced regularly to reduce the inherent interest rate risks.

Additionally, Interest rate Risk on Banking Book Pillar 2 Capital Charge is required to be calculated for 200 bps change in interest rates as per NII (Net Interest Income) and EVE (Economic value of equity) approach as defined in the QCB circular (ICAAP) of March 2016. The Bank has implemented EAR and EVE in the bank's assets and liability management system. The Bank measures, monitors and reports the EAR and EVE of the bank to the management in the ALCO as per the market movements.

Stress testing: Bank wide stress tests form an integral part of the risk review process and provide sufficient insight into the financial health and risk profile of the bank. Stress tests also provide early warning signs of potential threats to the Bank's capital. Doha Bank adopts a comprehensive stress testing framework in line with QCB instructions. The stress testing policy of the Bank is aligned to risk appetite and works towards regulatory and internal stress test models. The internal models supplement the regulatory

models and measure impact of changes in macroeconomic indicators on various parameters including but not limited to:

- Asset quality during crises
- Concentration risk
- Liquidity risk including Liquidity buffers
- Interest rate risk
- Market risk in investments
- Currency risk
- Collateral coverage under falling real estate prices scenario
- Regulatory ratios under crisis situations

In particular, the bank measures the impact of different stress scenarios on its capital adequacy ratio, net interest margin, profit after tax, return on assets, liquidity asset ratio and additional liquidity requirements. The stress testing process is regular, detailed and uses both plausible and severe scenarios. The results of these stress tests are shared with ALCO on monthly basis and QCB on semiannual basis. Internal stress testing framework is revised based on QCB requirements defined in the QCB circular (ICAAP) issued in March 2016 which includes enterprise wide stress testing and reverse stress testing.

**Operational Risk:** is the risk of loss arising from inadequate or failed internal processes, people and systems, or from external events. The Group is exposed to many types of operational risk. This includes:

- internal and external fraudulent activities;
- inadequate processes, controls or procedures or any breakdowns in them;
- Failures in the key systems of the Bank leading to disruption of services;
- an attempt by an external party, to make a service or supporting infrastructure unavailable to its intended users, and
- the risk of cyber-attacks which destabilizes or destroys the Bank's information technology;
- Risk of business disruption arising from events wholly or partially beyond control, for example, natural disasters, acts of terrorism or utility failures etc. which may give rise to losses or reductions in service to customers and/or economic loss to the Group.

The operational risks that Doha Bank is exposed to keeps on changing and the Bank endeavors to rapidly adapt to those changes to avoid the risk of losses.

In the current scenario, one of the top emerging risk is "Threat from Cyber Attacks". The Bank may be a target of cyber-attacks which could jeopardize the sensitive information and financial transactions of the Bank, its clients, counterparties, or customers, or cause disruption to systems performing critical functions. This could potentially have below two impacts:

- Regulatory breaches which could result in fines and penalties; and

- Significant reputational damage which could adversely affect customer and investor confidence in Doha Bank.

However, to mitigate the above risks Doha Bank has taken various measures to secure our Bank's IT infrastructure. The key steps taken by the Bank in this direction are as below:

- The Bank has laid out a roadmap to enhance control framework and technology infrastructure to strengthen our ability to prevent, detect and respond to the ever increasing and sophisticated threat of cyber-attacks;
- Protection of Sensitive information is being the utmost priority for the Bank, and it has High Level Management committee for review and monitoring the Information Security posture of the Bank;
- As mandated by Qatar Central Bank (QCB), Doha Bank has actively participated in Cyber Security Maturity Assessment by Third party and carried out periodic penetration testing and vulnerability assessment for all the Bank's critical assets. Additionally, the bank has completed a full-scale implementation of Security Operations Center to augment our Information Security monitoring activities.
- The Bank has realigned the information Security Governance architecture across the Board for effective cyber and information risk management and initiated various security improvement programs within IT infrastructure and process.
- The bank has acquired a comprehensive Cyber Security Insurance policy

The prime responsibility for management of operational risk and the compliance with control requirements rests with the business and functional units where the risk arises. The Bank has a well-defined operational risk framework and an independent operational risk function. The Operational Risk function is responsible for establishing and maintaining the Operational Risk Management Framework and monitoring the level of operational losses and the effectiveness of the control environment. The Head of Operational Risk is a member of the Risk Management Committee and reports to the Chief Risk Officer. The Risk Management Committee oversees the implementation of an effective risk management framework that encompasses appropriate systems, practices, policies and procedures to ensure the effectiveness of risk identification, measurement, assessment, reporting and monitoring within the group.

The Bank has detailed policies and procedures and Operational Risk Management tools that are regularly updated to ensure a robust internal control mechanism for the Bank. The Bank is closely reviewing the various recommendations issued by the Basel Committee on 'Sound Practices for the Management and Supervision of Operational Risk' for implementation. The Bank continues to invest in risk management and mitigation strategies, such as a robust control infrastructure, business continuity management or through risk transfer mechanisms such as insurance and outsourcing. There have been significant

efforts to streamline operational risk management processes, procedures and tools to provide more forward-looking risk insights and strengthen the control culture in the organization.

We have implemented an Operational Risk Management (ORM) System to support operational risk identification and assessment, control evaluation, loss management, issue remediation, Key Risk Indicators (KRI) monitoring, and risk reporting activities. The system enabled the Bank to replace the manual and silo ORM processes with a highly automated, efficient, and collaborative approach. The ORM system assists in gathering and transforming operational risk data into critical risk intelligence to strengthen decision-making.

In addition, the Internal Audit department carries out an independent assessment of the actual functioning of the overall Operational Risk Management Framework. Each business segment must implement an operational risk process which is consistent with the requirements of this framework.

The key steps in management of Operational Risk are described as follows:

- Effective staff training, documented processes/ procedures with appropriate controls to safeguard assets and records, regular reconciliation of accounts and transactions, process of introducing new products, reviews of outsourcing activities, information system security, segregation of duties, financial management and reporting are some of the measures adopted by Doha Bank to manage the Bank-wide operational risk;
- Investigation and Reporting of any risk event (losses, near misses and potential losses), which is used to help identify the root cause and lay down the corrective action plans to reduce the recurrence of risk events. Risk events are analyzed to identify the root cause of incidents, reported, mitigated, recorded on a central database and reported quarterly to the Board of Directors;
- Preparation of 'Control Risk Self-Assessment' across business and support units including subsidiaries and overseas branches. This approach results in detailed understanding of inherent and residual risks with evaluation of controls across the Bank. Therefore, it enhances the determination of specific operational risk profile for the business units while corrective action points are captured and the changes on the operational risk profile is monitored on an ongoing basis.
- The Bank has implemented Key Risk Indicators program to enable proactive monitoring of all the key risks across the Bank's processes. The Bank has identified top Entity Level KRIs which are being monitored and reported to the Risk Management Committee on monthly basis.

Doha Bank categorizes Operational Risks into the following risk types for self-assessment process:

- Origination and Execution Risk
- Fraud Risk
- Business Continuity Risk
- Regulatory Risk
- Information Security Risk
- Vendor Risk
- Financial Reporting and recording Risk
- Staff Risk, and
- Transaction Processing Risk

The Bank's blanket insurance policy adequately covers high severity losses and stress losses.

### **DB Business Continuity Management:**

Doha Bank is committed to ensure that all critical business activities are maintained during disruptive incidents. Business Continuity Management (BCM) scope is to cover Doha Bank's critical business units, staff and vendors/ partners who are engaged in Bank's operation both directly or indirectly.

Doha Bank's regional Business Continuity Management Policy and Plan documents have been developed with the objective to ensure that our key operations will continue to function, and our customers' accounts will be secure and accessible regardless of the incident scope. In the event of a prolonged disruption to our branches or any facility/premises, our BCP provides an alternate work location, where our staff will continue to provide the best service possible. (All local & international branches and HO premises are identified with alternative work locations). Doha Bank is using the state-of-the-art data center facility (tier 3 certified facility) as a Disaster Recovery (DR) site. This assures our technology continuity.

Our Business Continuity planning handles periodic mock drills, critical data backup, protection and recovery; protecting people and assets; communication arrangements to contact customers, employees, and regulators; alternate work location for employees; Identification of critical supplier and assuring our customers prompt access to their accounts if we are unable to continue our operations.

DB Business Continuity Management Readiness:

1. All critical business units' readiness via BCM mock drills have been tested at our alternative work sites.
2. Doha Bank staff are trained on business continuity and Crisis Management handling.
3. Business critical applications are tested as part of DR drills (i.e, enabling the application from DR site)
4. All critical applications source codes are protected via Escrow process outside the country.
5. Emergency Communication tool is available for crisis communications.

Business Interruption (BI) insurance has been obtained to protect our business losses against catastrophic events.

## International Rating

Below is the summary of Doha Bank's rating from International Rating agencies as on 31st December 2019:

Rating Agency	Foreign Currency LT	Foreign Currency ST	Local Currency LT	Local Currency ST	Support	Outlook
Moody's	A3	P-2	A3	P-2	-	Stable
Fitch	A	F1	A	F1	1	Stable

International Rating Agencies have maintained the usual strong ratings, recognizing the Bank's strength and performance.

## Information Technology

The Bank's Information Technology (IT) division has been a major contributor in aligning people, process and technology to bring major transformation to the way the Bank operates. The division is responsible for developing the Bank's IT strategy and the delivery of all related services to employees and customers. Doha Bank has undertaken several transformational initiatives through innovation and utilizing cutting edge technology to support the needs of our customers.

Doha Bank has incorporated technology as an innovation driver to provide state-of-the-art products and services to its customers and has leveraged state of the art technology to bring increased efficiency and effectiveness to its service delivery. Doha Bank has been a pioneer and is renowned as prime mover of banking technology and has provided its customers with several innovative products and 'firsts' in the country.

The Bank is supported by highly efficient and qualified IT resources for delivery of technology projects and to support its technical architecture to maximize availability, scalability, reliability, security and manageability. Doha Bank's Information Security Management System (ISMS) ensures the confidentiality, integrity and availability of the information assets of the Bank through the implementation of various controls and processes of global standards. The network and security architecture is built to ensure maximum security covering end point security solutions, application firewalls, intrusion prevention systems and virtual private network with encryption of its internal and external communication networks. Doha Bank has resilience in its network to ensure high-availability and auto-failovers for continuity and uninterrupted delivery of services.

In line with its strategy, the Bank continues to deliver Digital Transformation projects to improve customer services and make available self-service anytime/anywhere banking channels. As part of this Digital Transformation, Doha Bank has enhanced its mobile banking channel with new look and feel and provided multi language support in order to enhance customer experience and services. In addition to the above, Doha Bank has also revamped its online portal for Retail and Corporate customers to provide all customer segments an enhanced customer experience and enhanced security. The Bank's IT and business partnership is focusing on end to end straight

through processing which is going to further enhance the overall customer experience and bring cost efficiency and move toward a Brick to Click Transformation.

Carrying on the theme of innovation and increased convenience for our customers, Doha Bank has launched new initiatives i.e. Global markets platform, Real time remittances for our international partner banks, Local & Internal funds transfers for retail customers, Online Loans Portals, e-statements, Doha Sooq, Instant Cards issuance, NRI Accounts opening and WhatsApp / Facebook chat services.

Given the demands of the business; the growth in local, regional and international competition as well as the request of new clients to consume 'always-on' services and to bank 'on-the-move', Doha Bank has embarked on an Infrastructure and Secure services transformation by implementing "Always-On Active/Active" software-defined datacenter using emerging technologies and implementing the Security Operations Center.

Doha Bank became the first bank in Qatar to complete and achieve ISO27001 certification. This is a testament of Doha Bank's commitment towards information security and implementation of standards to secure customer information. Doha Bank was the first organization in the GCC to have achieved the ISO/IEC 20000 certification for its IT Service Management System in 2007.

For the 12th year in a row, Doha Bank achieved recertification to ISO20000-2011. Doha Bank is also proud to be the only financial institution in the country to be accredited with this certificate. Doha Bank also became the first bank in Qatar to achieve accredited certification for ISO 9001:2015, the newly revised international standards for Quality Management systems. These certifications demonstrate the bank's commitment to high standards of integrity within its processes and procedures and its aim to always achieve world class benchmarks in operational risk management.

The Bank has provided its customers with new innovative channels for e-banking and m-banking which include ATMs, Cheque and Cash Deposit Machines using the latest technology. This has been a key differentiator and has given the Bank an edge over its competitors.

The Bank will build on these strong technology foundations to provide more convenience and exciting products to its customers using the latest digital

technology and Fintech solutions. It will also use these technologies to streamline its internal processes to create enhanced value for staff, customers and shareholders.

More will follow in 2020 and beyond, as the Bank continues to implement its medium-term plans based on utilizing the latest technology and implementing the Digital Transformation platforms. These will bring a step change to the way the bank operates providing market leading customer service and products, greater operational efficiency and enhanced security to its operations.

## Human Resources

Human capital development and employee engagement have always been one of the key priorities for Doha Bank. Within the corporate guidelines, every business partner is responsible for 'people management' within the unit. Professional support is provided by the Human Resources (HR) Department of the Bank. Last year, the Bank launched "Taeleem", an e-learning application for its employees to align human capital development and learning strategies. During the year, the Bank launched a fully-responsive "smart device enabled" digital content in English and Arabic. In addition, the Bank launched Doha Bank toastmasters club to support talent development through well-designed communication and leadership skills development program. Continuing efforts are also being made to design and develop custom online content, in-house, for cost saving.

Doha Bank is highly committed to Qatarization, which is a prominent aspect of its corporate objective. With a view of grooming future leaders amongst the Qatari nationals, the Bank implemented various initiatives, designed various programs and strengthened on the existing initiatives to attract and retain Qatari resources. Qatari Career Development has been given more focus with a view of grooming Qataris in the bank. Bank also conducted the first ever certification program for branch managers, which covered 15 Qatari Branch Managers.

Equal Employment Opportunity and Diversity are key variables, which are woven into each step of the recruitment process at Doha Bank. Doha Bank's experienced recruitment team ensures through careful evaluation that well qualified and suitable candidates are selected for each role and team. To attract local as well as international talent and to strengthen employee branding, the bank uses recruitment channels such as Doha Bank's Career Website, Advertisements, Internal Referrals, Overseas Recruitment Drives, Social Network / Media. For assessment of a good quality and high potential candidate, Psychometric Testing skills are also applied. During the year, Doha Bank closed 97 recruitments including three C-level officers.

One of the key achievements of Doha Bank over the years has been the high level of employee satisfaction. Doha Bank believes in creating an environment where employees enjoy working and striving towards excellence in every aspect of their roles. The key word for successful employee engagement is 'Association'. The bank strongly believes employee engagement is of high importance and mutually beneficial to employees as well as the bank. For example, the bank organized 'Breast Cancer Awareness' session with Hamad Medical Corporation, 'Cervical Cancer Awareness' session with Qatar Cancer Society, 'World Diabetes Day' with Primary Healthcare Corporation and other staff-related events. Employees are encouraged to participate in events that are organized by the HR Department that require physical, emotional as well as intellectual involvement. During the year, the bank sponsored several social activities such as knowledge sharing sessions, sports activities, blood donation drives, recognition awards and long service awards.

In line with Doha Bank's commitment to high performance and green banking, HR strives continuously to implement the latest electronic solutions by providing efficient online services; thereby increasing productivity and encouraging a paperless environment.

In previous years, Doha Bank's learning strategy has clearly communicated that learning is critical to the bank's success. Leaders take an excellent leading role in creating and sustaining a supportive learning culture in Doha Bank. The bank uses interactive training programs to encourage learning and sharing of experiences and knowledge. Annual training goals are set for employees to encourage continuous learning and development. Knowledge and learning skills of Doha Bank employees are the most important assets to realize its ambition.

## Environmental and Social Risk Management

Environmental and social risks originate from environmental and social issues related to the Bank's operations. Doha Bank aspires to consider these risks in the transaction review process to reduce its overall risk exposure.

# SUSTAINABILITY STRATEGY & FRAMEWORK

The bank was incorporated on 15 March 1979 as a Joint Stock Company under Emiri Decree No. 51 of 1978.

Doha Bank is one of the largest commercial banks in the State of Qatar. Doha Bank aims to be recognized as a dynamic, modern bank with enduring age-old values. The Bank has achieved impressive results in over 40 years of its history. This has been a result of the management's foresight, employee dedication and tremendous customer response. Doha Bank looks forward to a promising future, with better banking experiences for its customers, better returns for its shareholders and an even more progressive and prosperous environment for its employees and all other stakeholders. All contributing towards a stable and sustainable platform.

Doha Bank considers itself as one of main pillars supporting the development in the State of Qatar, which has been given a distinguished status worldwide in the field of preserving the environment and natural reserves. Doha Bank also looks forward to increasing its role in preserving the environment and supporting the endeavors of other national organizations aimed at curbing the deterioration of environmental systems and preserving natural resources.

Doha Bank is a prime bank in the Middle East on the forefront of environmental advocacy against global warming and climate change, local air and water pollution, waste management and loss of biodiversity. It supports environmental sustainability and education by reaching out to both the public and private sectors to act together on domestic and global environmental issues, key challenges and sustainable development.

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

Two green-related websites of Doha Bank were setup for this purpose:

**Green Banking website:**

<http://www.dohagreenbank.com>

**ECO-Schools Programme website:**

<http://www.ecoschools.com.qa>

Doha Bank works closely with the government, NGOs, other institutions, corporate clients, private sectors, and civil society with the aim to reduce harmful effects to the environment. Since 2004, Doha Bank has provided its utmost support in protection of the environment by proactively integrating eco-consciousness into the bank's daily operations through knowledge sharing, paperless banking and awareness campaigns on social responsibility to gradually instill the value of 'green culture' within the organization and ultimately towards the environment and the society.

Doha Bank believes in continuously giving back to its communities and to society, and the stakeholder's interest is of prime concern.

The Bank's clear commitment to its environmental, climate change and community & stakeholder programmes has ensured that Doha Bank has developed a comprehensive green culture. These elemental principles of sustainability championed by Doha Bank also provide the leadership credentials which the Bank is now taking forward under Sustainability. Doha Bank's Sustainability Strategy will, in alignment with the Qatar 2030 Vision, focus on commitments towards development in the following areas:

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

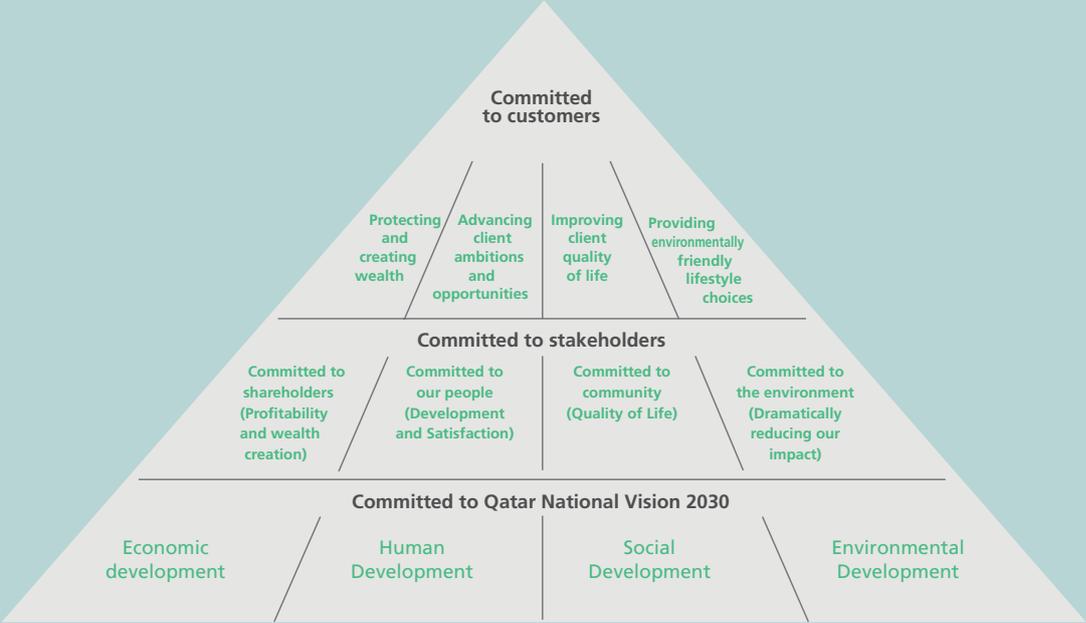
Doha Bank's key stakeholders are as below:

- Customers
- Employees
- Shareholders
- Regulators
- Business Partners
- Community
- Environment

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

<b>PEOPLE</b>	<b>ECONOMIC</b>
<b>ENVIRONMENTAL</b>	<b>COMMUNITIES</b>

Doha Bank's sustainability framework may be summarized as below:



# DOHA BANK'S FINANCIAL PERFORMANCE

Net profit of the Bank for the year 2019 is QAR 754 million as compared with QAR 830 million in the year 2018. The Bank has achieved noticeable growth rates in many financial indicators.

The total assets rose by QAR 12.1 billion, from QAR 96.1 billion in 2018 to QAR 108.2 billion in 2019; a growth rate of 12.6%. Loans & advances increased from QAR 59.8 billion in 2018 to QAR 65.8 billion from the year prior. The customer's deposits increased by 4.8% from QAR 55.8 billion in 2018 to QAR 58.5 billion in 2019. The total shareholders' equity reached to QAR 13.3 billion by year end an increase of 4.6% compared to last year.

As of December 31, 2019, the earnings per share was QAR 0.17 and the return on average shareholders' equity was 6.0% and the return on average assets was 0.74%.

## IN THE FINANCIAL YEARS FROM 2009-2019:

- Total Assets grew from QAR 46.0 billion to QAR 108.2 billion representing an increase of QAR 62.2 billion or 135%.
- Total investments in 2009 stood at QAR 3.8 billion, which grew consistently to reach QAR 26.6 billion at the end of 2019, representing a growth of QAR 22.7 billion or 594%.
- Customer deposits grew from QAR 27.9 billion to QAR 58.5 billion representing an increase of QAR 30.6 billion or 110%.
- Total Equity increased from QAR 5.9 billion in 2009 to QAR 13.3 billion in 2019 representing an increase of QAR 7.5 billion or 128%.
- Operating income grew from QAR 2.0 billion in 2009 to QAR 2.8 billion in 2019, which equates to a growth of 36%.
- Net profit decreased from QAR 974 million in 2009 to QAR 754 million in 2019, which equates to -23%.

# SUMMARY OF ECONOMIC PERFORMANCE

Details	2015	2016	2017	2018	2019
<b>Direct Economic Value Generated</b>					
Revenues (operating income) (QAR '000s)	2,811,583	2,741,158	2,888,084 <sup>4</sup>	2,634,598	2,782,789
<b>Economic Value Distributed</b>					
Operating costs (QAR '000s)	1,030,651	1,069,391	1,044,837 <sup>4</sup>	936,711	935,024
Employee compensation (QAR'000s)	520,524	516,304	531,109	496,325	493,291
Payments to providers of capital (QAR '000s) <sup>2</sup>	895,117	995,117	1,150,140	530,047	220,000
Payments to Government (QAR '000s)	60,144	58,581	63,418	31,564	20,287
Event Sponsorships (QAR '000s)	2,625	2,188	2,455	5,225	1,814
Community Investment (QAR '000s)	4,200	1,000	1,000	1,000	1,000
<b>Economic Value Retained</b>					
Global net profits (QAR '000s)	1,353,529	1,053,781	1,110,074	830,222	753,932
Total operating income (revenue QAR '000s)	2,811,583	2,741,158	2,888,084	2,634,598	2,782,789
Total Equity (QAR '000s)	13,187,118	13,380,535	14,806,997	12,733,229	13,317,914
Return on (average) shareholders equity (%) <sup>4</sup>	13.9%	9.6%	9.5%	6.5%	6.0%
Tier-1 Capital notes (QAR '000s) if any	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Subordinated Debt (QAR '000s)	772,736	-	-	-	-
Capital resources <sup>3</sup> (QAR '000s)	12,605,185	12,374,445	13,812,404	13,124,271	14,070,517

1 Financial data is also available in our annual report / Financial Statement available in the Investor Relations section of our website [www.dohabank.com](http://www.dohabank.com)

2 Declared basis – includes payment on Tier-1 capital notes

3 Eligible Capital as per the Basel framework adopted by the QCB

4 Restated

# MAPPING OF STAKEHOLDERS AND STAKEHOLDERS NEEDS - 2019

Stakeholder Group(s)	Channels of Engagement	Priorities and Needs	Doha Bank Response
Individual Customers	<ul style="list-style-type: none"> <li>• Branch Network</li> <li>• Alternative banking channels</li> <li>• DBank Online</li> <li>• DBank Dial</li> <li>• DBank SMS</li> <li>• E-Remittance</li> <li>• DBank Mobile</li> <li>• DBank e-Branch</li> <li>• ATMs Network</li> <li>• Market surveys</li> <li>• Promotional channels and media</li> <li>• Annual reports</li> <li>• Al Mada Magazine</li> <li>• Customer Care contact center</li> <li>• Customer Connect</li> </ul>	<ul style="list-style-type: none"> <li>• Innovative products and services meeting their ever changing needs</li> <li>• Services excellence</li> <li>• Special needs of customers</li> <li>• Information and account security</li> <li>• Easy access to financial services</li> <li>• Reasonable fees and charges</li> </ul>	<ul style="list-style-type: none"> <li>• 'Green Banking' themed products and services</li> <li>• Green Account</li> <li>• Go Green Credit Cards</li> <li>• Green Mortgage program</li> <li>• Green Car Loan</li> <li>• Alternative banking channels</li> <li>• Facilities supporting special needs of customers</li> <li>• A range of social products and services</li> <li>• Education Loan</li> <li>• Education Package</li> <li>• Electronic Insurance Platform</li> <li>• An effective Information Technology system</li> </ul>
Corporate Customers	<ul style="list-style-type: none"> <li>• Branch Network</li> <li>• Dedicate relationship managers</li> <li>• Dedicated service centres</li> <li>• Regular meetings</li> <li>• Annual reports</li> <li>• Al Mada Magazine</li> <li>• Customer Care contact center,</li> <li>• Customer Connect</li> </ul>	<ul style="list-style-type: none"> <li>• Range of products and services meeting their needs</li> <li>• Innovation of products and services</li> <li>• Online solutions</li> <li>• Access to affordable finance</li> <li>• Information and account security</li> <li>• Services excellence</li> </ul>	<ul style="list-style-type: none"> <li>• Enhancing services quality</li> <li>• Provide a well-qualified relationships managers</li> <li>• Offer tailored products and services</li> <li>• Specialized departments for commercial clients</li> <li>• SME Tatweer</li> <li>• An effective Information Technology system</li> <li>• Dedicated Corporate Branch</li> </ul>
Community	<ul style="list-style-type: none"> <li>• Media channels</li> <li>• Sponsorships</li> <li>• Donations</li> <li>• Annual reports</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of more jobs and reducing unemployment</li> <li>• Strong education and health system</li> <li>• Social welfare system</li> <li>• Maintaining the culture and the heritage of the Qatar</li> </ul>	<ul style="list-style-type: none"> <li>• Education Pack</li> <li>• Increased targeted donations and sponsorships</li> <li>• Participation in career fairs</li> </ul>

Stakeholder Group(s)	Channels of Engagement	Priorities and Needs	Doha Bank Response
Employees	<ul style="list-style-type: none"> <li>• Annual performance review</li> <li>• Regular meeting</li> <li>• Scorecard meeting</li> <li>• Breakfast meeting</li> <li>• Direct individual meetings</li> <li>• Regular seminars and trainings</li> <li>• Grievance system</li> <li>• Staff Connect</li> </ul>	<ul style="list-style-type: none"> <li>• Equal opportunities</li> <li>• Skills and career development</li> <li>• Competitive reward and recognition system</li> <li>• Listening and engaging them</li> </ul>	<ul style="list-style-type: none"> <li>• Qatarization Programme</li> <li>• 'Best Fit' and 'Best Practice' Framework</li> <li>• Career Development Lab</li> <li>• Ka'faa Competency Framework</li> <li>• Staff Compensation revisions</li> <li>• Qatari succession plan for Branch Managers</li> <li>• Management Trainee Program</li> <li>• ICP Programme</li> <li>• Productivity and Optimization Programme</li> <li>• Compensation Benchmarking Review</li> </ul>
The Environment	<ul style="list-style-type: none"> <li>• Compliance with environmental laws and regulations</li> <li>• Green Bank website</li> <li>• Eco-Schools website</li> <li>• Events and sponsorships</li> <li>• Media and press releases</li> <li>• Al Mada Magazine</li> </ul>	<ul style="list-style-type: none"> <li>• A healthy and sustainable environment</li> <li>• Resource optimization</li> <li>• Waste reduction</li> <li>• Global warming</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of Green Banking Task Force Committee</li> <li>• Doha Bank Environmental Policy</li> <li>• Eco-school programme</li> <li>• Planet Savers Club</li> <li>• A range of green products and services</li> <li>• Implementing waste management programme '3 Rs; reduce, reuse, recycle'</li> <li>• InfraSECURE system</li> </ul>
Regulators	<ul style="list-style-type: none"> <li>• Annual financial report</li> <li>• Regular meetings and assemblies</li> <li>• Regular reporting requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Contributing to the stability of the financial system in Qatar</li> <li>• Adherence to laws and regulations</li> <li>• Effective corporate governance system</li> <li>• Clear and affective risk management system</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor regulatory developments</li> <li>• Comply with regulations in Qatar</li> <li>• Comply with the regulations of the Qatar Central Bank</li> <li>• Monitor regulations compliance for our international branches</li> </ul>

Stakeholder Group(s)	Channels of Engagement	Priorities and Needs	Doha Bank Response
Business Partners Including other banks, suppliers and contractors	<ul style="list-style-type: none"> <li>• Business transactions</li> <li>• Contracts and request for proposals</li> <li>• Meetings or site visits when needed for contractors</li> </ul>	<ul style="list-style-type: none"> <li>• Partner Banks</li> <li>• Doha Bank integrity and reputation</li> <li>• Suppliers and Contractors</li> <li>• Building a long-term partnership</li> <li>• On time payments</li> </ul>	<ul style="list-style-type: none"> <li>• A dedicated department for international banking</li> <li>• Effective screening process for partners</li> <li>• Structure RFP system</li> </ul>
Shareholders	<ul style="list-style-type: none"> <li>• Annual general meeting</li> <li>• Board of Directors meetings</li> <li>• Annual financial report</li> <li>• Website</li> <li>• Media</li> </ul>	<ul style="list-style-type: none"> <li>• Increased profitability and growth</li> <li>• Reduce 'cost to income ratio' through internal efficiencies</li> <li>• Sound governance system</li> <li>• Building a good reputation for Doha Bank</li> <li>• Transparency and accountability</li> </ul>	<ul style="list-style-type: none"> <li>• Excellent growth and profitability</li> <li>• Business Process Reengineering</li> <li>• Effective risk management system</li> <li>• Excellent corporate governance system</li> </ul>



# IDENTIFICATION OF MATERIAL ISSUES

Doha Bank's sustainability reporting process revolves around issues which it considers are of highest importance to its stakeholders as well as its ability to deliver on the strategy. The material issues of Doha Bank and its stakeholders are grouped within the below mentioned six key focus areas:

- Committed to its Customers;
- Committed to the Environment;
- Committed to its Employees;
- Committed to its Shareholders;
- Committed to its Communities; and
- Committed to its Suppliers.

## Internal Perspective

In order to identify the issues most material to its business, Doha Bank conducted an internal and external materiality assessment in 2019. As part of this analysis, Doha Bank created a pool of potential material issues with a sustainability context (including the GRI aspects). Doha Bank also added other material topics which it felt would be of interest to Doha Bank's external stakeholders.

As part of its internal materiality assessment, Doha Bank evaluated the importance of each material issue identified

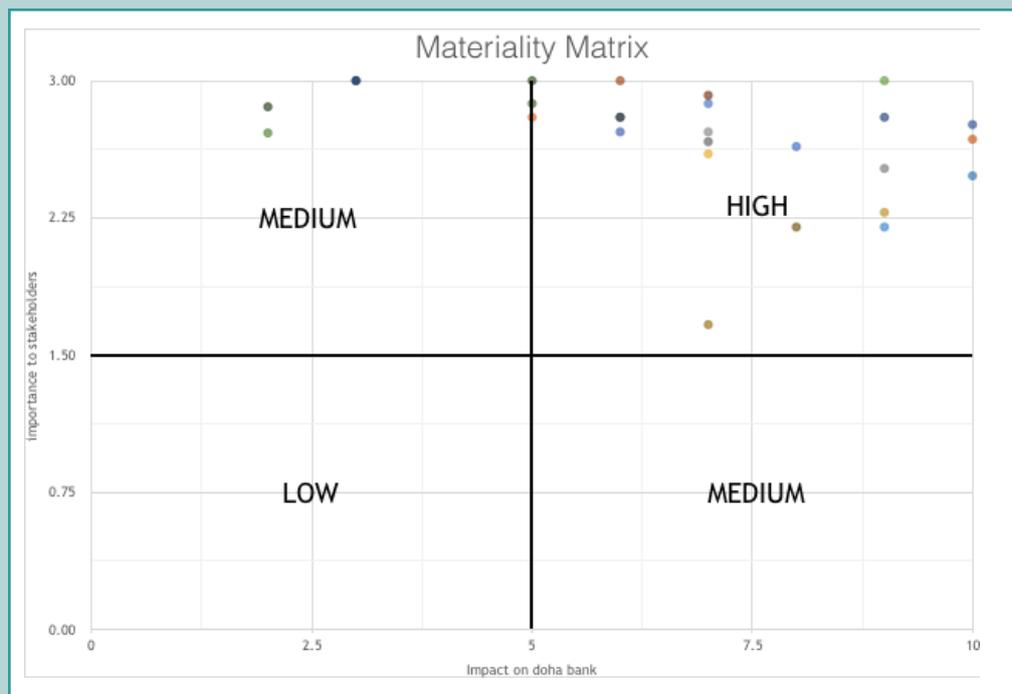
in relation to its operations and activities. The boundaries of each material aspect are indicated in Appendix A

## External Perspective

Doha Bank engaged its external stakeholders periodically through various channels including surveys to obtain Doha Bank's stakeholders' feedback on how a bank should operate in a responsible way. Doha Bank received valuable feedback from its stakeholders, the results of which are included in materiality matrix.

## Materiality Matrix

The materiality matrix provides a snapshot of the material issues of high, medium and low importance in relation to sustainability issues identified from an internal and an external perspective.



# MATERIAL ISSUES

Doha Bank's list of material issues prepared for its stakeholder engagement were categorized according to the six key focus areas mentioned earlier. Doha Bank also included material issues of importance for its stakeholders and/or the Bank.

Focus Areas	Material Issues	S.no	Impact on Doha Bank (1 - 10)	Importance to DB / Stakeholders (1 - 3)
Committed to its Customers;	Customer data privacy	1.1	10	2.76
Committed to its Customers;	Customer satisfaction	1.2	10	2.68
Committed to its Customers;	Responsible communication	1.3	9	2.52
Committed to its Customers;	Access to financial services	1.4	9	2.28
Committed to its Customers;	Regulatory compliance	1.5	10	2.48
Committed to the Environment;	Energy consumption	2.1	2	2.86
Committed to the Environment;	Water consumption	2.2	2	2.71
Committed to the Environment;	Waste management	2.3	3	3.00
Committed to its Employees;	Job creation and security	3.1	7	2.92
Committed to its Employees;	Human rights	3.2	6	2.80
Committed to its Employees;	Hiring staff from local community (market presence)	3.3	8	2.20
Committed to its Employees;	Employee benefits and remuneration	3.4	6	2.80
Committed to its Employees;	Health, safety and well-being	3.5	5	3.00
Committed to its Employees;	Learning and development	3.6	6	2.72
Committed to its Employees;	Employee engagement	3.7	8	2.64
Committed to its Employees;	Employee Diversity and equal opportunity	3.8	5	2.80
Committed to its Employees;	Employee Grievance mechanisms	3.1	7	2.72
Committed to its Shareholders;	Doha Bank's financial performance (eg. turnover, profits)	4.1	7	2.60
Committed to its Shareholders;	Alignment to Qatar National Vision 2030	4.2	9	2.20
Committed to its Shareholders;	Transparency and accountability	4.3	9	3.00
Committed to its Shareholders;	Responsible financing	4.4	9	2.80
Committed to its Communities;	Collaborations and partnerships	5.1	6	3.00
Committed to its Communities;	Economic value generation (eg. distributing profits to stimulate the economy)	5.2	7	2.67
Committed to its Communities;	Financial contribution (eg. charitable donations in monetary terms)	5.3	7	1.67
Committed to its Suppliers;	Supporting suppliers	6.1	3	3.00
Committed to its Suppliers;	Responsible procurement	6.2	5	2.88
Committed to its Suppliers;	Procurement choice	6.3	7	2.88

The results from the materiality matrix have helped to define the content of this Sustainability Report. As evident from the materiality matrix, there are several material issues of high importance including customer data privacy, customer satisfaction, responsible communication, access to financial services, customer satisfaction, regulatory compliance and responsible financing.

In this report, Doha Bank has provided details on how it manages the material issues of significant importance to

its stakeholders and/or the Bank, which were identified through materiality analysis. Doha Bank management's approach to managing material issues under each of the core areas are detailed under the Sustainability policy of Doha Bank (Appendix D). Doha Bank also provided information on other issues, including employee benefits, learning and development opportunities and management of health and safety at its premises etc., where available.

# FURTHER INITIATIVES

The Bank has focused on building a profitable and sustainable retail banking business in order to capitalise upon the high per capita income of the local population and the influx of expatriates into Qatar. The retail business strategy continues to be customer-centric with an approach to sustaining market leadership built upon offering what the Bank believes to be the most innovative products and providing the highest levels of customer service and convenience.

The Bank's range of retail financial products and services includes transactional and deposit accounts, mortgages, personal loans and credit cards.

Main category of product is as under;

- Assets – Personal Loan, Auto Loan, Mortgage Loan & other retail loans including loans against deposits.
- Credit Cards & Payments, D-Payroll Cards, Remittances
- Liabilities – Current Account, Saving Account, Al Dana Saving scheme with multiple product variants, salary Scheme, Payroll, Time deposits, upfront deposits, recurring deposits.

Retail Banking group offers a wide range of products and services to its customers through diverse delivery channels such as branches, electronic branches, pay offices, mobile banking, internet banking, SMS banking, call centres, ATMs etc. Doha Bank is one of the first banks in Qatar to introduce phone banking, SMS banking, internet banking, mobile banking, D-Payroll cards, an E-commerce marketplace and WhatsApp chat service for customers. The Bank has a merchant acquisition programme enrolling over 3,223 merchants and has installed over 5,609 point of sale machines as of December 31, 2019.

The Retail Banking Group strategy has been highly geared to enhance the operational efficiency, with core focus on transaction offloading, online fulfillment of services, enhancing Online sourcing origination of products and more rationalization of branches, and continue its plans to optimize the footprint through Digital transformation in 2020.

To support its strategy of offering cross border banking services to expatriates living in the State of Qatar, the Bank has entered into collaboration agreements with Global IME Bank Nepal, Habib Bank Pakistan, Mutual Trust Bank, Bangladesh, National Savings Bank, Sri Lanka, Bank Philippine Islands, and Al Baraka Turk from Turkey. The Bank also collaborates with Doha Brokerage and Financial Services from India, Bank of Beirut, Lebanon, Philippine National Bank, Philippines and Bank of Ceylon from Sri Lanka.

For the NRI segment; Doha Bank has launched new products in India such as home loans, mutual funds, forwards against FCNR, FX conversion tie-up, enhanced salary accounts product, PGK for customers last year.

## CORPORATE SOCIAL RESPONSIBILITY ACTIVITIES

### *UN Global Compact*

Reinforcing our commitment to Sustainability on a Global stage, Doha Bank, one of the largest commercial banks in the State of Qatar, becomes first Qatari bank to sign up to UN Global Compact, UNGC, a UN policy initiative encouraging businesses worldwide to adopt sustainable and socially responsible policies.

### *Earth Hour*

Reinforcing its commitment to climate change action, Doha Bank, showed its support for the annual Earth Hour global initiative by switching off the lights in its corporate headquarters in West Bay and various branches across Qatar for one hour on Saturday, 30 March, from 8.30pm until 9.30pm, local time.

### *FTSE4Good Emerging Index*

Doha Bank was selected for the FTSE4Good Emerging Index, in November 2018. The selection highlights our continued leadership in environmental, social and governance (ESG) performance. We were rated above the threshold for companies in emerging markets, as well as that of developed markets, by FTSE Russell. Doha Bank was honoured to be selected amongst 134 Financial Services companies from emerging markets, including China, Brazil, South Africa and GCC.

### *Beach Cleanup Campaign 2019*

Marking the World Health Day and delivering on its commitment to promoting environmental, social and economic sustainability, Doha Bank hosted its annual 'Beach Clean-up' event at Al Wakra Family Beach, under the theme 'Save the Beaches for the Future'. The event was held on 6th April 2019 in collaboration with Qatar's Ministry of Municipality and Environment (MME) and Al Wakra Municipality.

Held as part of Doha Bank's Green Banking initiatives, the Beach Clean-up was aimed at raising awareness among its employees and stakeholders as well as Doha community about the importance of protecting the environment and biodiversity and minimizing ecological footprint. Reaffirming their commitment to preserving nature, the Bank's senior management executives, staff members, and customers actively picked up litter from the trash-strewn beach.

### *Green Car Loan*

Special car loans for electric or hybrid cars reward customers for making environmentally-friendly choices with an array of attractive benefits.

In another effort to support the sustainability objectives of the Qatar Vision 2030, Doha Bank announced a special Green Car Loan offer to encourage residents to opt for environmentally-friendly vehicles. Encouraging customers to become more energy efficient and sustainable, with their Car options the exciting offer features discounts on interest rate on Car loan, that are electric or hybrid car.

### *ECO-Schools Awards*

Reiterating its commitment to advancing environmental awareness, Doha Bank announced the 07th edition of its annual ECO-Schools Program Awards held on Saturday, 23rd February 2019, the awarding ceremony recognized students and schools in Qatar that play an active role in addressing environmental issues and implementing sustainable practices

The ECO-Schools Program Awards presented to 14 schools in Qatar across 4 environmental-related categories namely Environmental Health, Energy Saving, Water Management and Waste Management at a glittering ceremony at Doha Bank's headquarters. The awards acknowledged the creativity and innovation of their students in successfully completing their green projects as part of the ECO-Schools Program.

Doha Bank's ECO-Schools programme provides substantial opportunity for children to become environmental advocates, Schools anywhere in Qatar can join the programme free-of-charge – <http://www.ecoschools.com.qa> . The ECO-Schools Core Process is very simple. Schools are requested to create a framework for student action and to make a commitment to the ECO-Schools Committee. Once approved, the schools implement the action plan. The Committee later monitors the progress made and awards ECO-Stars to successful schools and projects.

# COMMITTED TO OUR CUSTOMERS

Doha Bank aims to create value for customers across economic, human, social and environmental aspects of their lives. Doha Bank is achieving this through a continuous and accelerating stream of innovative product and services, and it is willing to hold itself accountable, in the most transparent way possible, to the highest standards of its customers.

Through these efforts Doha Bank is putting the Qatar National Vision 2030 into practice on a day to day basis through its continuous process of product development and initiatives intended to deliver to the lifecycle aspirations of its customers as a major component in the development of the nation towards the goals of 2030.

Recent achievements and programs have included

- Doha Bank Introduced 24/7 Online Trading with the Convenience of a Local Account through A New Global Markets Platform
- Doha Bank's Mega Al Dana Draw Sees Winners Taking Home over QAR 3 Million in Cash Prizes
- Doha Bank Celebrated its 40th Anniversary with Exciting Gold Prizes
- Doha Bank Successfully Concluded its 14th Edition of Al Dana Green Run
- Doha Bank's 10th Al Dana Draw Offered Handsome Prizes, Including 1 Million Doha Miles
- Doha Bank Launched New Local and International Funds Transfer Digital Service
- Doha Bank Integrated Facial and Voice Recognition into Mobile Banking App for Seamless and Secure Access
- Doha Bank Unveiled Visa Premium Metal Cards with Exclusive Privileges for Elite Customers
- Doha Bank Retained Top Spot in ESG Rankings of Listed Companies in Qatar

## 1. PROTECTING AND CREATING WEALTH

In 2019, Doha Bank continued to build upon its success in providing a unique customer experience coupled with a commitment to overall excellence. Doha Bank's extensive segmented product suite, promotions, collaborations and customer relationship building activities catered to

the growing diverse and demanding population in the State of Qatar. These various strategic activities helped in strengthening its strong competitive position within the retail market.

Consumer activities in 2019 of which the Bank is particularly proud included:

### *Al Dana Savings Account Award Scheme*

The Al Dana is one of the pioneering flagship promotion of Doha bank launched in 2004 running since then with excellent customer gratification. The core of creating a customer centric and innovative scheme has been the cornerstone of the scheme success & sustainability over 16 years. Al Dana Scheme has established itself as the most popular savings' program in Qatar, rewarding more than 4,360 individuals with valuable cash prizes, of which 69 lucky customers have become millionaires so far. Through Al Dana Scheme, Doha Bank has offered over 40 kilos of gold and over QAR 148 Million in cash

Al Dana Savings Scheme 2019 featured highest individual prize of QR 2million, largest number winners of 528 customers and biggest prize pool offering prizes in excess of millions and introduced a variety of savings products which includes Al Dana Savings Account, Al Dana Young Savers Account, Al Dana Savings Plan, and Al Dana Family Savings Account and Current Account. with monthly, Quarterly draws and a wide range of prizes and dedicated prizes for senior citizens, ladies and young savers and account holders of Al Dana Savings Plan and Al Dana Family account holders. As part of its 40th anniversary celebrations, announced a dedicated draw for its Al Dana savings customers where 40 Al Dana account customers received 5 grams' gold coins

Further part of its 40th anniversary celebrations, new and existing customers who transferred their salaries received an entry into a special raffle draw where 40 winners took home 10 grams of gold. Also, the first 40 customers who availed a personal loan of minimum QAR 500,000 rewarded with 10 grams of gold.

Bank also launched multiple loan offers as part of the Bank's celebration of its 40th anniversary which includes Qatari Buyout Loan Campaign offering interest rates as low as 0%, Housing Loan Campaign with the lowest rate starting 3.49% for the first year, 12-month grace period to enable flexible repayments of the mortgage with a waiver of management, mortgage, and property evaluation fees, in addition to providing complimentary property fire insurance coverage for the first year of home loan and other exciting rewards. Bank also announced an exclusive cash back offer on personal loans & car loans where Customers received up to QAR 5,000 cash back on loans with a minimum net value of QAR 100,000 when they sign up for the MetLife Future Protect policy in addition car loan customers received free car insurance from Doha bank part of the car loan campaign

Stepping up its efforts to reward salary transfer customers a new salary transfer campaign was launched which will be running till August 2020 where customers who transfer their salaries to Doha Bank will have the opportunity to win a brand-new Lexus LX 570. The campaign features multiple other benefits competitive range of finance options at

preferential rates, with loan repayment holidays, and free E-remittances through Doha bank mobile and online banking with best exchange rates in town.

### *ECO-Schools Programme Awards*

Doha Bank recognized students and schools in Qatar that play an active role in addressing environmental issues and implementing sustainable practice.

Doha Bank celebrated and recognized the efforts of schools that are actively working towards reducing their carbon footprint through the ECO-Schools Programme and encouraging students to contribute towards the well-being of the environment by embracing sustainable methods and practices.

At a special event held on 23rd February 2019, H.E. Ivonne A. Baki, Ambassador of the Republic of Ecuador to Qatar, was the guest of honor and presented Awards to 14 schools in Qatar across categories including 'Environmental Health', 'Water Management', 'Waste Management' and 'Energy Saving' for projects successfully completing in 2018.

### *Doha Bank Hosts Event "Qatar, Land of Opportunities"*

Doha Bank hosted a knowledge sharing event on 29th September; the focus of the event was developments in the Global Economy, various developments in Qatar since the blockade and how Qatar continues to mitigate those challenges, and Climate Change H.E. Sh. Fahad Bin Mohammad Bin Jabor Al Thani, Chairman, H.E Sheikh Abdul Rehman bin Mohammad Bin Jabor Al Thani, Managing Director of Doha Bank were joined by Dr. Seetharaman, hosted the event and the esteemed guests panel included Mr. Yousuf Mohamed Al-Jaida, CEO of Qatar Financial Centre Authority, Mr. Rashid Ali Al-Mansoori, CEO of Qatar Stock Exchange, Mr. Nasser Al-Ansari, Chairman of Just Real Estate and Dr Yousef Alhorr, Founding Chairman of GORD (Gulf Organization of Research and Development), other leading Qatari executives and Diplomats from various embassies were also in attendance.

## **DOHA BANK OFFERS MULTIPLE PRODUCT INNOVATIONS**

### *Al Jana Savings Scheme*

This offers attractive returns for long-term deposits at a high-interest fixed rate of interest assuring customers of a guaranteed return on their money with compounded interests. Customers can choose tenures from 2 to 5 years and can enjoy the benefit of interest being paid or capitalized every 6 months. Due to the longer-term nature of the deposits, customers are assured of high returns on their savings, making Al Jana deposits one of the best and safest forms of relatively long-term investments.

### *Instant Preliminary Loan Approvals*

As part of the bank's efforts to reduce the time taken to process loans and enhance the customer experience, Customers are now able to apply for personal loans via this online banking portal. This new round-the-clock feature will also allow users to check their eligibility for loans and submit application forms, along with necessary

the documents. Doha Bank's customers can also take advantage of instant preliminary approval of loans feature available with the new service.

### *Mastercard Debit cards*

The bank in 2019 continued to expand on the range consisting of the Doha Bank Mastercard Debit Card, as well as premium World Elite and World variants. New features include the ability to complete contactless, e-commerce with the security of Mastercard SecureCode and QPAY transactions. Cardholders will also earn Doha Miles, the Doha Bank loyalty programme, on their e-commerce and cross-border spend. In addition, Doha Bank's private banking and Al Riyada customers using World Elite and World cards will enjoy a host of privileges, including complimentary upgrade to Gold tier - Qatar Airways Privilege Club, unlimited access to over 900VIP lounges worldwide via Lounge Key, airport and lifestyle concierge services, premium memberships to Global Hotel Alliance, Travel and Medical Insurance, Buy 1 Get 1 Free offers with Doha Bank Entertainer mobile App, free valet parking, and car wash and Buy 1 Get 1 Free Movie tickets at VOX and Novo Cinemas.

### *Visa Metal Cards*

Doha Bank launched in 2019, a new metal credit card product suite for its Private Banking and Al Riyada segments. The new features include contactless-enabled metal card. Doha Bank is also the only bank in Qatar to offer the Private Banking Visa Infinite Privilege credit card. The card comes with exclusive features such as a dedicated 24/7 Global Concierge Service, Complimentary International Associates Clubs membership with access to more than 150 private business and social clubs, Unlimited Complimentary Global Chauffeur Driven Airport Service, Airport Lounge Access, Meet & Greet Services and a lot more. The Al Riyada Visa Infinite Credit Card also has a range of features such as Airport Lounge Access, Concierge Service, Doha Miles, Multi-Trip Insurance etc. In addition, the following offers are offered to both Visa Infinite Privilege and Visa Infinite card customers namely Complimentary Valet Parking and Car Wash, Buy 1 Get 1 Free movie tickets at VOX and Novo Cinemas and Doha Bank Entertainer Buy 1 Get 1 free mobile App.

## **2. MEETING CUSTOMER LIFECYCLE ASPIRATIONS**

In the area of human development Doha Bank expects to be able to support its customers'

ambitions and aspirations in life, by providing the life-cycle of products (accounts, cards, loans & deposits, insurance) to meet customers' needs at any point in that cycle.

Doha Bank combines product range with a Customer Service approach which understands these ambitions and aspirations, and which is equipped to provide pathways and solutions in delivering the appropriate product at the right time.

### 3. IMPROVING QUALITY OF LIFE THROUGH CONVENIENCE AND CHOICES

Doha Bank's products and services are increasingly delivered through multiple channels with mobile banking being the latest addition to branch, telephone and online banking delivery channels. For the customer this brings about more security and peace of mind through Doha Bank's stringent security measures and the ease and convenience of 24-hour access to banking services.

**Credit Cards:** backed by innovative and digital products, Doha Bank credit cards has been on the forefront of providing customer centric services and offers never offered in Qatar. Whichever delivery channel is used, Doha Bank's priority remains the customer experience supported by its customer service teams and I.T. specialists who ensure the delivery of a safe online environment.

Number of:	2015	2016	2017	2018	2019
Branches	30	29	27	27	24
E-Branches & Pay Offices	21	16	12	7	7
ATMs (including Mobile Vans)	127	120	110	103	99
DDial phone subscribers	15,759	5,730	5,619	6,723	6,496
DBank online subscribers	16,891	15,175	11,299	12,045	13,315
DBank SMS subscribers	22,127	11,318	13,438	14,782	14,902
Online Banking Transactions	966,238	1,024,022	782,887	713,900	623,103
Mobile Banking Transactions	160,252	440,877	860,162	1,223,857	1,540,473
Customer complaints	1,196	561	720	1,017	2,968
Complaints resolved in less than 3 days (%)	83%	71%	80%	84%	92%
Breaches of privacy	0	0	0	0	0
Losses of customer data	0	0	0	0	0

Customer care unit was established in 2009 to record and manage customer complaints more effectively. Doha Bank ensures proactive management of key performance indicators related to customer care and periodic review of customer feedback received through various activities such as mystery shopping, customer surveys and customer connect etc. in an effort to optimise the compliant handling process.

As indicated above, Doha Bank's coverage of Qatar through its various delivery channels is very extensive and provides customer access in low-populated or economically disadvantaged areas. Some of the services which are particularly helpful in this regard are:

- ATM network
- Payroll Cards
- Mobile Banking services visiting outlying areas
- E-Remittances for the convenience of expatriates remitting money to home countries
- E-Channels for the payment of utility bills, school fees, charitable donations, movie tickets etc.

It is Doha Bank's clear mission to enhance customer experience in the area of digital channels and have committed resources towards being a market leader in that space. As can be seen from the above table, Online and Mobile Banking transactions have grown exponentially over the years.

#### 4. ENVIRONMENTALLY FRIENDLY LIFESTYLE CHOICES

Doha Bank's vision is to lead the path as a Green Banking institution, being the pioneer by uplifting awareness to support the environment, encourage and convert existing normal accountholders to Paperless Banking by opening Green Accounts, offering Green Mortgages and Go Green Credit Cards, actively taking part in Environmental Campaigns and encouraging children at schools to become environmental advocates at a young age by launching the ECO-Schools Programme.

Doha Bank has taken various initiatives to create and educate public awareness on global environmental issues and how each one of us can contribute to the cause of environmental protection. Under the leadership of Dr. Seetharaman, our CEO, Doha Bank has become the leading bank in Qatar and the Middle East for environmental advocacy against global warming and climate change, local air and water pollution, waste management and biodiversity loss. Dr. Seetharaman is also instrumental in making Doha Bank the prime bank to lead the green cause and to protect the environment by introducing numerous initiatives and services.

Doha Bank continues to be inspired by the enthusiasm of its ECO-School partners which was evident during the Awards Ceremony held in 2019.

Doha Bank's Al Dana Green Run continues to have an overwhelming response. The number of participants always exceeds expectations and includes professionals, children, women, sports enthusiast and members of various socio-cultural groups. This annual event also supports the national campaign for Go Green Qatar.

Doha Bank is proud of its Green Account, with the message "Go green for future generations! Help, save the environment", and in its drive towards a cleaner and greener environment is also promoting the "Paperless Banking" initiative. Giving free access to customers to do banking transactions through Internet Banking, SMS Banking, Mobile Banking, Phone Banking and ATM Banking protects the environment. Bank statements can be accessed by customers in a secure environment anytime, anywhere driving customer convenience and security over physical statements. The e-statements reduce paper

consumption, saving the trees. All Doha Bank customers can opt for Green Accounts using various channels of DB Online Banking, Branches and Call Center. The Bank is offering multiple benefits to encourage its customers to turn to Green Banking in order to help save the environment.

Additionally, Doha Bank maintains its Green Bank Website, [www.dohagreenbank.com](http://www.dohagreenbank.com) depicting the Bank's initiative in promoting environmental issues by reaching out to both the public and private sectors. It features the Bank's various eco-activities undertaken, green products and services offered and all upcoming environment-related events. The website provides an insight into the Bank's transformation into an eco-friendly institution and the practical steps taken by the Bank to encourage society to shift their mindset into Going Green.

As part of the Doha Bank legacy of initiatives, it has marked Earth Hour, reinforcing its commitment to climate change action, Doha Bank, showed its support for the annual Earth Hour global initiative by switching off the lights in its corporate headquarters in West Bay and various branches across Qatar for one hour on Saturday, 30 March, from 8.30pm until 9.30pm, local time in 2019.

Beach Cleanup Campaign 2019 where Doha Bank continued its efforts to spread the message of environmental protection and sustainable development by joining hands with Qatar's Ministry of Municipality and Environment (MME), Al Wakra Municipality to host a 'Beach Clean-Up' event at Al Wakra Family Beach on 6th April 2019. With the theme 'Save the Beaches for the Future' the Bank showed its commitment to the environment and its support of the forthcoming World Environment Day global event which takes place on 5th June of every year. This initiative aimed to creating greater community awareness about the need to protect and preserve the natural environment and keep the marine habitat safe and trash-free, the Beach Clean-up event was led by Doha Bank's Management and volunteer staff members who actively picked up litter and trash collected along the shoreline.

The above measures represent a longstanding approach to environmentally sustainable choices which Doha Bank will continue to develop into the future.

Number of:	2015	2016	2017	2018	2019
Green Accountholders (e-statements)	116,839	120,723	122,120	129,008 <sup>1</sup>	134,182
e-Statements Sent	1,839,780	1,781,108	1,893,269	1,956,361	1,938,813
Trees saved (Through E-statements & Paperless Banking)	518	503	516	534	529

1. Restated

## 5. CUSTOMER SATISFACTION

Doha Bank measures its customer satisfaction through various channels such as benchmarking, surveys and monthly CEO 'Customer Connect' etc. These are in testament to the Doha Bank's focus on providing excellent customer service. Doha Bank CEO dedicates an hour each month, when he answers the dedicated phone line and responds to customers directly. The dedicated session is called 'Customer Connect' and aims to receive customer feedback and reinvigorate their relationship with the Bank.

As a result of these initiative, Doha Bank was able to improve the satisfaction levels of the customer. Doha Bank also identified main areas of improvement and improved the ease of doing business, reduced the turnaround times as well as made the customer feel that his/her needs are being addressed.

## 7. RESPONSIBLE FINANCING

Doha Bank ensures selling of right product to the right customers through appropriate channels

Accounts	Saving Schemes	Deposits
Current Account Saving Account (Al Dana) Green Account	Al Dana Savings Al Dana Young Saver Flexi Save	Upfront Fixed Deposit Fixed Deposit Smart Saving Deposit Call Account Al Jana 7
Loans	Special Packages	Cards
Personal Loan Personal Loan - Rental Loan Personal Loan - Air Fare Loan Auto Loan Mortgage Loan Green Mortgage Loan Education Loan Loan against Deposit Loan against NRE Deposit	Al Riyada Premium Banking Non-Resident Indian (NRI) Non-Resident Lebanese (NRL) Non-Resident Sri Lankan (NRSL) Non-Resident Philippine (NRP)	VISA Infinite Privilege Credit Card (METAL CC) VISA Al Riyada Infinite Credit Card (METAL CC) VISA Platinum Credit Card Mastercard Co-Branded LuLu Credit Card VISA Reward Credit Card Tatweer Credit Card (SME) WPS Prepaid Card Internet Card - Click Card Mastercard Debit Card product suite
Credit Card Scheme / Programs		
0% Payment Plans Contactless Payment Just Tap & Go Remittance on Credit Cards Iphone 2019 acquisition Bonus Qmiles on international spend on Mastercard Debit Card Global Cashback on 2500+ popular international brands Doha Bank "The Entertainer" Mobile App My Book Qatar 2020 (Mastercard offer)	Doha Miles Loyalty Platform, Doha Miles Exchange Program VOX Cinema Ticket Offer Discounted Travel Ticket promotion, alliance with Travel and Hotel partners Valet Parking, Travel Insurance, Credit Shield and Concierge Services World Wide Airport Lounge Access Dining Program, Discounts at Restaurants, Hotels Etc.	

## 6. CUSTOMER DATA PRIVACY

Both the financial as well as non-financial data / records pertaining to the customer and his/her relationship with the Bank are kept confidential as per policy of the Bank.

Doha Bank is the first Bank in Qatar to attain Information Security Management Standard certification i.e., ISO27001:2013 for its all offices and branches operating In State of Qatar, it also to be noted that Doha Bank is also the first bank in Qatar to achieve accredited certification for ISO 9001:2015, the newly revised international standards for Quality management systems. Doha Bank also has established a robust system disaster recovery. All employees of Doha Bank also sign the code of conduct / ethics which includes a clause on data confidentiality and protection of customer information.

Doha Bank Channels & Services	Bancassurance	
DBank Online	Life Insurance	General Insurance
DBank Mobile Watch Banking DBank SMS DBank Dial DBank E-Branches WhatsApp Chat Platform Utility Bill Payments and recharge e-Vouchers Multi-Function ATMs D-Cardless Withdrawals Cardless Bill Payments E-Statements Local and International Money Transfers Instant Card Activation E-Commerce Doha Sooq (e-commerce platform) Online Payment Gateway	<b>MetLife:</b> International Wealth Builder, Live Life, Future Project, Investor Advantage, Super Invest.  <b>Zurich:</b> International Term Assurance, Futura, Vista, Global Choice, Simple Wealth.	<b>Doha Bank Assurance Company:</b> Motor Insurance, Travel Insurance, Medical Insurance, Personal Accident Insurance, Home Insurance, Workmen Compensation, Property Insurance, Credit shield, Public Liability, Contractors All Risk  <b>Khaleej Takaful:</b> Group Life & Credit Insurance

### Customer Due Diligence

Doha Bank's policies and procedures encompassing onboarding of new customers has extensive controls governing 'Know Your Customer (KYC)'. These policies and procedures are one of the key controls that reduce the risk of credit loss as well as identify suspicious transactions on accounts. Doha Bank's customers, counterparties, financial institutional relationships are all screened against black lists such as OFAC, Terrorist lists etc. with the help of a well-established monitoring and Anti-Money Laundering (AML) system. There is complete transparency on all the financial transactions (both incoming and outgoing) to review the status of accounts from time to time. Doha Bank also aspires to review Environmental and Social Risk issues while designing its products.

### Responsible Lending

Doha Bank ensures responsible lending through its existing Lending policies, which strictly ensures that all the lending activities are done in strict adherence to QCB regulations and ensuring that the expat customers do not pay over 50% of their monthly salary (after fixed commitments) and Qatari customers do not pay over a specified % based on various categories. The assessment of eligibility for loans is based on a set criteria defined in the policies which typically excludes variable components such as bonus, overtime pay etc.

### Project Financing

Doha Bank's WSB team offers a broad range of lending products including working capital finance, overdrafts, bill-discounting, term loans and project financing services for large-cap and mid-cap corporates, governments and private sector. Doha Bank's highly qualified team takes a holistic and research driven approach to support various financing needs of our clients and has the ability to effectively leverage the bank's balance sheet.

Being a firm supporter of the Qatar National Vision 2030, Doha Bank was involved in several large projects in 2019, including Roads and Infrastructure projects, Water and Electricity Projects. The bank was also involved in several large private sector projects including Hotels, Commercial, and Residential towers. Doha Bank continues to show its commitment to support the development of Qatar and help build a more prosperous and sustainable future for the nation and its people.

# COMMITTED TO THE ENVIRONMENT

The Environmental Policy covers all aspects of Doha Bank's operations – from good housekeeping measures such as using both sides of paper prior to recycling, to ensuring that investments made are environmentally sound. The policy also commits us to promoting suppliers and services which adhere to environmentally sound ways of operating.

All staff must have access to this Environmental Policy through the staff information file held on computer. The Environmental Policy will be regularly referred to in decision-making and through team meetings. It is to be included during the induction of new staff, board members and volunteers. It shall be reviewed bi-annually by the Doha Bank Green Banking Committee.

Doha Bank practices the principles of the 3Rs by:

- 1. Reducing** waste where possible by thinking about what Doha Bank buys and how it uses it. Non-essential documents and emails will not be printed. Doha Bank will annually review which internal documents and external publications are essential, if they are not, they will be cancelled thus reducing waste and saving money. Doha Bank will endeavor to avoid disposable cups and food packaging bought by the office and for events. Doha Bank will ensure all its printing and photocopying is done on double-sided paper.
- 2. Re-use** wherever possible by trying to find a second life for items especially paper and office stationery. Scrap paper will be used in printers, fax machines, for taking messages and for writing notes or draft copies of documents. Doha Bank is committed to the re-use of envelopes and packaging where possible.
- 3. Recycle** as the least preferred option of the 3Rs. All paper, card, glass, tin will be recycled. Toner cartridges and inkjets will also be recycled. If office furniture or IT equipment is being replaced, then Doha Bank will seek to have those items reused or recycled. Doha Bank will use/support social economy organizations to recycle materials as appropriate.

- 4.** Doha Bank will buy recycled items where possible. Doha Bank will endeavor to switch all publications and general office papers to 100% post-consumer waste recycled papers, any additional purchasing costs will be balanced against reduced consumption. When purchasing other items of office equipment recycled options will be considered.
- 5.** Doha Bank will seek to purchase fair-traded and environmentally sound goods. Sourcing of refreshments for meetings, training and events should wherever possible be purchased from local suppliers to reduce food miles (preferably within the social economy). If possible, food should be organic, fruit and vegetables should be in season and tea, coffee and other products (e.g. chocolate biscuits!) should be fair-traded. Any wood products purchased should carry certification that they are environmentally friendly.
- 6.** Doha Bank will promote the use of energy efficient vehicles for business and private purposes. For journeys that require the use of a car, car sharing will be encouraged.

Doha Bank will seek to minimize the use of energy in its activities. For example, lights and equipment will be switched on only when needed and not out of routine.

The bank has a Sustainable Development Vision which takes us beyond the community-based green objectives, and which has brought focus to an internal environmental commitment across its operations to reduce own carbon impact and to lead by example in doing so.

Doha Bank's direct environmental impacts are restricted to Paper, water, energy consumption and greenhouse gases emission (GHG). Doha bank is fully committed to optimize and streamline the consumption and emissions through various initiatives.

The Doha Bank Head Office Tower in West Bay – Doha is designed to be energy efficient using the latest technologies including:

- Dimming/ auto switch-off system for internal and external lighting which is controlled by an advanced digital building management system (BMS).
- Air Conditioning controlled by a multiple parameter control system connected to BMS
- The use of full glass partitions for external windows which have built in film which maximizes natural light whilst controlling heat gain.
- The Bank's Offices, Departments and Branches are all converting to high energy efficiency eco-friendly LED lamps.

In addition to the above Doha Bank as part of its green initiatives has invested in new technology infrastructure platforms which are much more energy efficient than previous platforms. They also require less space and cooling, so energy is further conserved. Our Strategy of infrastructure virtualization has further reduced the power and cooling requirements when compared to more traditional use of physical infrastructures.

We have also consolidated desktop printers, photocopiers with centralized multifunction printers which has contributed to a substantial savings in papers, printer cartridges as well as power consumption. We have just launched an e-statement facility to give our customers the option to download their statement electronically. This has the potential to significantly reduce paper and energy consumption even further.

Looking to the future we will be relocating our Data Centers to very energy efficient Shared Facilities reducing our Carbon Footprint even further. Doha Bank's Paperless Banking initiatives have included the access for all customers to Online, SMS, Mobile, Phone and ATM banking channels; all of which contribute towards more convenience and peace of mind for its customers as well as providing the options for the delivery of e-statements online and ATM transactions without paper receipts.

New accounts and the conversion of existing accounts to this Green Account concept have resulted in nearly 2 million e-statements being produced in 2019 resulting in reduction of equivalent physical statements.

Various Paperless Banking initiatives have been deployed over the Bank's internal processes with savings in paper usage of in excess of one million sheets in 2019, equivalent to 529 trees.

Water Maintenance services are outsourced to vendors which are well equipped in monitoring processes and in ensuring proper water pipeline installations with periodic checks for leakages. Staff are also encouraged to ensure the closing of water taps after usage and to report any water-related issues.

Doha Bank view funding via the issuance of Green Bonds as a possibility for investors to be able to contribute to sustainable projects and assets. Doha Bank's updated EMTN program, which is listed on the London Stock Exchange include framework for issuing Green Bonds as well.

In an additional step to showcase its commitment to the environment, Doha Bank published its 'Approach to Responsible Investment' and 'Approach to Sustainable Finance' on the corporate website. Both documents detail the Bank's policy to ensure ESG factors are incorporated into all parts of business activity.

Amount of:	2015	2016	2017	2018	2019
GHGs emissions (tones) – Direct	247	298	433	404	408
GHGs emissions (tones) - Indirect	7,495	6,903	10,030	9,354	9,460
Direct energy consumed (GJ)	-	-	3,030	2,825	2,857
Indirect energy consumed (GJ)	-	-	70,220	65,488	66,232
Total energy consumed (kWh)*	15,204,187	14,004,029	20,347,338	18,975,980	19,191,634
Total energy consumed (GJ)	54,734	50,414	73,250	68,313	69,090
Total water consumption (m3)	21,362	16,838	41,244	37,377	34,942
Total waste generated (tones)	-	-	601	978	600
Total waste recycled (% or tones)	-	-	-	-	-
Vehicle fuel consumption (L)	108,000	110,249	118,953	116,742	113,403
Suppliers screened against environmental criteria (%)	-	-	-	-	-

**Notes:** Energy & Water data currently reported relates to Doha Bank's two main office buildings in Doha, Qatar which houses the majority of Doha Bank's employees in Qatar.

\*Electricity is the primary source of energy consumed by Doha Bank

# COMMITTED TO OUR EMPLOYEES

There is not a more asset to Doha Bank than its employees and in driving a strong sustainable business it is critical that it continues to provide a framework of opportunities for its employees in meeting its customers' needs and in the service of all other stakeholder groups.

Doha Bank's highest priority objectives are:

## Qatari Development

The development of Qatari employees, not only in terms of Qatarisation ratios under the Qatar Vision, but also with the objective to assign higher responsibilities to selected individuals supported by the Bank's Management Trainee Program, Scholarship Program, nominating potential talent in **Kawader** program hosted by QFBA and other inhouse Banking & skills Programs.

Number of Qatari Senior Hiring	2015	2016	2017	2018	2019
Senior Management	2	0	0	0	1
Branch Managers	0	1	0	0	0

## Productivity & Optimization

In maintaining sustainable growth, the bank has focused on productivity maximization with the redeployment of staff into available positions according to their existing skills, competencies and development objectives.

## Code of Ethics

All employees of Doha Bank also sign the code of conduct / ethics which includes clauses on data confidentiality, protection of customer information as well as bribery/anti-corruption among other things.

## Training & Development

Doha Bank has been committed to supporting the State of Qatar's objective of the development of a comprehensive knowledge-based society for driving future sustainability. Hence, there was an inspiring vision for staff learning &

development; Doha Bank's learning strategy clearly communicates that learning is critical to the Bank's success. In this regard, Doha Bank has made robust investments to develop agile learning culture for the employees. Doha Bank is a first bank to win Prestigious International Brandon Hall award for successfully implementing compliance training. **"Doha Bank Taleem"** Mobile learning app, is one of the many areas the Doha bank has excelled to strengthen blended learning approach, supporting 'anytime' learning.

Doha Bank employees were able to utilise over 7000 learning hours from a world class banking & business skills content during 2019. The key training areas of focus being AML, Compliance, FATCA, Business continuity, Key accounts Management, Corporate Governance, Operational Risk, information security & Customer Service development. In 2019, the bank ensured adequate resources were allocated for learning in terms of a dedicated Training & Development Academy and support from internal specialists to share knowledge, involving other valued learning partners i.e. E&Y, KPMG, QCB, UAB, CNAQ and many international training companies.

The Bank is also very proud of its nationalization program which covers over 20% headcount offering new trainee programs, international scholarship sponsorship, internship opportunities, career fairs and the Doha Bank internal Qatari Talent Management Program. The Knowledge and Learning Skills of Doha Bank's employees are foundational pillars supporting the realization of the Bank's ambitions, and it continues to be at the forefront of building and developing human capital.

Employment by Contract	2015	2016	2017	2018	2019
Full-time employees	1,060	1,072	1,071	1,007	987
Part-time employees	0	0	0	0	0
Total workforce	1,060	1,072	1,071	1,007	987

Employment by Level	2015	2016	2017	2018	2019
Senior management	59	59	52	48	63
Middle management	198	204	206	194	171
Staff	803	809	813	765	753

#### A PLACE FOR TALENTED INDIVIDUALS

Doha Bank provides a workplace for employees in an environment of equality and diversity where all share in being talented individuals contributing towards the bank's overall potential as a sustainable enterprise.

Employment by Nationality	2015	2016	2017	2018	2019
Qatari	207	234	230	209	200
Expatriate	853	838	841	798	787

Employment by Gender	2015	2016	2017	2018	2019
Male	782	771	765	720	705
Female	278	301	306	287	282

Workforce by Age	2015	2016	2017	2018	2019
18-30	213	202	183	139	103
31-40	474	474	462	429	407
41-50	257	276	293	313	335
51 and above	116	120	133	126	142

Female Participation in the Workforce	2015	2016	2017	2018	2019
Female employees (%)	26%	28%	29%	29%	29%
Females in middle management (%)	16%	10%	15%	16%	14%
Females in senior management (%)	2%	1%	4%	4%	6%

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

Male – Female Compensation Ratio (Median Salary)

Male – Female Compensation Ratio (Median Salary)	2015	2016	2017	2018	2019
Median Male Salary vs Median Female Salary	1.04:1	1.07:1	1.1:1	1.04:1	1.06:1

## DEVELOPING OUR WORKFORCE

The Bank has a longstanding culture of knowledge sharing which also extends to popular workshops with customers and, against that background, employee career and personal development is supported by the various training and workshop programmes delivered by Doha Bank’s Training Department.

Based on the annual performance appraisal exercise, the training needs of employees are identified against which a tailored approach is taken to the development of an annual training plan. There is also the extensive use of e-learning throughout the bank and sales and customer service training programs are conducted periodically.

In terms of career development, the bank has a range of schemes to accommodate the various employee grades based on learning maps: Management Trainee Program,

Scholarship Program, Inhouse & external skills courses and Banking Programs.

Under the Bank’s Qatarisation Program, Doha Bank seeks to attract talented Qatari employees and is proud to have a successful scholarship programme in place which helps to attract high quality graduate entrants to the bank on an annual intake basis.

In addition to scholarships, Doha Bank also participate in schemes for Youth Training as undernoted:

- Trainee Program – an in-house training programme for Doha Bank’s school leaver - new entrants to the bank giving them a foundation course on Banking Fundamentals.
- Internships – providing youth work experience on a selective basis.

Number of	2015	2016	2017	2018	2019
Employee participation (Hours)	4,326	4,413	6,615	3,447	3,890
Training programmes offered	384	338	715	434	372
E-learning programmes offered	250	250	250	177	180
Training courses delivered	384	338	465	257	205
In-house training courses delivered	363	313	445	234	180
External training courses delivered	21	25	20	23	25
Training hours delivered (Classroom)	1,129	1,193	1,647	677	590
Scholarships granted	9	9	22	16	10
Trainee programme trainings	4	15	48	45	0
JQC secondments	-	2	14	-	0
Internship work experience positions	24	18	29	45	46

## OCCUPATIONAL HEALTH AND SAFETY

Number of	2015	2016	2017	2018	2019
Incidents of discrimination	0	0	0	0	0
Work-related injuries	0	0	0	0	0
Occupational diseases	0	0	0	0	0
Work-related fatalities	0	0	0	0	0

## VALUING OUR EMPLOYEE'S ACHIEVEMENTS

Attracting and retaining a high-quality workforce is a major component of sustainability and Doha Bank achieves this through various initiatives and reviews to ensure that the Bank remains competitive across the package of salary, variable pay, allowances and incentives as well as a comprehensive benefits offering. Further, Doha Bank's employees are also recognized through annual incremental salary reviews and by way of merit-based promotions. Outstanding performance is celebrated and rewarded monthly in CEO Awards for Best Idea, Most Committed Staff, Best Department etc.

QAR '000	2015	2016	2017	2018	2019
Total salaries and benefits for employees	520,524	516,304	531,109	496,325	493,291

Staff Turnover	2015		2016		2017		2018		2019	
	No.	%	No.	%	No.	%	No.	%	No.	%
Total Turnover	128	12	94	9	79	7	108	11	71	7

Sr. Management	14	24	9	15	8	15	6	19	8	13
Middle Management	31	16	18	8	16	5	37	13	12	7
Staff	83	10	67	8	55	8	65	8	51	7

Females	44	16	27	9	36	12	35	12	28	10
Males	84	11	67	9	43	6	73	10	43	6

18-30	35	16	29	14	24	13	31	22	24	23
31-40	48	10	33	7	33	7	38	9	25	5
41-50	17	7	14	5	13	4	15	5	9	3
51 - 60+	28	24	18	15	9	7	24	19	13	9

The linkage between actual performance and incentives for executives is clearly established by the Bank. The incentives (including performance Bonus) are directly linked to the annual performance ratings which is in turn dependent upon performance against targets clearly defined during the beginning of the year.

## EMPLOYEE ENGAGEMENT

As a stakeholder group employees are fundamental to the success of Doha Bank and its sustainable long-term growth. The Bank strongly believes that employee engagement is of paramount importance towards its success. In addition to the more formal aspects of developing its employees' knowledge, skill sets and overall experience, the shared individual and group experiences which it enjoys through social and sporting events, form a strong Doha Bank team spirit from which, employees can take pride in their own personal & team achievements. Some of the staff engagement activities in 2019 were:

### Tri Sport Event

An indoor sporting event was organized for the employees, where 3 different tournaments were held. Bank wide employees participated in a Pin Bowling Tournament, Billiard Tournament and Table Tennis Tournament. Over 400 employees participated in an action-packed all-day event. There were special awards for the "Most Creative Bowling Team Name", "Best Uniform" and "Wooden Spoon Award". Winners in the main category of awards were given very attractive prizes.

### Annual Staff Quiz Competition

A quiz competition was held alongside entertaining activities for staff and their families. The fun-filled event, titled 'Brainy Squad', saw tremendous response and wholehearted involvement from bank-wide staff. With around 50+ teams participating in the competition and the top 5 teams walking away with attractive prizes, in a tightly-fought, yet fun-filled event. The format of the competition included preliminaries, rapid fire, Qatar, General Knowledge, IT and Social Media rounds, and a mixed bag round where the teams had to bid for their scores, which increased the intensity of the event. Audience also had opportunities to participate and challenge their skills through audience quiz, an interactive "solve the riddle" treasure hunt and several skill-based games. Long Service Awards

Doha hosted a special awards ceremony in recognition of employees who have put in long years of service with the Bank. The "Long-Service Awards" sought to recognize employees who had reached service milestones of 10, 15, 20, 25, 30 and 35 years, for their exemplary dedication and loyalty to the Bank.

### Health Awareness Sessions

Following interactive health awareness sessions were held in collaboration with Hamad Medical Corporation:

- "Pink Day" pertaining to Breast Cancer Awareness – Apart from the awareness session, all the female employees in the Bank were gifted a pink rose and a pink cup cake
- "Blue Day" pertaining to World Diabetes Day. – Apart from the awareness session, an interactive fun quiz and a fun photo booth were available for employees to participate in
- "Teal Day" pertaining to Cervical Cancer – Apart from the awareness session, PAP smear vouchers were gifted to female employees

### Child & Forced Labor

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

# COMMITTED TO OUR SHAREHOLDERS

The Bank's sustainability in terms of financial performance is well proven in past results which have evidenced strong year on year growth of the balance sheet and profit & loss account. Such performance, of course, relies heavily on all of Doha Bank's sustainability measures in creating long term opportunity for all stakeholders whilst delivering superior returns to shareholders.

- Strong Loan to Deposit Ratio of 112.5% versus a system average of 122% for Qatari Banks
- Strong Total CAR of 17.75%
- Strong Provision Coverage including ECL of 124%
- One of the Highest Net Interest Margins for Qatari Banks
- A very well diversified loan mix and a diversified deposit and funding base
- Significant part of investment portfolio in local sovereign

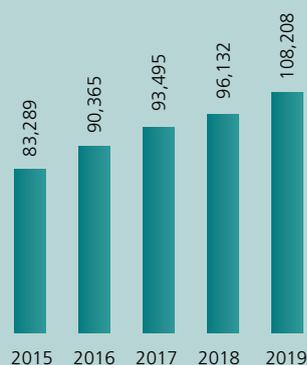
Key Figures	2015 (QAR Mn)	2016 (QAR Mn)	2017 (QAR Mn)	2018 (QAR Mn)	2019 (QAR Mn)
Total Assets	83,289	90,365	93,495	96,132 <sup>1</sup>	108,208
Net Loans & Advances	55,595	59,186	59,804	59,844 <sup>1</sup>	65,784
Customer Deposits	52,767	55,730	59,468	55,785 <sup>1</sup>	58,464
Total Equity	13,187	13,381	14,807	12,733	13,318
Net Profit	1,354	1,054	1,110	830	754

1. Restated

% Key Ratios	2015	2016	2017	2018	2019
Return on Shareholders' equity <sup>1</sup>	13.9%	9.6%	9.5%	6.5%	6.0%
Return on Average Assets	1.70%	1.21%	1.21%	0.88%	0.74%
Total Capital Ratio	15.73%	15.57%	17.51%	17.01%	17.75%
Total Equity to Total Assets	15.8%	14.8%	15.8%	13.2%	12.3%
Net Loans to Total Assets	66.7%	65.5%	64.0%	62.3% <sup>1</sup>	60.8%
Net Loans to Total Deposits	105.4%	106.2%	100.6%	107.3% <sup>1</sup>	112.5%

1. Restated

### TOTAL ASSETS (QAR Million)



### TOTAL EQUITY (QAR Million)



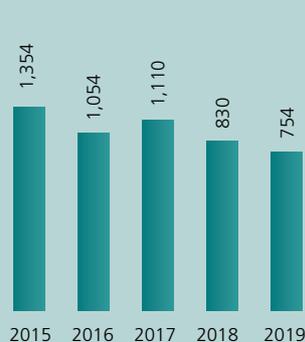
### NET LOAN ADVANCES (QAR Million)



### TOTAL DEPOSITS (QAR Million)



### NET PROFIT (QAR Million)



## GOVERNANCE AND MANAGEMENT SYSTEMS

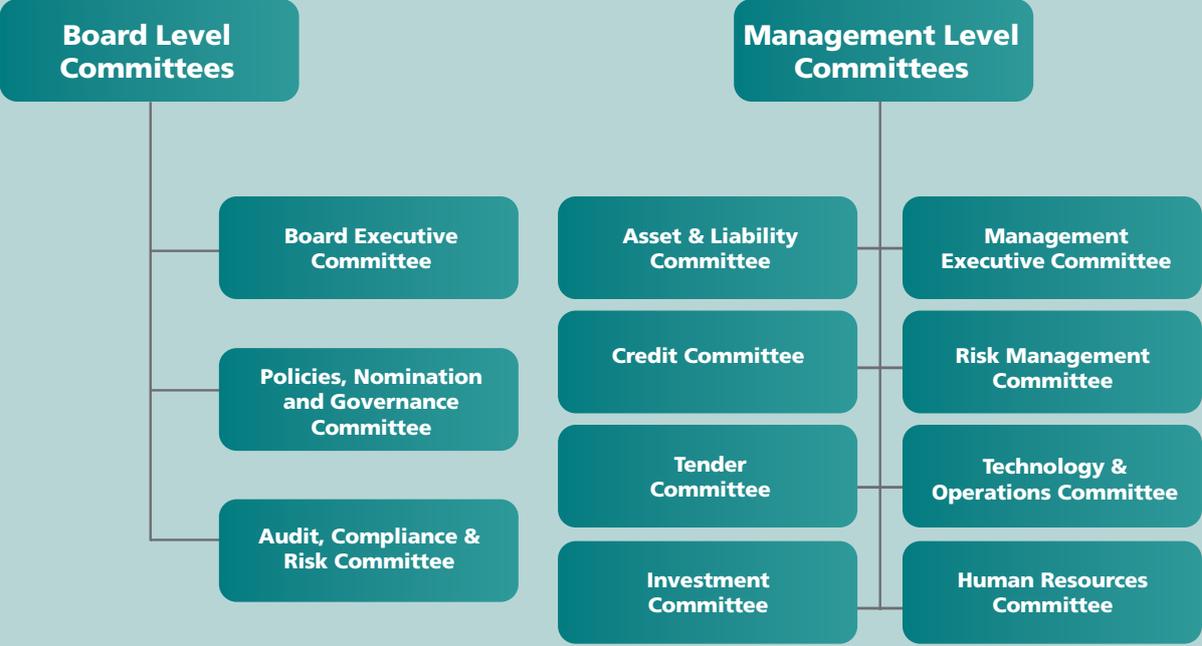
The bank was incorporated on 15 March 1979 as a Joint Stock Company under Emiri Decree No. 51 of 1978. The Bank holds commercial registration No. 7115 and has its registered office address at Doha Bank Tower, Corniche Street, West Bay, P.O. Box 3818, Doha, Qatar.

As part of the governance compliance requirement of the Corporate Governance Code for Listed Companies, as issued by the Qatar Financial Markets Authority and the governance guidelines for Banks as issued by Qatar Central Bank, Doha Bank as a Qatari Public Shareholding Company listed on the Qatar Exchange is required to disclose the extent to which it complies with the provisions of the code. The Code adopted by the QFMA is based on the principle of comply or explain.

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

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

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



In the period ended 31st December 2019 the Board of directors consisted of nine members as follows:

- 4 Executive
- 5 Non-Executive directors; which includes two independent members. This is as per Qatar regulatory requirements.

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

The voting results of the AGM are clearly published (online & print) as required by the regulators. During the period ended 31st December 2019 there were no significant fines for non-compliance assessed against Doha Bank.

Indicators	2015	2016	2017	2018	2019
Independent Directors (%)	14.30%	14.30%	22.20%	22.20%	22.20%
Female Directors	0	0	0	0	0
Monetary Value of Significant Fines for Non-Compliance	0	0	0	0	0
Legal Actions Re. Corruption, Anti-Trust, Monopoly Practices	0	0	0	0	0

# COMMITTED TO OUR COMMUNITY

Doha Bank believes in continuously giving back to the society with the stakeholder's interest being of prime concern. Noted below are the various levels to which Doha Bank goes to engage with its stakeholders both in terms of community and internationally:

- Doha Bank's Green Banking Committee is committed towards the Bank's drive in making a long-term positive impact to the environment and making Qatar clean and green. It was organized to implement Doha Bank's Environmental Policy and align the bank's business operations with the green initiatives to promote the green culture within the organization and towards the society. The Committee has been instrumental over recent years in the following areas:
    - The growth of the ECO-Schools programme
    - Beach Clean-ups
    - The introduction of the e-Newspaper facility across the Bank
    - Evaluation of Plastic Waste recycling
    - The introduction of Dual-Sided Printers to all Branches
  - In a Partnership Agreement between Doha Bank and UNESCO to proactively work together in greening the environment, Doha Bank conducted many green activities such as ECO-Schools, Beach Clean-up / Adopt-a-Beach campaign, Recycling and Waste Management programmes in coordination with the Ministry of Environment.
  - The ECO-Schools Programme aims to further increase eco-consciousness of schoolchildren and make them environmental advocates at a young age and gain the support of School Management, Teachers, Staff and Parents to encourage the school children on being socially and environmentally responsible citizens of this country for a sustainable development in coordination with NGO's, Ministry and other interested public and private sectors. This project has a long-term impact to the environment and the society and is currently being expanded on a cross-border basis.
- Doha Bank launched the ECO-Schools Programme website ([www.ecoschools.com.qa](http://www.ecoschools.com.qa)) dedicated to the environment which encourages schools of any discipline; whether pre-school, primary, secondary, collegiate, universities, Arabic schools etc. to proactively participate in the implementation of good environmental practices, reduction of carbon footprint, increase eco-consciousness and supporting children to become environmental advocates.
- The Bank seeks to improve financial literacy through various initiatives including (i) schools programme (alongside environmental projects) and in the business environment through knowledge sharing events and seminars such as those conducted in its Branches for small business owners.
- Organized seminars all over the world – Qatar, India, USA, Europe, Asia and Australia – on the environment, bilateral trade and sustainability where experts apprised the participants.
  - Reinforcing its commitment to humanitarian and charity efforts, Doha Bank donated cash aid to Qatar Red Crescent Society (QRCS), a volunteering humanitarian organization recognized by the International Federation of the Red Cross and Red Crescent Societies (IFRC) in Geneva, to support the eighth edition of its annual 'Warm Winter' campaign aimed at providing essential needs during the cold winter months to refugees and displaced people from conflict-ridden countries in the region.
  - Reinforcing its commitment to supporting charitable endeavours and revitalising the spirit of solidarity among the community, particularly during the holy month of Ramadan, a cash donation was made to the Qatar Cancer Society (QCS).
  - Continuing its efforts to spread the message of environmental protection and sustainable living,

- Doha Bank joined hands with Qatar's Ministry of Municipality and Environment (MME) and the Al Wakra Municipality to host a 'Beach Clean-up' event at Al Wakra Beach, under the theme 'Save The Beaches For The Future' to show its commitment to the environment and in celebration of the Earth Day global event on 6th April 2019.
- Affirming its commitment to supporting climate change action and raising awareness about energy conservation, Doha Bank switched off the lights in its corporate headquarters and select branches across Qatar on 30th March 2019 as part of its participation in the 13th annual Earth Hour.
  - The Doha Bank 'Green Bank' website, [www.dohagreenbank.com](http://www.dohagreenbank.com) continues to educate the public further on Green culture issues showing the bank's various initiatives taken, planned activities, projects, products and services. This also includes other environmental campaigns, recycling and waste management programs.
  - In a step aimed at rewarding environmentally-conscious new homeowners, Doha Bank launched Qatar's first 'Green Car Loan' to encourage residents to opt for environmentally-friendly vehicles. Encouraging customers to become more energy efficient and sustainable, with their Car options the exciting offer features discounts on interest rate on Car loan, that are electric or hybrid car.
  - All Doha Bank e-mails are sent with an automatic description to discourage the printing of mail unless necessary to save the environment.
  - Many customers have opted to change their existing accounts to 'Green Accounts' and more new customers opening green accounts.
  - The Bank encourages energy saving as a corporate habit and is committed to plant one tree per employee every year.
  - Unwavering commitment to Carbon Neutrality from the Doha Bank Board as the bank signed with Gulf Organization for Research and Development (GORD) at the Qatar Sustainability Summit, in October 2019. Doha Bank signed to partner with GORD to explore areas of mutual collaboration in sustainability and carbon neutrality.
  - Doha Bank is committed to eliminate usage of non-biodegradable materials, encourage recycling and buy environment friendly goods.
  - Committed to reducing energy consumption with initiatives such as carpooling, switching off unnecessary lights and office equipment when not required.
  - ECO-consciousness integrated into Doha Bank's daily operations through knowledge sharing, paperless banking and awareness campaigns on social responsibility to gradually instill the value of a 'Green Culture' within the organization and ultimately towards the environment and the society.
  - Doha Bank has made a positive impact with its green mission appreciated by all including the Qatar and Global business community. In continuation of these efforts Doha Bank will:
    - extend ongoing public awareness on climate change to educational institutions in the State of Qatar and internationally, to foster an environmentally friendly attitude in next generations.
    - work closely with the Government, NGOs, other institutions, corporate clients, private sectors and civil society with the aim to reduce harmful effects to the environment.
    - collaborate with institutions accredited in providing advisory services on carbon-neutral programs and introduce the same in the State of Qatar.
    - effectively channel funds available for investments in sustainable & environmentally friendly projects to promote a green culture.
  - Significant increase in customer transactions using Online Banking and e-Statements.
  - Commitment towards the continued development of digital channels.
  - Significant rise in new and conversion from conventional account to green banking accounts and products. More customers opting for e-statements instead of paper statements.

- Significant reduction in ATM-receipt printing.
- Awards: please see Page 4
- Doha Bank actively engages with all stakeholders at every opportunity on environmental and sustainability issues. The Doha Bank "Global Environmental Awareness Program" by which Doha Bank communicates with the public and business communities local and internationally aims to:
  - create awareness of the concept of Global Warming and Climatic Change,
  - highlight the activities that contribute to climate change and damage to the environment and
  - support environmental sustainability and education by reaching out to both the public and private sectors to act together on domestic and global environmental issues, key challenges and sustainable development.
- Advise and implement measures to reengineer Doha Bank internal processes to reduce emissions of greenhouse gases.
- Aside from such environmentally sustainable activities as listed above the bank does, of course, through its day to day activities in providing jobs and procuring supplies & services, generate much financial activity within the community and the economy.

Key Expenditures (QAR '000)	2015	2016	2017	2018	2019
Spending on salaries & benefits	520,524	516,304	531,109	496,325 <sup>1</sup>	493,291
Taxes paid	25,801	32,236	35,666	10,808	1,439
Spending on locally-based suppliers	237,486	289,186	285,348	238,356	278,024

Community Investment	2015	2016	2017	2018	2019
Events Sponsorship (QAR '000)	2,625	2,188	2,455	5,225	1,814
Number of Eco-Schools	18	18	27	29	25
Community Investment (QAR '000)	4,200	1,000	1,000	1,000	1,000

1. Restated

# COMMITTED TO OUR SUPPLIERS

Procurement within Doha Bank is governed by its current 'Purchasing and Expenses Policy'. According to the policy the administration department shall prepare a list of all vendors / suppliers, with whom the Bank may transact with. The said list shall be approved by the Tender Committee on annual basis and provide recommendation based on the following:

- Vendor credit reference
- Type of Business / services / goods provided to the Bank
- Vendor's reputation in the market place
- Contact Person
- Last Follow-up date
- Any new vendor in the market

Doha Bank does not have sustainability criteria as one of the selection criteria for vendors. Doha Bank is currently in the process of incorporating the same. To this effect, the policies and procedures would be amended and will start reporting the currently unreported materiality aspects starting from the Sustainability Report for 2020. Doha Bank is also fully aware of the risk of possible child labour and forced or compulsory labour through its vendor chain, particularly through third party suppliers. Doha Bank's purchasing and expenses policy is being amended to incorporate the minimum expectations from Vendors on the said subject prior to selection.

Where possible Doha Bank's procurement of materials is from local suppliers as means of reducing carbon emissions from transport sources in the haulage of materials. Doha Bank will continue to work with its vendor stakeholder group in the measurement of environmental performance. The spending trend on locally based suppliers is as shown below:

Key Expenditures (QAR '000)	2015	2016	2017	2018	2019
Spending on locally-based suppliers	237,486	289,186	285,348	238,356	278,024
Spending on all suppliers	428,327	459,445	414,908 <sup>1</sup>	350,327	319,893
% of spending of local suppliers vs all	55%	63%	69%	68%	87%

1. Restated

# APPENDIX A: REPORT PARAMETERS

## Reporting Cycle:

- This Sustainability Report issued by Doha Bank is in respect of data for the fiscal years of 2015-2019 and will be followed by further annual reports.

## Report Content:

- Doha Bank's report is constructed based on the Global Reporting Initiative ("GRI") G4 guidelines in accordance 'Core'. As detailed in Appendix B.

## Reporting Boundaries:

- The data provided in this report represents Doha Bank group including its Branches and Representative Offices elsewhere in the GCC and internationally. Energy consumption and emissions figures have, on this occasion, been limited to its two main office buildings in Doha. Doha Bank plans to be able to report on consumption on a more complete basis from 2019 onwards.

## Materiality:

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

## Comparability:

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

## Inclusiveness:

- Doha Bank's Stakeholder Map which evidences the extent to which Doha Bank has identified its channels of engagement with different stakeholders, together with the bank's responses to their varying needs and priorities is listed in page numbers 27-29. Stakeholder engagement will continue to be a high priority for the bank with an openness of approach, transparency and continuous improvements being its objectives.

## Clarity and Accuracy:

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

# APPENDIX B: GRI G4 CONTENT INDEX

## General Standard Disclosures

General Standard Disclosures	Definition	Page	Omission	External Assurance	Comments
<b>Strategy and Analysis</b>					
G4-1	A statement from the most senior decision-maker of the organization	8			
G4-2	Description of key impacts, risks and opportunities	14-22			
<b>Organisational Profile</b>					
G4-3	Name of the organization	9			
G4-4	Primary brands, products, and/or services	9-13			
G4-5	Location of organization's headquarters	6			
G4-6	Number of countries where the organization operates	9			
G4-7	Nature of ownership and legal form	9			
G4-8	Markets served	9			
G4-9	Scale of the reporting organization	9-13			
G4-10	Total workforce by type, contract, region, broken down by gender.	42-46			
G4-11	Percentage of Employees covered by CBA	Refer Comments			Collective Bargaining and Trade unions are prohibited in Qatar
G4-12	Organization Supply Chain	12			
G4-13	Significant changes in report period (size, structure, capital, ownership, supply chain)	Refer Comments			No significant changes
G4-14	Whether and how precautionary approach addressed	14-22			
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses	UNGC			
G4-16	Membership in associations (industry, national/international, governance bodies, projects, committees, substantive funding beyond membership, strategic membership).	Refer Comments			None to the extent of being strategic memberships or having governance roles or project/committee participation.
<b>Identified Material Aspects and Boundaries</b>					
G4-17	Entities Included in the Organization Consolidated Financial Statements. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	9			
G4-18	Process for defining report content and Aspect Boundaries	Appendix A			
G4-19	Materials Aspects identified in the process for defining report content	23-24			
G4-20	Aspect Boundary for each material Aspect within the organisation	Appendix A			

General Standard Disclosures	Definition	Page	Omission	External Assurance	Comments
G4-21	Aspect Boundary for each material Aspect outside the organisation	Appendix A			
G4-22	Effect and reasons of information re-statements (mergers, acquisitions, base years, methods)	Refer Comments			None required
G4-23	Significant changes (scope, Aspect Boundaries)	Refer Comments			None
<b>Stakeholder Engagement</b>					
G4-24	Stakeholder groups engaged by the organization	23-24			
G4-25	Basis for Identification and Selection of Stakeholders	23-24			
G4-26	Stakeholder engagement process (frequency, type, group)	23-24			
G4-27	Concerns raised by stakeholders and response	23-24			
<b>Report Profile</b>					
G4-28	Reporting Period	Appendix A			
G4-29	Date of Previous Report	2018			
G4-30	Reporting Cycle	Appendix A			
G4-31	Contact Point Regarding the Report	Appendix C			
G4-32	Table for location of General Standard Disclosures	Appendix B			
G4-33	Policy and practice for external assurance.	Appendix A			
<b>Governance</b>					
G4-34	Governance structure (eg BoD committees strategy or oversight)	48-49			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	48-49			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
G4-36	Report whether the organisation has appointed an executive level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	48-49			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	48-49, Appendix A			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
G4-38	Report composition of the highest governance body and its committees.	48-49			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
G4-39	Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).	48-49			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
G4-40	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members	Corporate Governance Report			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>

General Standard Disclosures	Definition	Page	Omission	External Assurance	Comments
G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders. (Report whether conflicts of interest are disclosed to stakeholders, including, as a minimum - Cross-board membership, Cross-shareholding with suppliers and other stakeholders, Existence of controlling shareholder, Related party disclosures)	Corporate Governance Report			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts	Corporate Governance Report			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics	Corporate Governance Report			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
G4-44	Processes of evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics.	Corporate Governance Report			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
G4-45	Highest governance body's role in the identification and management of economic, environmental and social impacts, risks and opportunities.	48-49			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
G4-46	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics	Corporate Governance Report			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
G4-47	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities	48-49			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
G4-48	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered	CEO			
G4-49	Report the process for communicating critical concerns to the highest governance body	Corporate Governance Report			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
G4-50	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them. (Remuneration & Incentives)	Corporate Governance Report			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
G4-51	Report the remuneration policies for the highest governance body and senior executives (Fixed pay and variable pay, Sign-on bonuses or recruitment incentive payments, Termination payments, Claw backs, Retirement benefits) & Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives	Corporate Governance Report			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>

General Standard Disclosures	Definition	Page	Omission	External Assurance	Comments
<b>Ethics and Integrity</b>					
G4-56	Mission, values, codes of conduct, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.	Corporate Governance Report, Appendix D			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	48-49			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines	48-49			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>

### Specific Standard Disclosures

DMA and Indicators	Definition	Page	Omission	External Assurance	Comments
<b>Category: Economic</b>					
G4-DMA: Generic Disclosures on Management Approach	Reasons for Materiality & its Impacts	Refer Comments			Policy: Appendix D Commitments, Goals, Targets, Responsibilities, Resources and Specific Actions: To be included in 2020 Report.
<b>Material Aspect: Economic Performance</b>					
G4-EC1	Direct economic value generated & distributed	26			
G4-EC4	Financial Assistance Received from Government	Refer Comments			We have not received any financial assistance from the government
<b>Material Aspect: Market Presence</b>					
G4-EC6	Proportion of Senior Management Hired from the Local Community	42			
<b>Material Aspect: Procurement Practices</b>					
G4-EC9	Proportions of Spending on Local Suppliers	53			
<b>Category: Environmental</b>					
G4-DMA: Generic Disclosures on Management Approach	Reasons for Materiality & its Impacts	Refer Comments			Policy: Appendix D Commitments, Goals, Targets, Responsibilities, Resources and Specific Actions: To be included in 2020 Report.
<b>Material Aspect: Energy</b>					
G4-EN3	Energy consumption within the organization	40-41			
G4-EN6	Reduction of Energy Consumption	40-41			
<b>Material Aspect: Water</b>					
G4-EN8	Total water withdrawal by source.	40-41			
G4-EN9	Water sources significantly affected by withdrawal of water.	Refer Comments			To be included in 2020 Report.

DMA and Indicators	Definition	Page	Omission	External Assurance	Comments
G4-EN10	Percentage and total volume of water recycled and reused.	40-41			
<b>Material Aspect: Emissions</b>					
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	40-41			
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	40-41			
G4-EN17	Other indirect GHG emissions	40-41			
G4-EN18	GREENHOUSE GAS (GHG) EMISSIONS INTENSITY	40-41			
<b>Material Aspect: Effluents and Waste</b>					
G4-EN22	Total water discharge by quality and destination.	40-41			
G4-EN23	Total weight of waste by type and disposal method.	40-41			
<b>Material Aspect: Compliance</b>					
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Refer Comments			Nil
<b>Material Aspect: Supplier Environmental Assessment</b>					
G4-EN32	New suppliers that were screened using environmental criteria (percentage)	40-41			
G4-EN34	Grievances about environmental impacts filed, addressed and resolved through formal grievance mechanisms.	Refer Comments			Zero (0) grievances reported.
<b>Category: Social</b>					
<b>Sub-Category: Labor Practices and Decent Work</b>					
G4-DMA: Generic Disclosures on Management Approach	Reasons for Materiality & its Impacts. Programs and processes to ensure the availability of a skilled workforce	Refer Comments			Policy: Appendix D Commitments, Goals, Targets, Responsibilities, Resources and Specific Actions: To be included in 2020 report.
<b>Material Aspect: Employment</b>					
G4-LA1	Total number & rate of employee turnover by age group, gender & region	45			
<b>Material Aspect: Labour/Management Relations</b>					
G4-LA4	Minimum notice period for operational changes.	Refer Comments			To be included in 2020 Report

DMA and Indicators	Definition	Page	Omission	External Assurance	Comments
<b>Material Aspect: Occupational Health and Safety</b>					
G4 - LA6	Type and Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region	44			
G4 - LA8	Health and safety issues in collective agreements.	Refer Comments			Collective Bargaining and Trade unions are prohibited in Qatar
<b>Material Aspect: Training and Education</b>					
G4-LA9	Average hours of training per year per employee by gender and employee category	44			
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	44			
<b>Material Aspect: Diversity and Equal Opportunity</b>					
G4-LA12	Breakdown of employees (by category, gender, etc)	45			
<b>Material Aspect: Supplier Assessment for Labor Practices</b>					
G4-LA14	Percentage of new suppliers that were screened using labour practices criteria.	41			
<b>Material Aspect: Labour Practices Grievance Mechanisms</b>					
G4-LA16	Grievances about labor practices filed, addressed and resolved through formal grievance mechanisms.	Refer Comments			Nil

DMA and Indicators	Definition	Page	Omission	External Assurance	Comments
<b>Sub-Category: Human Rights</b>					
G4-DMA: Generic Disclosures on Management Approach	Reasons for Materiality & its Impacts.	Refer Comments			Policy: Appendix D Commitments, Goals, Targets, Responsibilities, Resources and Specific Actions: To be included in 2020 report.
<b>Material Aspect: Investment</b>					
G4-HR1	Investments with human rights screening (by percentage, number).	Refer Comments			Nil
<b>Material Aspect: Non-discrimination</b>					
G4-HR3	Total number of incidents of discrimination and actions taken.	Refer Comments			Nil
<b>Material Aspect: Freedom of Association and Collective Bargaining</b>					
G4-HR4	Operations identified with freedom in risk and actions.	Refer Comments			Collective bargaining is not allowed by legislation in the Qatar.
<b>Material Aspect: Child Labor</b>					
G4-HR5	Operations identified with child labour risk and actions.	Refer Comments			No case of child labor hiring in Doha Bank's operations and partners.
<b>Material Aspect: Forced or Compulsory Labor</b>					
G4-HR6	Operations identified with forced labour risk and actions.	Refer Comments			Zero (0) suppliers or operations have been identified
<b>Material Aspect: Security Practices</b>					
G4-HR7	Security personnel training on human rights.	Refer Comments			Zero (0) training delivered
<b>Material Aspect: Indigenous Rights</b>					
G4-HR8	Violations of indigenous rights and actions (number)	Refer Comments			Zero (0) violations
<b>Material Aspect: Assessment</b>					
G4-HR9	Operations that have been subject to human rights reviews or impact assessments (percentage, number).	Refer Comments			Zero (0) operations
<b>Material Aspect: Supplier Human Rights Assessment</b>					
G4-HR10	Percentage of new suppliers that were screened using human rights criteria.	Refer Comments			Zero (0) suppliers screened
<b>Material Aspect: Supplier Human Rights Assessment</b>					
G4-HR12	Grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms (number).	Refer Comments			Zero (0) grievances about human rights impacts

DMA and Indicators	Definition	Page	Omission	External Assurance	Comments
<b>Sub-Category: Society</b>					
G4-DMA: Generic Disclosures on Management Approach	Reasons for Materiality & its Impacts.	Refer Comments			Policy: Appendix D Commitments, Goals, Targets, Responsibilities, Resources and Specific Actions: To be included in 2020 Report.
<b>Material Aspect: Local Communities</b>					
G4-SO1	Percentage of operations with implemented local community engagement, impact assessment and development programmes.	Refer Comments			To be included in 2020 Report.
<b>Material Aspect: Public Policy</b>					
G4-SO6	Total value of political contributions by country and recipient/beneficiary.	Refer Comments			Nil - There are no political parties in the Qatar
<b>Material Aspect: Anti-Competitive Behaviour / Compliance</b>					
G4-SO7	Legal actions for anti-trust and monopoly practices (number and outcome).	48-49			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	48-49			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
<b>Sub-Category: Product Responsibility</b>					
G4-DMA: Generic Disclosures on Management Approach	Reasons for Materiality & its Impacts.	Refer Comments			Policy: Appendix D Commitments, Goals, Targets, Responsibilities, Resources and Specific Actions: To be included in 2020 Report.
<b>Material Aspect: Product and Service Labeling</b>					
G4-PR2	Number of incidents of non-compliance with regulations and codes regarding the health and safety impacts of products and services.	Refer Comments			Nil
G4-PR3	Report whether the following product and service information is required by the organization's procedures for product and service information and labeling	Refer Comments			According to Qatari laws and regulations

DMA and Indicators	Definition	Page	Omission	External Assurance	Comments
G4-PR4	Number of incidents of non-compliance with regulations and codes regarding product and service information and labelling, by type of outcomes.	Refer Comments			Nil
G4-PR5	Practices of customer satisfaction (results).	35-36			
<b>Material Aspect: Marketing Communications</b>					
G4-PR6	Report whether the organization sells products that are: Banned in certain markets, The subject of stakeholder questions or public debate	Refer Comments			0 cases. Doha Bank does not sell any banned or disputed products
G4-PR7	Non-compliance incidents (by number, outcome).	Refer Comments			Zero (0)
<b>Material Aspect: Customer Privacy</b>					
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	36			
<b>Material Aspect: Compliance</b>					
G4-PR9	Fines concerning use and provision (by value).	48-49			<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>

# APPENDIX C: ACRONYMS

## Contact:

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ALCO	Asset and Liability Committee
AML	Anti-Money Laundering
ATM	Automated Teller Machine
BCBS	Basel Committee on Banking Supervision
BCM	Business Continuity Management
BMS	Building Management System
BoD	Board of Directors
CAR	Capital Adequacy Ratio
CBA	Collective Bargaining Agreement
CDP	Carbon Disclosure Project
CEO	Chief Executive Officer
CRMD	Credit Risk Management Department
CRO	Chief Risk Officer
CSR	Client Service Representative
DB	Doha Bank
DBFS	Doha Brokerage & Financial Services
DMA	Disclosure on management approach
DR	Disaster Recovery
DRP	Debt Recovery Plan
EAR	Earnings at Risk
ECL	Expected Credit Loss
EMTN	Euro Medium Term Note
ERMF	Enterprise-wide Risk Management Framework
ESG	Environmental, Social and Governance
EVE	Economic Value of Equity
FCNR	Foreign Currency Non-Resident
FRM	Financial Risk Management
FTE	Full Time Employee
GCC	Gulf Cooperation Council
GHG	Greenhouse Gas
GJ	Gigajoules
GRI	Global Reporting Initiative
HO	Head Office
ICAAP	Internal Capital Adequacy Assessment Process
IFRC	Red Cross and Red Crescent Societies
IFRS	International Financial Reporting Standards

IIRC	International Integrated Reporting Council
IPO	Initial Public Offering
IT	Information Technology
JQC	Job Qualifying Centre
Km	Kilometers
kWh	Kilowatt Hour
KYC	Know Your Customer
L	Liters
LCR	Liquidity Coverage Ratio
LED	Light-Emitting Diode
LIBOR	London Interbank Offered Rate
LT	Long Term
m <sup>3</sup>	Cubic Meters
MIS	Management Information System
MME	Ministry of Municipality and Environment
Mn	Million
NGO	Non-Governmental Organization
NII	Net Interest Income
NPL	Non-Performing Loan
NRE	Non-Resident External
NRI	Non-Resident Indian
NSFR	Net Stable Funding Ratio
ORM	Operational Risk Management
QAR	Qatari Riyal
QCB	Qatar Central Bank
QCS	Qatar Cancer Society
QETF	Qatar Exchange Traded Fund
QFMA	Qatar Financial Markets Authority
QPSC	Qatar Public Shareholding Company
QRCS	Qatar Red Crescent Society
QSE	Qatar Stock Exchange
RFP	Request for Proposal
RMG	Risk Management Group
SASB	Sustainability Accounting Standards Board
SME	Small and Medium-Sized Enterprise
SMS	Short Message Service
ST	Short Term
UAE	United Arab Emirates
UNESCO	United Nations Scientific and Cultural Organization
UNGC	United Nations Global Compact
USD	United States Dollar
WSB	Wholesale Banking
WPS	Wages Protection System

# APPENDIX D: SUSTAINABILITY POLICY

In line with Doha Bank's mission, vision and values, the Bank promotes sustainable growth by ensuring necessary steps, based on sound banking principles, to projects that strengthen competitiveness and enhance the environment in which it operates. Doha Bank also recognizes that sustainability ranks high among the priorities of its activities. By following its Sustainability Policy, Doha Bank improves the predictability, transparency and accountability of all its actions. Doha Bank continuously seeks out new opportunities through addressing the needs of its customers, society, other stakeholders, effective management of risks as well as ensuring profitability and continued success of its Group. The policy encompasses the below:

## **Economy / Society**

Doha Bank would ensure financial profitability in the long run to benefit all its stakeholders. Its operations across the country and the region would also ensure financial stability and provide for economic development of the society in which it operates.

## **Environment**

Doha Bank believes that a proactive approach toward conserving and enhancing natural resources is consistent with its Core Values and fundamental to achieving its Mission. Doha Bank recognizes that efficient resource

use and protection of the environment are vital for the continued success of its operations and provide a valuable benefit to its customers and communities. As an organization, Doha Bank strives to act as responsible stewards of the environment and are committed to continuous improvement.

## **Social (Labor) & Human Rights**

Doha Bank will continue to treat its employees with respect and provide a safe, healthy and productive work environment. Doha Bank would also strive to provide employees with adequate growth opportunities and support with necessary training and ensure fair compensatory benefits.

## **Products**

Doha Bank will always strive towards being responsible and providing the right products to the right customer through appropriate channels considering their risk appetite. Doha Bank would evaluate all the risk elements of products and services and ensure appropriate risk mitigation controls are in place to ensure the safety and interest of the customers.

# APPENDIX E:

## Qatar Stock Exchange/ QSE ESG Reporting

ESG Categories	ESG Key Performance Indicators	Measurement annual, unless indicated otherwise	Page Reference / Comments
Environmental	Environmental Policy	Does the company publish and follow an environmental policy? Yes/ No	Yes
	Environmental Impacts	Any legal or regulatory responsibility for an environmental impact? Yes/No If yes, explain	No
	Energy Consumption	Total amount of energy usage in MWh or GJ	19,192 MWh
	Energy Intensity	Amount of energy used per M3 of space, and per FTE	0.09 MWh/ M3 19.6 MWh/ FTE
	Carbon/GHG Emissions	Total amount of Carbon and Green House Gas emissions in metric tons	9,869
	Primary Energy Source	Specify the primary source of energy used by the company	Electricity
	Renewable Energy Intensity	Specify the percentage of energy used that is generated from renewable sources	0
	Water Management	Total amount of water consumption, and details in respect of recycling if any, in M3	34,942
	Waste Management	Total amount of waste generated, recycled or reclaimed, by type and weight in metric tons	600, 0, 0
Social	Full Time Employees	Number of full-time employees	987
	Employee Benefits	Total amount of employee wages and benefits in QAR	493,291,000
	Employee Turnover Rate	Percentage of employee turnover	7.2%
	Employee Training Hours	Total number of hours of training for employees divided by the number of employees	10.4
	Health	Does the company publish and follow a policy for occupational and global health issues? Yes/No	Yes
	Injury Rate	Total number of injuries and fatal accidents relative to the number of FTEs	0
	Human Rights Policy	Disclosure and adherence to a Human Rights Policy	No
	Human Rights Violations	Number of grievances about human rights issues filed, addressed and resolved	0
	Child & Forced Labor	Does the company prohibit the use of child or forced labor throughout the supply chain? Yes/No	Yes
	Women in the Workforce	Percentage of women in the workforce	28.6%
	Qatarisation	Percentage of Qatari nationals in the workforce	20.3%
	Community Work	Number of hours spent, and/or other community investments made as a percentage of pretax profit	1022, 0.4%
	Local Procurement	Percentage of total procurement from local suppliers	87%

ESG Categories	ESG Key Performance Indicators	Measurement annual, unless indicated otherwise	Page Reference / Comments
Governance	Board - Diversity	Percentage of Board seats taken by women	0
	Board – Independence	Percentage of Board seats taken by independent directors	22.2%
	Board – Separation of Powers	Specify whether the CEO is allowed to sit on the Board, act as the Chairman, or lead committees	Not Permitted
	Voting Results	Disclosure of the voting results of the latest AGM	<a href="http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/">http://dohabank.qa/investor/corporate-governance/corporate-governance-reports/</a>
	CEO Pay Ratio	Ratio of CEO salary and bonus against the median FTE salary and bonus	37:1
	Gender Pay Ratio	Ratio of median male salary to median female salary	1.06:1
	Incentivized Pay	Specify the links between (executive) remuneration and performance targets	The Board selects performance objectives which provide a link between (executive) remuneration and the drivers of long-term shareholder value creation. These measures include <ul style="list-style-type: none"> <li>• Economic Profit</li> <li>• Management of the organisation in the current market conditions</li> <li>• Strategic leadership of the organisation</li> <li>• Deepening and strengthening our relationships with all our customers and improving customer advocacy</li> <li>• Level of commitment employees have to the organisation</li> <li>• Risk management</li> <li>• Sustainability</li> </ul>
	Ethics Code of Conduct	Does the company publish and follow an Ethics Code of Conduct? Yes/No	Yes
	Supplier Code of Conduct	Does the company publish and follow a Supplier Code of Conduct? Yes/No	No
	Bribery/Anti-Corruption Code	Does the company publish and follow a Bribery/Anti-Corruption Code? Yes/No	Yes
ESG Reporting Generally	Sustainable Reporting Frameworks	Does the company publish a GRI, CDP, SASB, IIRC or UNGC report? Yes/No	Yes, UNGC
	External Assurance	Are the company's ESG disclosures assured by an independent third party? Yes/No	No