

Going further for the greater good



**SUSTAINABILITY  
REPORT**

**2020**







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



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

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



# Contents

Introduction	<b>08</b>
Doha Bank Awards	<b>10</b>
Message From The Chief Executive Officer	<b>12</b>
Doha Bank Profile	<b>13</b>
Management Structure, Divisional Products And Services	<b>14</b>
Doha Bank's Vision, Mission, Values & Principles	<b>15</b>
Doha Bank's Value Chain	<b>16</b>
Sustainability Strategy & Framework	<b>40</b>
Committed To Our Customers	<b>56</b>
Committed To The Environment	<b>70</b>
Committed To Our Employees	<b>76</b>
Committed To Our Shareholders	<b>84</b>
Committed To Our Community	<b>90</b>
Committed To Our Suppliers	<b>96</b>
Appendix A: Report Parameters	<b>102</b>
Appendix B: GRI Standards Content Index	<b>103</b>
Appendix C: Acronyms	<b>109</b>
Appendix D: Sustainability Policy	<b>111</b>
Appendix E: United Nations Global Compact Ten Principles	<b>112</b>
Appendix F: Qatar Stock Exchange	<b>113</b>
Sustainability Reporting	

# INTRODUCTION

Doha Bank is delighted to present its 2020 Sustainability Report encompassing the sustainability agenda for the future in continuation of its transformational activities, which the institution has been building over the last two 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, a pioneer in Qatar for annual sustainability disclosures, has been publishing these disclosures for more than a decade. Our sustainability reporting is guided by the Qatar Stock Exchange (QSE) ESG reporting methodology since 2016. Doha Bank, since 2017, further supports the Ten Principles of the United Nations Global Compact on human rights, labour, environment and anticorruption. Doha Bank is working towards meeting the GRI Standards of comparability in how it presents its data. Sustainability is our approach to business and to all stakeholders and will be a journey that will lead to growth at Doha Bank.

This report should be treated as a supplement to the banks' other yearly publishing's i.e. Annual Financial Report, Annual Report, and Governance Report for 2020 and the EMTN Prospectus (and/ or Supplement).

This report updates Doha Bank's key performance against its sustainability framework for calendar year 2020. 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 2020 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 2020 to 31st December 2020. 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.

Starting in 2021, Doha Bank will obtain independent assurance for disclosures. The company's annual financial statements were independently audited and assured by its External Auditors - KPMG.

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

## Contact:

Doha Bank Q.P.S.C.  
Head Office Tower  
Corniche Street  
West Bay, P.O. Box 3818  
Doha, Qatar  
E-mail: [ir@dohabank.com.qa](mailto:ir@dohabank.com.qa)



# DOHA BANK AWARDS

Sustainability Awards: The Leading Bank in Every Domain



**Best Trade Finance Bank**  
New Age Banking Summit Awards  
2020



**Best Trade Finance Provider**  
Global Finance  
2020



**Outstanding Crisis Leadership – Community Award**  
Global Finance  
2020



**Best Employer Brand Award**  
World HRD Congress  
2020



**Best Digital Bank**  
Global Economics Awards  
2020



**The Golden Peacock Global Award for Sustainability**  
Institute of Directors  
2020



**Best Talent Acquisition Team**  
LinkedIn

2019



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

2019



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

2019



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

2019



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

2019



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

2019



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

2019



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

2019



**Best TradeFinance Bank in Qatar**  
Global Banking & Finance

2018



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

2018



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

2018



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

2018



**Doha Bank "QETF" The First Exchange-traded fund (ETF) in Qatar**  
Qatar Stock Exchange+

2018



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

2018



**Best Arab Customers Services**  
World Union of Arab Bankers: Awards & Commendations of Excellence

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 12th year of measurement and reporting of our sustainability framework and metrics. Doha Bank sustainability reporting is aligned to the GRI Standards Framework and the Qatar Stock Exchange (QSE) ESG reporting methodology. Since 2016, Doha Bank has increased the scope of its reporting to include most of the required metrics from GRI and all by the QSE, further evidence of our commitment to the ongoing sustainability journey. Doha Bank, since 2017, further supports the Ten Principles of the United Nations Global Compact on human rights, labour, environment and anticorruption.

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 recognitions in Qatar and the region. A few of Doha Bank's external recognitions earned

in 2020 are 'Golden Peacock Global Award for Sustainability' from the Institute of Directors, 'Best Digital Bank from the Global Economics Award, 'Best Trade Finance Provider' & 'Outstanding Crisis Leadership – Community Award' by Global Finance, 'Best Trade Finance Bank' from New Age Banking Summit Awards, and 'Best Employer Brand Award' by World HRD Congress.

During the year 2020, 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.

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

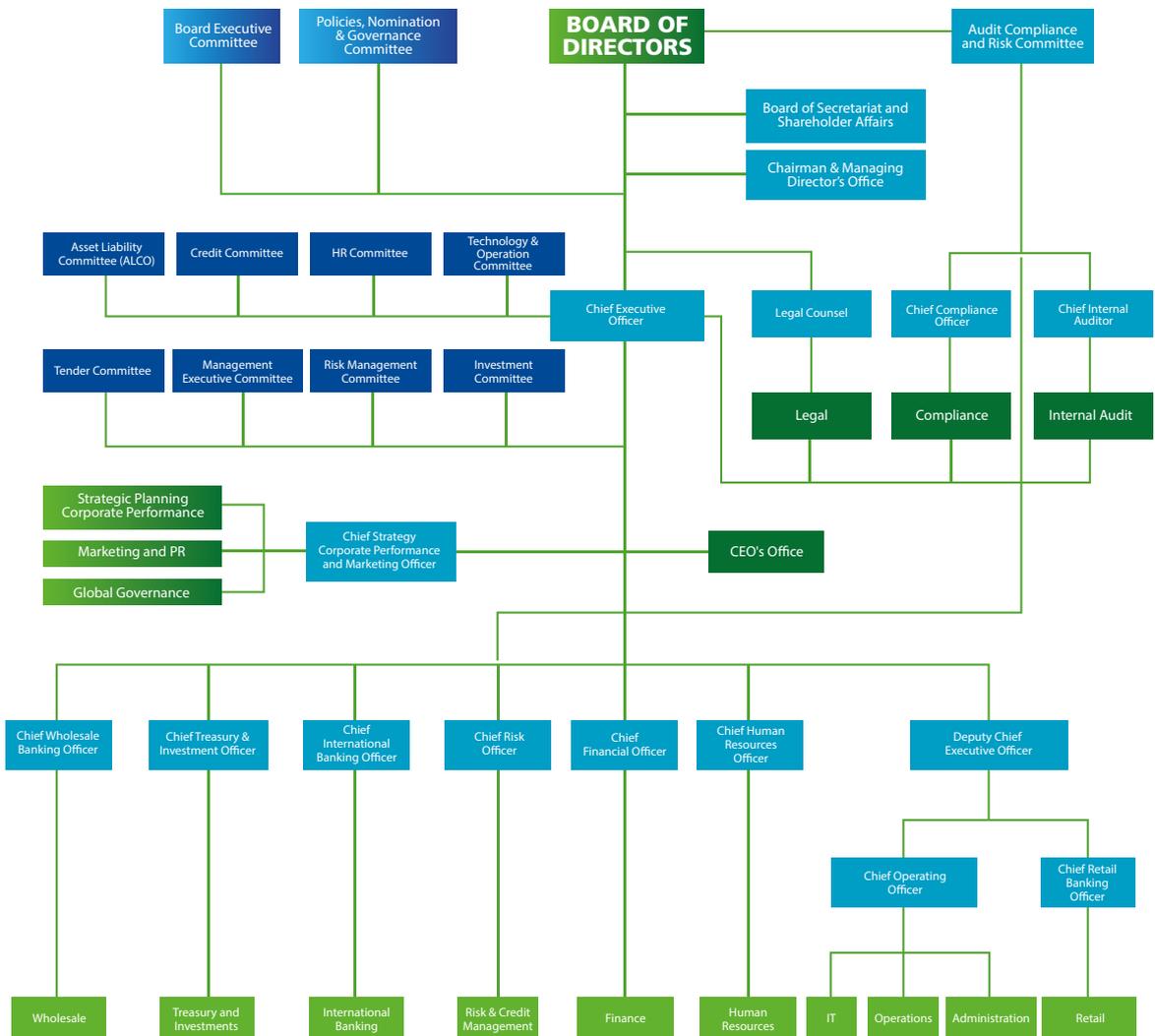
# DOHA BANK PROFILE

**"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 23 state-of-the-art branches, 3 E-Branches and 3 Pay Offices. The number of ATMs reached 96 of which there are 88 ATMs in Qatar, 3 ATMs in UAE, 2 ATMs in Kuwait and 3 ATMs in India as at 31<sup>st</sup> December 2020. 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 largest international network of representative offices among Qatari banks: China (Shanghai & Hong Kong), Canada, Turkey, Singapore, Germany, Japan, The United Kingdom, South Korea, South Africa, Bangladesh, Australia, Sri Lanka and Nepal. Doha Bank also owns Sharq Insurance Company, a 100% owned insurance company in Qatar, as part of the bank's strategy to being a one-stop-shop financial services provider.

# MANAGEMENT STRUCTURE, DIVISIONAL PRODUCTS AND SERVICES

Organizational Structure as at 31st December 2020:



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, VALUES & PRINCIPLES

## Doha Bank Strategy - Transformation with a clear path growth



### 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



### Values

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



## Guiding principles

### Customer Experience

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

### Empowerment and Accountability

"Empower our employees to make decisions"

### Talent Management

"Hire, train and retain best in class talent"

### Digitization, Automation, and Innovation

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

### Cost Reduction

"Optimize cost to improve margin & efficiency"

### Revenue Enhancement

"Enhance revenue through diversified sources of income"

### Risk and Capital Management

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



### Coronavirus (COVID-19 Response)

"Activated business continuity planning and other risk management practices to manage potential business disruption"

# DOHA BANK'S VALUE CHAIN



## Input

- ✓ Customers
- ✓ Shareholders
- ✓ Investors
- ✓ Suppliers
- ✓ Partners
- ✓ Board of Directors and Management Committees
- ✓ Employees



## Influencers

- ✓ Qatar Central Bank
- ✓ UAE Central Bank
- ✓ Kuwait Central Bank
- ✓ Reserve Bank of India
- ✓ Other Regulatory Agencies



## Output

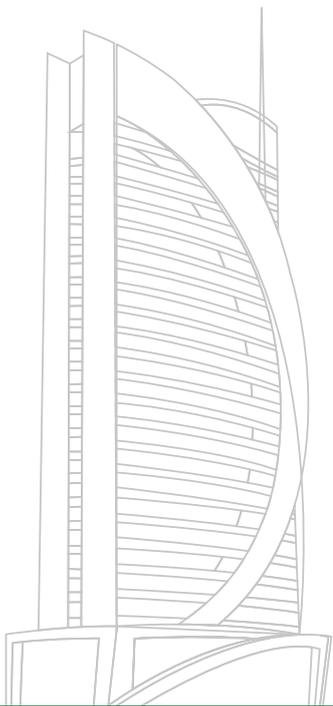
- ✓ Banking and Financial Services
- ✓ Community Contributions
- ✓ Return on Capital for investors and shareholders

## 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>✓ Visa Dream Credit Cards</li> <li>✓ Co-branded LuLu Credit Card</li> <li>✓ Mastercard Standard Debit Card</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>✓ 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>✓ Visa Platinum Credit Cards</li> <li>✓ Mastercard Standard Debit 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>✓ 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 Investmen</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 Infinite Credit Card</li> <li>✓ Mastercard World Debit 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>✓ 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>✓ 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>✓ Visa Infinite Privilege Credit Card</li> <li>✓ Mastercard World Elite Debit Card</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>

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# RISK MANAGEMENT





# DOHA BANK'S MANAGEMENT REPORT

Doha Bank's Risk Management Group (RMG) operates through an Enterprise-wide Risk Management Framework (ERMF) and is headed by a Chief Risk Officer (CRO). ERMF in Doha Bank sets out activities, tools and techniques to ensure that all identified risks are understood, and appropriate measures are in place to monitor and recommend mitigations to appropriate committees or authorities. RMG consistently and continually monitors risks and processes across the organization to identify, assess, measure, manage and report on potential threats to concerned committees / authorities 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. CRO 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 thresholds for 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 quantitative thresholds for risk capacity and tolerance. 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 Committees

Due to COVID19 various 'Task Force' were established to measure & manage various risks in an efficient and objective manner.

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, including Internal Capital Adequacy Assessment Process (ICAAP) & Stress Testing Framework as well as International Financial Reporting Standards (IFRS) - as per QCB guidelines.

The Bank prepares a comprehensive report on 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 along with 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.

Further 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 started reporting Capital Adequacy Ratio in accordance, on a quarterly basis to QCB.

## 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 accounting standard provides guidance in the following three areas;

- 01

**Classification and Measurement of financial instruments**
- 02

**Impairment of financial statements**
- 03

**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.

- ✔ 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.



## Risks Monitored Under ERMF

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

### Credit Risk:

This refers to risk arising from the possibility 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 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 measuring and monitoring 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 Board approved Risk Appetite, 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;
- ✔ Recommendation of an authority structure and limits for the approval and renewal of credit facilities;
- ✔ Detailed credit policies, procedures and guidelines, proper segregation of duties, 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; and has implemented the same.
- ✔ During the year, the Bank has initiated the upgrade of existing internal rating system of 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. The Bank has also implemented Risk Adjusted Return on Capital (RAROC) model for pricing its loans and advances.
- ✔ 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.

### 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.

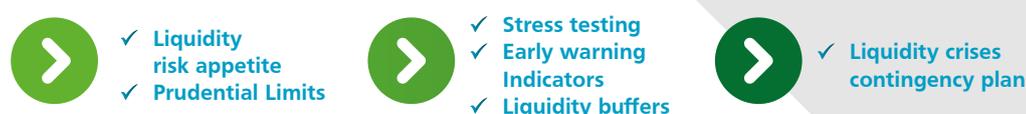
ALCO, which meets regularly, sets the broad framework for Treasury to operate so that the Bank is always able to meet its financial commitments. During crisis, the bank's ability to manage liquidity requirements could be impacted due to increased cost of funds or non-accessibility to wholesale funding 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 potentially 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 remedies the bank has planned for. Since nature of any such stress events 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. The 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 after evaluating the Market Rates movement and Dollar Duration (DV01). The 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. The Market & Liquidity Risk (MLRM) unit 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 for six different scenarios of interest rate movements and in line with NII (Net Interest Income) and EVE (Economic Value of Equity) approach as defined in the QCB circular on IRRBB of 2019. The Bank has implemented EAR and EVE in the bank's assets and liability management system, however, this in the process of being revised as per the new IRRBB circular issued in 2019. 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:

Operational Risk is the risk of loss arising from inadequate or failed internal processes, people, or systems, or from external events. The bank is exposed to many types of operational risk. These include:

- ✓ 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;
- ✓ the risk of cyber-attacks which destabilise or destroy the Bank's information technology; and
- ✓ the risk of business disruption arising from events wholly or partially beyond the 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 the Bank is exposed to continue to evolve and the bank endeavours to rapidly adapt to those changes to avoid the risk of losses.

The prime responsibility for the management of operational risk and compliance with the 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. It 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 closely monitors and reviews 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.

During 2017, the Operational Risk Management System (the "ORM System") was implemented 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 siloed operational risk management 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 process.

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 the management of operational risk are described as follows:**

- ✓ Effective staff training, documented processes and 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 the 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 analysed to identify the root cause of incidents, reported, mitigated, and recorded on a central database and reported quarterly to the Board of Directors; and

- ✔ Preparation of a 'Control Risk Self-Assessment' across business and support units, including subsidiaries and overseas branches. The purpose of this assessment is to obtain a detailed understanding of inherent and residual risks through an evaluation of controls across the bank. The assessment enhances the bank's ability to make a determination as to the specific operational risk profiles for each of the business units as well as to identify corrective action points. The operational risk profile of each business unit is monitored on an ongoing basis.
- ✔ The bank has implemented a Key Risk Indicators programme 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 a monthly basis.

For the purpose of the Control Risk Self-Assessment, the bank categorizes operational risks into the following risk types:

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

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

## Business Continuity Management:

Doha Bank has established a Business Continuity Management (BCM) Program to minimize service disruption and the potential impact on the bank, our customers, and our staff. Doha Bank is committed to ensure that all critical business activities and services are maintained at best possible level during and after disruptive incidents.

In Doha Bank, 'Availability and Continuity' principles are given at highest priority, and this is managed through Business Continuity Management policy and plans that is approved by our Board. Doha Bank maintains Business Continuity Plans, considering situation like, loss of services or infrastructure, denial of access, cyber-attack, pandemics, and regional crises. Our business continuity approach aims to ensure that our key banking operations will get maintained and continued at top degree. Also, our business continuity plans will ensure that our staff know their roles and responsibilities in the event of an unexpected incident and respond following a recognized practiced and agreed procedures.

In the event of a prolonged disruption to any of our business premises, our BCM provides an alternate work location facility (BCP Site), from where our banking services will be continued. Our office premises across the regions are equipped with alternative work locations. Doha Bank engaged a modern, tier 3 certified data centre facility as a Disaster Recovery (DR) site to ensure technological continuity is given importance in the Bank.

IT Disaster Recovery program is in place that define the responsibilities, actions, and procedures to recover production systems, communications, and IT network environments. Our data centers have uninterrupted power supplies (UPS), generators as protection from drops or loss of voltage from the power supplier. Our critical business premises have redundant power and network connectivity to ensure uninterrupted banking services are available to our customers.

Doha Bank's Business Continuity Readiness:

- ✓ Critical business processes and alternative sites readiness is validated through BCP mock drills.
- ✓ Business critical applications are validated as part of disaster recovery drills.
- ✓ The bank's staff are trained on business continuity and crisis management handling.
- ✓ Critical applications source codes are protected via escrow processes outside the country.
- ✓ The Emergency Communication tool is available to manage crisis communications.
- ✓ Business continuity related risks and gaps get discussed in management meeting for mitigation and remediations.
- ✓ Business Interruption insurance is obtained to protect the bank's loss of income against catastrophic events.

## Information Security:

Currently, one of the leading risks is posed by 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 two impacts:

- ✓ Regulatory breaches which could result in fines and penalties; and
- ✓ significant reputational damage which could adversely affect customer and investor confidence in the bank.

The Information Security department is primarily responsible for identifying and assessing the risks and proposing mitigation for significant threats and vulnerabilities associated with the operation and use of information systems and the environments in which those systems operate. The unit drives the Information Security program in the bank by coordinating with various departments, committees, and stakeholders with the objective of achieving the fundamental principles of information security i.e. confidentiality, integrity, and availability of information.

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

- ✓ The unit has established a robust Information Security policy that provides detailed policies/ guidelines around the implementation of controls for the security of information systems
- ✓ Risk assessments of all the IT systems and processes are being carried out on regular basis. Additionally, all acquisition/ change in the procedures, systems etc. are subject to review of IS department to ensure that adequate information security control are embedded.
- ✓ As mandated by the QCB, the Bank has actively participated in Cyber Security Maturity Assessment by Third Parties program and carried out periodic penetration testing and vulnerability assessment for all the bank's critical assets. In addition, the bank has completed a full-scale implementation of its Security Operations Centre to augment its 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 program within IT infrastructure and process.
- ✓ Management and board level committee have been established to review and monitor the information security posture of the bank. All control weaknesses/ non-compliances/ review observations are tracked and escalated to the committees on regular basis
- ✓ Regular information security training and awareness sessions are carried out for all bank staff. Information security training is part of the induction program of the bank where all new staff members are educated about their basic responsibilities with respect to information security. Further, IS team regularly circulate security guidelines to the staff and customers of the bank to protect against new threats
- ✓ The bank has laid out a roadmap to implement Information Security tools in order to enhance control and technology infrastructure to strengthen its ability to prevent, detect and respond to the ever increasing and sophisticated threat of cyber-attacks.
- ✓ The bank has acquired a comprehensive Cyber Security insurance policy.
- ✓ The bank is committed to comply with all the regulatory requirements (local and international) pertaining to Information Security as well as the industry standards such as ISO 20000, ISO 27001, PCI DSS etc.



## Other Risks

### 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.

### Reputation Risk

It refers to potential negative publicity, public perception, or uncontrollable events to have an adverse impact on a bank's reputation. 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. 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.

### Compliance Risk

Compliance Risk is the risk of regulatory sanctions, material financial loss or loss to the reputation the bank may suffer as a result of its failure to comply with laws and regulations applicable to its banking activities in jurisdictions where the bank is operating. Compliance risk is managed by Compliance Department that includes Compliance control unit and AML/CFT unit and works independently and reports to the Audit, Compliance and Risk Committee and the Board of Directors.

Compliance and AML/CFT units assists the Board of Directors and Executive management to manage Compliance and AML/CFT risks associated with non-compliance to applicable laws and regulations in each jurisdiction by providing proper recommendations to enhance/ improve the internal controls procedures to mitigate Compliance and AML/CFT risks, reviewing new products in terms of Compliance and AML/CFT, managing FATCA & CRS activities, developing and updating Compliance, AML/CFT, FATCA & CRS Policy & Procedures, filing of Suspicious Transaction Reports (STR's) with respective Regulatory Authorities in each jurisdiction, ensuring that there are respective Online and Offline Screenings as a preventive and detective controls, have automated systems for monitoring

transactions to identify suspicious transactions, ensuring that business units are doing proper Know Your Customer, Enhanced Due Diligence and FATCA & CRS procedures, conducting AML Due Diligence for Correspondent relationships, Conducting Staff Trainings on Compliance, AML/CFT and FATCA & CRS issues on regular intervals.

The Compliance staff possesses relevant qualifications, experience, and skills to perform their day to day tasks. They have sound understanding of laws, regulations, banking activities and internal policy/procedures and keep themselves abreast with the new rules and regulations. They are being provided with necessary systems, tools, etc. to perform their duties and opportunities to attend necessary trainings/conferences to enhance their capabilities.

## 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.



## Remedial Account Management

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 bank also has a disciplined and rigorous 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. The objectives of this unit are as follows:

- 01** Revisit the bank's relationship with the borrower.
- 02** Analyze the financial and economic condition of the borrower and continuity of its future business prospects.
- 03** Proactively undertake restructuring and rescheduling of distressed loans.
- 04** 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 difficult 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.

### International Rating

Below is the summary of the Bank's ratings from International Rating Agencies as on 31<sup>st</sup> December 2020:

Rating Agency	Counter party LT	Counter party ST	Bank Deposits LT	Bank Deposits ST	Baseline Credit Assessment	Outlook
<b>Moody's</b>	<b>A3</b>	<b>P-2</b>	<b>Baa1</b>	<b>P-2</b>	<b>Ba2</b>	<b>Stable</b>
Rating Agency	Issuer Default LT	Issuer Default ST	Support Rating	Support Rating Floor	Viability	Outlook
<b>Fitch</b>	<b>A</b>	<b>F1</b>	<b>1</b>	<b>A</b>	<b>BB</b>	<b>Stable</b>

International Rating Agencies have maintained the ratings, recognizing the Bank's performance.



## Information Technology

The Information Technology department (ITD) has supported the bank to deal with many challenges. Apart from handling the usual operational activities, the year 2020 posed a new challenge. The COVID-19 pandemic brought remote work into the fore and increased support to deliver changing business needs. The remote workforce created capacity and skillset challenges alongside an increasing demand on the business's core network infrastructure, a significant surge in user support requirements, and new security threats. Imminent tasks, which required swift action and follow-up support include:

### Providing network connectivity outside the office

Ensuring a secure and stable connection between the end-users to maintain a reliable and optimal network infrastructure to facilitate the increased load and new demands.

## Providing end-user support remotely

End-user support calls / requests saw a huge influx due to the unfamiliarity and lack of experience of new tools and capabilities.

## Managing the additional security risks of working remotely

Remote access also requires additional risk preventive measures to ensure of data leakage, loss, or worse, theft / falling victim to the increased phishing and malware threats.

As part of the readiness exercise, ITD provided Virtual Private Network/Virtual Desktop Infrastructure (VPN/VDI) solution for the Work-From-Home (WFH) employees & vendor support to ensure progress without any roadblocks. The suppliers' risk assessment processes were revisited, assessed & updated.

To mitigate IT/Info-Security related risks, the team enhanced its IT security controls at an enterprise level with the following measures:

- ✓ Media Access Control (MAC) address binding - unauthorized systems cannot connect
- ✓ Dual Factor Authentication on VPN & VDI
- ✓ VPN software from Cisco with Security Operation Centre (SOC) monitoring on 24/7 & reporting
- ✓ Network level security with Next Generation Firewall + Intrusion Prevention System (IPS)
- ✓ Data Center traffic passes through Data Centre firewall
- ✓ Traffic from DMZ firewall – multiple level firewalls
- ✓ Windows group policy & Operating System monitoring on 24/7
- ✓ Checking compliance level of Anti-Virus & Windows patching (prior to allowing login access)
- ✓ No unauthorized access to Remote Desktop from outside Doha Bank network
- ✓ Application authentication security & access level security
- ✓ Database Access Monitoring via SOC solution & device monitoring via Carbon Black 24/7
- ✓ Virtual Local Access Network (LAN) based segregation and security

The “new normal” created by the pandemic is changing the supervisory and regulatory landscape. Technology-driven issues, such as data privacy and data security, are now a central enterprise policy agenda; banks rely on gathering, processing, analyzing, and providing information to meet customer needs. Despite the constraints, ITD has been providing user support for “business as usual” activities whilst being instrumental in delivering projects which are focused on enhancing customer experience and driving Doha Bank towards digitalization.

Doha Bank's IT department is ISO 20000-2011 certified for its continuous compliance to global standards in IT Service Management. Doha Bank is the first organization in the GCC to have achieved the coveted ISO/IEC 20000 certification in 2007 and remains the only

financial organization in Qatar towards best-in-class quality and compliance standards. Doha Bank has defined its policy for IT Service Management to adopt and adapt state-of-the-art technology, integrating with people and processes to support and improve all business processes. The certification validates not only how IT services are set up initially but also the ongoing procedures that are involved in providing the services, including how they are updated, managed, documented, etc.

As part of the usual support for operational activities, ITD has also delivered few key initiatives to business users and the enterprise:

- ✓ **Risk based authentication** for customers (bio-metric login based on face & voice recognition) for enhanced customer safety
- ✓ **Full Automation for company salaries** (for DPAY registered customers)
- ✓ **DR for critical application** / services and branch networks initiated during the year.
- ✓ **Netreveal** System implementation - a state-of-the-art end-to-end solution that manages all aspects of anti-money laundering detection, investigation and reporting requirements.
- ✓ Enabling **secure and contactless payment** method for customers to purchase products or services using a debit, credit card by using Radio Frequency Identification (RFID) technology
- ✓ Updating the Bank's **Core Banking System** with latest patches and ensuring no downtime
- ✓ Enabling **International Funds Transfer** and updating the Tadbeer portal for Corporate Customers.
- ✓ **Centralization of Salaries (SPU)** consolidate sundry / commission accounts in the system to standardize all outward salaries to other banks.

Banking institutions, world over will continue to experiment with technological innovations, invest on data analytics and related services. Particularly, in testing times, there is a great potential for growth and experimenting with various innovations. Doha Bank's technology centric 5-year strategic plan covers (not limited to) the following objectives to realize our goals:

- ✓ Integrated modern technical architectures & digital platforms
- ✓ Automating manual processes and STP
- ✓ New flexible and factory resource models
- ✓ Disaster Recovery, Business Continuity & IT Security
- ✓ Centralized Operational Excellence
- ✓ Agility & Faster time to market for products & services

As part of the digital vision, Doha Bank will focus on building three main streams named below.

## A

**Build Solid foundations**

- ✓ Modular loosely coupled architecture
- ✓ Strong ownership of security integration and customer touch points
- ✓ Data driven automation by design
- ✓ Provision end to end managed cloud services
- ✓ Use of emerging technologies to accelerate customer experience

## B

**Protect revenues and explore new opportunities**

- ✓ Add intelligence and automation to every single service
- ✓ Master service design to superior customer experience
- ✓ Offer competitive pricing for emerging services
- ✓ Develop new product and service configurations (multi-bundling)
- ✓ Implement smart pricing and product engine

## C

**Join Digital Ecosystem(s)**

- ✓ Use open industry standards and open source technologies
- ✓ Adopt open banking principles
- ✓ Build platform and tools for partners (extranet)
- ✓ Attract Fintech and start-ups engagement and team up with regulators, where possible

Various digital transformation and process reengineering projects/ initiatives are lined for completion in 2021.

The unit is cognizant about the need to reorganize existing KYC processes for customers to identify suitable products, assess lending risks, and devise the right sales and service strategy in addition to being compliant with the security standards and regulatory mandates. Newer technologies, services and products will have to be devised and released to customers to support changing business / market needs. ITD is fully aware that achieving greater operational efficiency with enhanced security and significant cost saving will remain the point of focus.



## Human Resources

Human capital development and employee engagement have always been one of the key priorities for Doha Bank. Constant innovation, setting high standards for HR service delivery, Introduction of Quality human resources management practices to support the Business is our on-going focus and we constantly strive to have a direct impact on Bank's Business Objectives by adopting a Business Partnering role.

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 introduced various initiatives, to analyze and bridge skills gaps and provide suitable training & development for highly potential Qatari employees to take up leadership roles.

Doha Bank aspires to create a healthy work environment for employees by regularly having various employee engagement and recreational events and team building events. However, due to the constraints faced as a result of the pandemic, the Bank limited engagement programs to online participation, by having regular e-Quiz and various online knowledge sharing events. Few other events such as "Pink Day" in connection with World Breast Cancer Day and "Blue Day" in connection with World Diabetes Day were held with adherence to social distancing guidelines and precautionary measures set by the authorities.

Knowledge and learning skills of Doha Bank employees are the most important assets to realize its ambition.

Doha Bank Academy completed migration of learning infrastructure to virtual and online in 2020 supporting digital and remote settings due to pandemic. DB Academy also upgraded our existing LMS and mobile learning application interface with the latest AI (artificial intelligence) driven tools providing our learners with a more dynamic and user-centric platform. Launched new micro learning content to support staff with critical topics such as Mental Health, Building Resilience etc. by utilizing digital learning platform. Doha Bank Academy increased its reach and global participation for virtual live trainings by 30%. DB Academy also hosted a series of webinars targeting leadership, local talent and international talent and teams in partnership with elite business schools and training providers. All our initiatives were aimed to reinforce the value of the learning function by delivering better learning overall throughout the organization during the most challenging times.

Doha Bank Recruitment team always ensures equal employment opportunities to all and strives to maintain diversity in workforce. Candidates are carefully evaluated as per the skills and experience required for the role and provides seamless customer experience to all new joiners during the joining process. 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 Media Recruitment for e.g. LinkedIn. For certain skilled based roles Assessment Centers are also conducted.

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.

The success of Doha Bank over the years have been its employees. We believe in creating an environment where our employees would look forward to work in and leading our employees towards excellence in every aspect to make them future leaders in the banking industry.



## 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.



Achieved a score of 100% of the QSE ESG Indicators being reported for 2018 and 2019



FTSE4Good

As on 21 December 2020, Doha Bank received a FTSE ESG Rating of 3.00 out of 5.

Doha Bank was the 1st listed company on the Qatar Stock Exchange to be included in the FTSE4Good Index in November 2018.



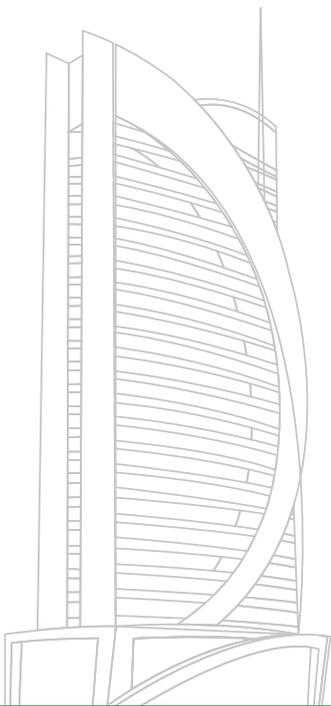
As on 05 November 2020, Doha Bank received an MSCI ESG Rating of BB.



Doha Bank has been disclosing to the UNGC since 2017, and the COP meets the GC Active and GC Advanced criteria.

SUSTAINABILITY  
REPORT  
2020

# SUSTAINABILITY STRATEGY & FRAMEWORK





# DOHA BANK'S 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 41 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:

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**Green Banking website:**

<http://www.dohagreenbank.com>

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**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:

<b>People</b>	<b>Economic</b>
<b>Environmental</b>	<b>Communities</b>

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.

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



### Doha Bank's Financial Performance:

Net profit of the Bank for the year 2020 is QAR 703 million as compared with QAR 754 million in the year 2019. The Bank has achieved noticeable growth rates in many financial indicators:

- ✓ Net interest income grew by 17.1% as compared to last year to reach to QAR 2.3 billion.
- ✓ Net operating income stood at QAR 2.9 billion with an increase of 7.2%.
- ✓ Total shareholder's equity stood at QR 13.8 billion resulting into an increment of 3.6%.
- ✓ The bank's cost to income ratio has come down to 29.5% in 2020 as compared to 34.1% in 2019.
- ✓ The bank's NPL ratio remains stable at 5.98%
- ✓ The bank's capital adequacy ratios stand stronger with CET1 13.04%, T1 18.61% and the total CAR at 19.75%.

As of December 31, 2020, the earnings per share was QAR 0.16 and the return on average shareholders' equity was 5.35% and the return on average assets was 0.66%



### Doha Bank Investment Strategy

The Investment Portfolio is comprised of 80% Qatar Sovereign bonds. With the Qatar 2030 Vision of implementing a Sustainable Strategy approach within Qatar we believe the investment book overall rating will improve over the medium term.

**12%** of the investment book are in holdings that carry an ESG Score(1)

1. Bloomberg ESG Disclosure Score



### Doha Bank

Value of lending to SME's and microenterprises

**489** QAR Mn funded and

**176** QAR Mn non-funded



**22%**  
Women in  
Management



**1.01:1**  
Male - Female Compensation  
Ratio (Median Salary)



## In The Financial Years From 2010-2020:

- ✓ Total assets grew from QAR 47.2 billion to QAR 103.5 billion representing an increase of QAR 56.3 billion or 119%.
- ✓ Total investments in 2010 stood at QAR 5.2 billion, which grew consistently to reach QAR 24.7 billion at the end of 2020, representing a growth of QAR 19.5 billion or 373%.
- ✓ Total loans have increased from QAR 26.6 billion to QAR 65.5 billion an increase of 38.9 billion or 147%
- ✓ Customer deposits grew from QAR 30.8 billion to QAR 55.1 billion representing an increase of QAR 26.1 billion or 79%.
- ✓ Total Equity increased from QAR 6.0 billion in 2010 to QAR 13.8 billion in 2020 representing an increase of QAR 7.8 billion or 129%.
- ✓ Operating income grew from QAR 2.1 billion in 2010 to QAR 2.9 billion in 2020, which equates to a growth of 40%.
- ✓ Net profit decreased from QAR 1.054 billion in 2010 to QAR 703 million in 2020, which equates to -33.3%.

Details	2016	2017	2018	2019	2020
<b>Direct economic value generated</b>					
Revenues (operating income) (QAR '000s)	2,741,158	2,888,084	2,634,598	2,738,985 <sup>(1)</sup>	2,937,109
<b>Economic value distributed</b>					
Operating costs (QAR '000s)	1,069,391	10,448,374	936,711	935,024	867,643
Employee compensation (QAR '000s)	516,304	531,109	496,325	493,291	441,234
Payments to providers of capital (QAR '000s) <sup>(2)</sup>	995,117	1,150,140	530,047	220,000	435,535
Payments to Government (QAR '000s)	58,581	63,418	31,564	20,287	18,845
Event Sponsorships (QAR '000s)	2,188	2,455	5,225	1,814	2,239
Community Investment (QAR '000s)	1,000	1,000	1,000	1,000	5,188
<b>Economic value retained</b>					
Global net profits (QAR '000s)	1,053,781	1,110,074	830,222	753,932	703,024
Total operating income (revenue QAR '000s)	2,741,158	2,888,084	2,634,598	2,738,985 <sup>(1)</sup>	2,937,109
Total Equity (QAR '000s)	13,380,535	14,806,997	12,733,229	13,317,914	13,794,570
Return on (average) shareholder equity (%) <sup>(3)</sup>	9.6%	9.5%	6.5%	6.0%	5.4%
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)	-	-	-	-	-
Capital resources <sup>(3)</sup> (QAR '000s)	12,374,445	13,812,404	13,124,271	14,070,517	14,221,561

1. Restated
2. Declared basis – includes dividends and payment for Tier 1 capital notes
3. Eligible Capital as per Basel framework adopted by the Qatar Central Bank



## Mapping Of Stakeholders And Stakeholders Needs – 2020

Stakeholder Group(s)	Channels of Engagement	Priorities and Needs	Doha Bank Response
<b>Individual Customers</b>	Branch Network	Innovative products and services meeting their ever-changing needs	'Green Banking' themed products and services
	Online banking		
	DBank Dial	Services excellence	Green Account
	SMS Banking		Green Mortgage program
	E-Remittance	Special needs of customers	Alternative banking channels
	Mobile Banking	Information and account security	Facilities supporting special needs of customers
	Watch Banking		
	e-Branches	Easy access to financial services	
	Digital Wallet	Reasonable fees and charges	A range of social products and services
	ATM Network		
	WhatsApp Chat Platform		Education Loan
	Market surveys		Education Package
	Promotional channels and media		
	Annual reports		Electronic Insurance Platform
Customer Care contact center		An effective Information Technology system	
Customer Connect			
<b>Corporate Customers</b>	Branch Network	Range of products and services meeting their needs	Enhancing services quality
	Dedicate relationship managers		Provide a well-qualified relationship managers
	Dedicated service centers	Innovation of products and services	
	Regular meetings	Online solutions	Offer tailored products and services
	Annual reports	Access to affordable finance	Develop digital product mix offering
	Al Mada Newsletter	Information and account security	Specialized departments for commercial clients
	Customer Care contact center		
	Customer Connect	Services excellence	SME Tatweer
<b>Community</b>	Media channels	Creation of more jobs and reducing unemployment	Education Pack
	Sponsorships		Increased targeted donations and sponsorships
	Donations	Strong education and health system	
	Annual reports	Social welfare system	Participation in career fairs
		Maintaining the culture and the heritage of the Qatar	

Stakeholder Group(s)	Channels of Engagement	Priorities and Needs	Doha Bank Response
<b>Employees</b>	Annual performance review	Equal opportunities	Qatarisation Programme
	Regular meeting	Skills and career development	'Best Fit' and 'Best Practice' Framework
	Scorecard meeting	Competitive reward and recognition system	Career Development Lab
	Breakfast meeting		Ka'faa Competency Framework
	Direct individual meetings	Listening and engaging them	Staff Compensation revisions
	Regular seminars and trainings		Qatari succession plan for Branch Managers
	Grievance system		Management Trainee Program
	Staff Connect		ICP Programme Productivity and Optimization Programme Compensation Benchmarking Review
<b>The Environment</b>	Compliance with environmental laws and regulations	A healthy and sustainable environment	Establishment of Green Banking Task Force Committee
	Green Bank website	Resource optimization	Doha Bank Environmental Policy
	Eco-Schools website	Waste reduction	Eco-school programme Planet Savers Club
	Events and sponsorships	Global warming	A range of green products and services
	Media and press releases		Implementing waste management programme '3 Rs; reduce, reuse, recycle'
<b>Regulators</b>	Annual financial report	Contributing to the stability of the financial system in Qatar	Monitor regulatory developments
	Regular meetings and assemblies	Adherence to laws and regulations	Comply with regulations in Qatar
	Regular reporting requirements	Effective corporate governance system	Comply with the regulations of the Qatar Central Bank
		Clear and affective risk management system	Monitor regulations compliance for our international branches
<b>Business Partners Including other banks, suppliers and contractors</b>	Business transactions	Partner Banks	A dedicated department for international banking
	Contracts and request for proposals	Doha Bank integrity and reputation Suppliers and Contractors	Effective screening process for partners
	Meetings or site visits when needed for contractors	Building a long-term partnership On time payments	Structure RFP system
<b>Shareholders</b>	Annual general meeting	Increased profitability and growth	Excellent growth and profitability
	Board of Directors meetings		
	Annual financial report	Reduce 'cost to income ratio' through internal efficiencies	Business Process Reengineering
	Website	Sound governance system	Effective risk management system
	Media	Building a good reputation for Doha Bank Transparency and accountability	Excellent corporate governance system



## 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 conducts an internal / external assessment each year. As part of this analysis, Doha Bank creates a pool of potential material issues with a sustainability context (including the GRI Standards). Doha Bank also adds other material topics which it feels would be of interest to Doha Bank's external stakeholders (including UNGC Ten Principles).

As part of its internal materiality assessment, Doha Bank evaluates 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 engages its external stakeholders periodically through various channels to obtain Doha Bank's stakeholders' feedback on how a bank should operate in a responsible way.

### Material Issues

The results from the internal and external review helps to define the content of this Sustainability Report. As evident from the report, 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 Retail Banking unit has focused on building a profitable and sustainable business to capitalise upon the high per capita income of the local population and the influx of expatriates into Qatar. The strategy continues to be customer-centric with an approach to sustaining market leadership through innovative products and highest levels of customer service.

The bank's range of retail financial products and services includes transactional and deposit accounts, mortgages, personal loans, credit cards & insurance products. The main categories of products as under:

✓ **Assets** – Personal loan, auto loan, mortgage loan, loans against deposits, etc.

✓ **Credit Cards & Payments, D-Payroll Cards, Remittances**

✓ **Liabilities** – Current account, Savings account, Al Dana saving scheme with multiple product variants, salary scheme, payroll, time deposits, upfront deposits, recurring deposits.

✓ **Bancassurance** – Life insurance, general insurance

The Retail Banking targets both the Qatari and the large and diverse expatriate population by offering a wide range of products, multiple delivery channels and a particular focus on customer service. The bank's customer base comprises of Qatari nationals and Expatriates - 60% of the Retail asset book is to its Qatari national customers.

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, kiosks and digital wallet. 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, face and voice recognition and WhatsApp chat service for customers.

Doha Bank has also upgraded Online Payment Gateway Services platform to MPGS (Mastercard Payment Gateway Services); Doha Bank's e-commerce customer base has reached total of 330 merchants as at December 2020.

The unit's strategy has been geared to enhance operational efficiency, with core focus on transaction offloading, online fulfilment of services, enhancing online sourcing origination of products, rationalization of branches, and optimize the footprint through digital transformation.

Doha Bank has launched its Digital Wallet Easy Pay, to provide Retail Banking customers with a convenient payment option. Easy Pay users can make QR code payments at selected merchants and send Person 2 Person money transfers.

Retail Banking has completed the replacement of existing branch ATMs with multi-function ATMs and with the installation of the Bulk Cash Deposit ATMs, more cash and cheque deposit transactions are processed through ATMs. In the month of December 2020, 88% of all cash transactions (deposits and withdrawals) are processed through the bank's ATM network; whereas 30% of all cheque deposits are through the bank's ATM network.

The core objective for monetizing branches has been strategically driving transaction offloading, which will reflect in enhanced ROI from branch operations - customers' migration to utilizing alternative networks for transactional banking. In this respect, the bank launched an online banking & mobile banking platform.

Digital has been the main transaction processing channel for customers. In December 2020, 86% of all comparable financial transactions are performed through Doha Bank's digital and self-service channels and in line with the bank's digital strategy; aimed towards providing better e-banking solutions, Doha Bank will continue investing in digital and adding new services for individuals and corporate customers.

The merchant acquiring business targets potential merchants with higher profits, big ticket size of purchases or where frequency of transactions is higher. The unit is planning to place Smart POS, in early 2021 to be the pioneer in the market to enable most of the alternative payment's solutions like NFC, Contactless, QR code, facial recognition, ECR integration with LuLu and others. Majority of P.O.S machines deployed in the market are contactless enabled. Contactless Cards -the bank started the year handling 280K taps for the month of January and ended the year handling 900K taps for the month of December – for full year 2020 the bank handled c.7.1 million taps. Currently, the bank has a merchant acquisition programme enrolling over 3,357 merchants and has installed over 5,960 point of sale machines YTD Dec 2020. The unit continues to maintain a healthy relationship with existing clients as well as those who have corporate relationship with the bank.

The bank's credit card acquisition strategy is to acquire high income customers including cross selling to Al Riyada & Private banking customers, introduction of segment specific metal cards, welcome offers of iPhone, smart STIP on visa credit cards and travel vouchers as well as new partnerships for affinity credit cards.

The bank also offers comprehensive payroll solutions for corporate clients following a nation-wide direction by the QCB and the Ministry of Labour. The payroll card is issued to low income workers pursuant to their respective company's request and can be used by the workers on all ATMs and POS machines. The bank currently provides payroll solutions for 231,000 workers and over 3,000 employers. This has contributed to raising the bank's liability balances and has created new avenues for the bank to offer comprehensive insurance and remittance solutions.

Doha Bank markets various insurance solutions to its retail & corporate customers for both general & life insurance through partners registered in Qatar. The distribution strategy depends primarily on the bancassurance team and cross sell to the bank's clientele.

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 of Philippine Islands (Philippines) and Al Baraka Turk (Turkey). The bank also collaborates with Doha Brokerage and Financial Services (India), Bank of Beirut (Lebanon), Philippine National Bank (Philippines) and Bank of Ceylon (Sri Lanka). Doha Bank's branches in India, and arrangements in Qatar, Kuwait and UAE, will help to boost the NRI acquisition from the GCC corridor.

For the NRI segment, Doha Bank has launched new products in India such as Bancassurance and investment products in collaboration with Bajaj Allianz Life Insurance Company, home loans, mutual funds, forwards against Foreign Currency Non Resident (FCNR), Foreign Exchange (FX) conversion tie-up, enhanced salary accounts product, Pre Generated Kits (PGK) for customers.

Doha Bank was ranked among Qatar's top 10 most supportive brands to fight COVID-19 and has been instantly responsive from the outset of the Virus outbreak and took proactive measures to keeping customers safe, while maintaining customer service levels. This has created an opportunity for the bank to speed up initiatives pertaining to the digital transformation journey – e.g. encouraging customers to use alternative channels as opposed to physical visits to branches. Accelerated penetration into digital channels resulted in a 63% increase in active users and 27% increase in financial transactions on digital channels during 2020.



## Corporate Social Responsibility

Doha Bank is one of the leading integrated financial institutions in the GCC and one of the most active advocates of Corporate Social Responsibility (CSR), constantly supporting environmental protection, engagement with community, stakeholder groups and sustainability practices. The Bank's selection in the FTSE4Good Emerging Index and its top ranking of listed companies in Qatar by ESG Invest reinforces its position as a global sustainability leader. Building upon decades of strong commitment to environmental issues and community engagement, Doha Bank is the first financial institution in Qatar to issue an annual Sustainability Report explaining its approach to stakeholder engagement including the environment.

As a fundamental aspect of the Group's CSR Charter, the Bank strives to incorporate the values and ethics of sustainability into its everyday operations, in the use of environmentally efficient business practices and overall products and services that reduce the impact on the environment and in coordination with all sectors of the society to address the issues both in the local and global settings. This is one of the main reasons why Doha Bank has successfully won the 'Golden Peacock Global Award for Corporate Social Responsibility' for many years. This award is also in recognition of Doha Bank's society-driven initiatives like educational, health benefits and commitment to social causes, which has seen it introduce innovative products even during tough market conditions.

As a pioneer in raising awareness for environmental and climate change issues in Qatar, the Bank's vision is to lead the way as a Green Banking institution in encouraging account holders to opt for Paperless Banking, Green Accounts, and Green Mortgage loans. Alongside these products, the Bank has become the leading bank in Qatar and the Middle East for environmental advocacy through numerous CSR initiatives. Doha Bank is proactively hosting and conducting green-related activities to promote customer participation and engaging the society's eco-consciousness by encouraging them to go green and support the environment.

Doha Bank's ECO-Schools Programme is dedicated to the environment and encourages schools to proactively participate in the implementation of good environmental practices. The overall objective is to increase eco-consciousness and support children to become environmental advocates at a young age. The programme guides, assists, supports and works with the student action teams within schools on their journey towards sustainability by providing a framework to help embed these principles into the heart of students. It offers flexibility, allows creativity and encourages innovation on how the school plans to transform itself into becoming an eco-friendly institution.

The ECO-Schools Programme is an ideal way to deliver ECO-curricular activities for the next generation, which provides a creative learning environment for children to become resourceful, innovative, artistic, and proactive in saving the environment through various educational methods and approaches whether at school, home or society at large. The academic value gained from hands-on experimental learning will assist establishing valuable information as a simple step to make a big difference.

Part of the Bank's social responsibility is to support ambitious students and the youth in general. Doha Bank envisions the school children to become young leaders in promoting environmental awareness and the schools continuously endeavoring to become eco-friendly advocates for a better world by empowering them to make a difference for the environment and the society.

Doha Bank now 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. Doha Bank, as one of the main pillars supporting sustainable development in Qatar, became the first Qatari bank to sign up to United Nations (UN) Global Compact, a UN policy initiative encouraging businesses worldwide to adopt sustainable and socially responsible policies. The Bank is also one of the proactive supporters on Clean and Green Qatar Programme, in line with the 2030 Qatar Vision initiatives, while continuing to promote the ECO-Schools Programme to schools in the State of Qatar. Green activities provide a venue for building global awareness, cooperation and participation of international organizations and companies specialized in environmental technologies and sustainable energy.

The Board of Directors of Doha Bank has reiterated their continued support for environmental development, which will eventually support the development drive in the country as a whole. 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 the changing as well as the unchanging resources.

Doha Bank maintains a well-defined Environmental Policy with the principles of 'Reduce, Reuse and Recycle'. Doha Bank has reached out to the larger community through its long-standing CSR activities where it is committed to raise awareness on environmental issues and focus on the economic challenges facing the world and the region. Some of the Initiatives to support the State of Qatar's 'Go Green Qatar' are:

- ✓ Dedicated Green Bank Website
- ✓ ECO-Schools Programme
- ✓ Beach Clean-up has been an annual event but was postponed due to COVID19. The bank is committed to this and will reinitiate once we are able to.
- ✓ Green Accounts and e-Statements
- ✓ Paperless Banking
- ✓ Green Banking Products include Green Mortgages
- ✓ Tree Planting activity
- ✓ Green Banking Task Force Committee
- ✓ ECO-Schools Committee
- ✓ Participation in Earth-related global event
- ✓ Annual Marathon - Al Dana Green Run
- ✓ Public Awareness Campaigns through ATMs
- ✓ Green Forms - electronic account opening form and submitted forms are directed to Direct Sales
- ✓ Recycling of Papers and waste
  - biodegradable and nonbiodegradable garbage is sorted through the entire operation of the bank.
  - All shredded papers and unusable empty cartons are separated for the recycle purpose.
  - The bank has a vendor who is responsible in collecting the recycle papers on a regular basis.
- ✓ Earth Hour

- ✓ Use of natural lighting, LED lights, power stabilizers, auto-shutters, etc.
  - Implemented LED lights only for all recent and ongoing projects.
- ✓ Replacing old halogen bulbs to LED for energy saving.
  - Lighting control system which is reserving automatic switch off after office hours.
  - BMS control system for HVAC and other mechanical system which is controlling and reserving the energy use.
  - GSAS certification will be obtained for new building projects.

A dedicated Doha Green Bank website ([www.dohagreenbank.com](http://www.dohagreenbank.com)) is available on the internet showing the Bank's various initiatives taken, planned activities, projects, products and services. It also includes other environment-related articles and video clips. Planned activities are lined up such as Tree Planting, Beach Cleaning campaign, Recycling and Waste Management programs. Promotional flyers and brochures were designed with a catchy phrase, "GO Green with Doha Bank! It's simply the right thing to do!" to convey its message to the public and gain joint-effort cooperation amongst various sectors of the society for a better world.

Doha Bank has taken various proactive measures in addressing global warming and its ramifications. It is propagating energy saving as a corporate habit. The Bank encourages ideas from staff on energy savings and suitably rewards them. Doha Bank is committed to being a carbon neutral entity. The departments at the Bank were encouraged to practice energy efficiency in their respective premises by switching off the lights, air conditioning system and other office equipment when not in use, conserve water, carpooling, eliminating usage of non-biodegradable materials, encourage recycling and proper waste disposal and buying of fair-traded and environment-friendly goods. These are small steps that will make a big difference.

ECO-consciousness is integrated into Doha 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. The electronic banking products and services of Doha Bank greatly help reduce paper usage/wastage, reduce carbon footprint and encourage customers to be environmentally conscious of their activities. Social Responsibility initiatives focuses on seminars, knowledge sharing and awareness; support for cultural events, e-Newsletters, educational visits, charitable donations and similar activities.

Doha Bank regularly conducts its 'Al Dana Green Run'. The 'Al Dana Green Run' is one of the Bank's major campaigns, which is aimed to raise awareness and motivate people to become advocates of environmental issues as they go about their daily lives. People across age groups, nationalities and social backgrounds came forward enthusiastically to take part in the run. Participants included professionals, males and females from different age groups, sports enthusiasts and members of various socio-cultural groups.

Doha Bank is keen to support all initiatives and social centers that have a positive impact on the lives of less fortunate in communities. As part of its commitment, the Bank provides financial assistance to leading non-profit organizations in Qatar, which has become an integral part of its social responsibility program. In continuation of its national and community role and commitment to its social responsibilities, Doha Bank made donations to 'Lebanon in Our Hearts' post the explosion in the port of Beirut, supported 'Qatar Quarantined Migrant Workers', donated 1000 tablet computers in support of Qatar Charity's E-learning Project "Our Good for Our People", donated to Syrian refugees and Sudan refugees and finally supported Qatar Charity 'Warmth Convoy'.

### **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, was the 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, 28 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 the first selected Qatari listed company, and the bank was selected amongst 134 Financial Services companies from the emerging markets, including China, Brazil, South Africa and GCC etc.

### **Beach Cleanup Campaign 2020**

Beach Clean-up has been an annual event but was postponed due to COVID19. The bank is committed to this and will reinitiate once we are able to.

Held as part of Doha Bank's Green Banking initiatives, the Beach Cleanup is 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 pick up litter from the trash-strewn beach.

### **ECO-Schools Awards**

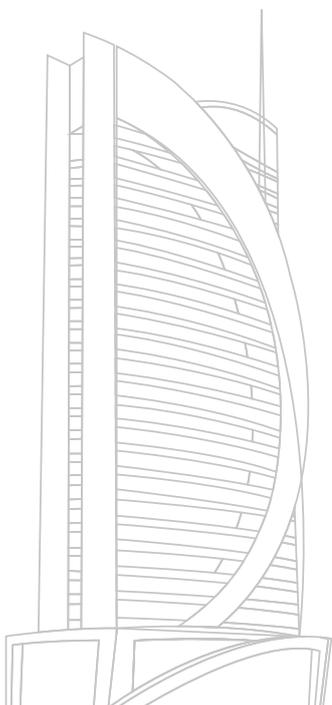
Building on its constant Corporate Social Responsibility (CSR) efforts in the field of environmental awareness, Doha Bank, one of the largest private commercial banks in Qatar, announced the award-winning schools at the awarding ceremony of the 8th edition of its annual ECO-Schools program held at March 7, 2020, 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 13 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.

SUSTAINABILITY  
REPORT  
2020

# COMMITTED TO OUR CUSTOMERS





# DOHA BANK'S COMMITTED TO OUR CUSTOMERS

Life as we know it has come to a grinding halt since the coronavirus pandemic has left countries struggling to respond to the rapidly spreading virus. Indeed, the coronavirus presents an alarming health crisis that the world is grappling with and a major human impact, and equally has a significant commercial impact being felt globally.

Doha Bank has been instantly responsive to the coronavirus situation and took all possible immediate proactive measures to keep customers safe, while maintaining the expected customer service levels. This has created a pressing opportunity for the bank to speed up all initiatives on the digital transformation journey which earned the bank a position as one the most influential brands by an independent research conducted by Stat IPSOS. This came as a result of the bank's upbeat concentration on delivering digital services through all alternative channels while encouraging customers to replace their physical visits to a Doha Bank branches. This was highly enticed through major digital activation campaign reinforced with customer incentives to speed up the penetration for digitals services and increased usage with a whopping 63% increase in active users and 27% increase in financial transactions on digital channels in 2019-2020.

Recent achievements and programs have included:

- ✓ Doha Bank has rolled out in 2020 the face and voice biometric features on the mobile application
- ✓ Doha Bank has launched a new complaints management solution; for resolving all inquiries at all customer touchpoints effectively with enhanced TATs.
- ✓ Doha Bank continued to focus its efforts on expanding its payment gateway business through customer acquisitions with a 97% increase in number of transactions and 405% for transaction volumes year on year.
- ✓ 2020 marked another major milestone for the bank with the launch of Doha Bank Easy Pay Wallet with which customers can enjoy quick, safe, and seamless payments by adding their Doha Bank Credit or Debit Cards to their Doha Easy Pay App
- ✓ Increase of Doha Bank cash deposit machines in 2020
- ✓ Doha Bank has been delivering a suite of the best banking products and services and exceptional bancassurance products with the leading insurance provider MetLife
- ✓ Al Dana continued as the front-runner in reward base saving segment by offering biggest individual prize of QAR 2.5Mn, highest number of prizes in millions, largest prize pool Qatar
- ✓ Doha bank rewarded its salary transfer customer with a Brand-New top of the range Lexus LX570 SUV

- ✓ This year also Doha Bank has extended the personal loan campaign cashback up to QAR 5,000
- ✓ In 2020, Doha Bank was one of the Receiving Banks for the QLM IPO whereby customers were able to get financing at branches or simply subscribing for IPO through Doha Bank Online and Mobile Banking Applications.
- ✓ Doha Bank has launched the new VISA metal card with a wide range of luxurious privileges
- ✓ The bank launched the new LuLu Platinum Mastercard Credit Card which is offered free of charge for the first year and offers a world of benefits and privileges which entail up to 5% savings on Shopping in the form of LuLu points
- ✓ Doha Bank has offered customers a 5% cashback upon using their MasterCard Debit cards for online purchases and up to 10,000 Doha Miles per month on VISA credit on their online spends
- ✓ Bank continued to offer value to customers through multiple partnership with Talabat, Mr. Valet, Entertainer, MBQ and miles exchange with Blue Salon Mazoon rewards
- ✓ Doha Bank provide our Wholesale Banking customers with channels, products, services and solutions to cater to their banking requirements with utmost ease and convenience-all in the most secured manner
- ✓ Doha Bank has rolled the National Response Guarantee Program to facilitate financing of emergency salary and rental fee requirements of affected SME businesses



## 1. PROTECTING AND CREATING WEALTH

In 2020, 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 2020 of which the Bank is particularly proud included:

### Al Dana 2020:

This year Doha Bank has been keen on delivering more exciting campaigns for customers with valuable perks and rewards. On the liabilities side Doha Bank has launched the Al Dana 2020 Scheme which run until 31st January 2021 and offer a wide array of valuable cash prizes featuring a mega draw of QAR 2.5 Million for one winner as well as 2 special draws' of QAR 1 Million each for two winners. Besides, Doha Bank Al Dana customers were entitled to other unique rewards including, QAR 100,000 for 12 winners each, QAR 10,000 for 76 winners each, and QAR 5,000 for 366 winners each.

### **Salary Transfer:**

This year Doha Bank has awarded the lucky winner of the salary transfer campaign launched earlier in 2019, the Lexus LX570. The salary transfer campaign was bundled with a host of benefits which feature an amazing collection of privileges across all product categories includes competitive range of personal finance options at preferential rates with loan repayment holidays and credit cards benefits catering to the customer's lifestyle needs.

### **Personal loan campaign cashback up to QAR 5,000:**

This year also Doha Bank has extended the personal loan campaign cashback up to QAR 5,000 to enhance the customer acquisitions and buyouts and offered digital loan campaigns through digital channels for existing customer top ups with 20k Doha Miles rewards.

### **QLM IPO:**

In 2020, Doha Bank was one of the Receiving Banks for the QLM IPO whereby customers were able to get financing at branches or simply subscribing for IPO through Doha Bank Online and Mobile Banking Applications. In efforts to maintain the leadership position for cards in the market Doha Bank has launched the new In 2020, Doha Bank was one of the Receiving Banks for the QLM IPO whereby customers were able to get financing at branches or simply subscribing for IPO through Doha Bank Online and Mobile Banking Applications.

### **The Al Riyada Visa Infinite and Private Banking Visa:**

With a wide range of luxurious privileges, the Al Riyada Visa Infinite and Private Banking Visa Infinite contactless metal cards brought about a wealth of exclusive travel, lifestyle, shopping, and insurance benefits to Doha Bank's high-value banking customers.

### **New LuLu Platinum Mastercard Credit Card:**

Also, the bank launched the new LuLu Platinum Mastercard Credit Card which is offered free of charge for the first year and offers a world of benefits and privileges which entail up to 5% savings on Shopping in the form of LuLu points, supplementary card issued free for life and exclusive lifestyle and travel benefits globally.

### **E-Commerce:**

With globally e-commerce sales on the rise, we have rolled out two major successful e-commerce campaigns both on credit and debit cards. Doha Bank has offered customers a 5% cashback upon using their MasterCard Debit cards for online purchases and up to 10,000 Doha Miles per month on VISA credit on their online spends.

This is addition to multiple promotion on contactless campaigns, LuLu 10% promotions, card acquisition campaigns with iPhone giveaways and many others such as school fee payments and 0% installment schemes.

### Bancassurance products:

With a view to maintain the highest level of performance within the Retail Banking Group and in efforts to deliver personalized services mainly to Doha Bank affluent segment, Doha Bank has been delivering a suite of the best banking products and services and exceptional bancassurance products with the leading insurance provider Metlife which made the bank the winner of the "Highest Number of Issued Policies" Award by MetLife in the entire Gulf region for 2020. This is certainly owed to the confidence and regard customers have for Doha Bank as their preferred bank and trusted leading financial institution in Qatar. Equally, as a gesture of gratitude for their loyalty, Doha Bank continues to reward its loyal customers with Al Riyada relationship rewards up to 50k Doha Miles as loyalty points when they sign up for Al Riyada products.



## 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 etc.) to meet customers' needs at any point in that cycle. In light of the market impact due to the COVID-19 outbreak. The step came in synch with the Qatari government directives to curb the spread of the Coronavirus disease (COVID-19), advising people to perform financial transactions using cashless and contactless payment methods. The bank launched:

On the digital vanguard, Doha Bank has rolled out in 2020 **the face and voice biometric features on the mobile app**, brought the expediency of downloading IBAN certificates, transaction receipts, activating credit cards and generating card PINs, updating personal information through mobile and online banking and additionally downloading e-statements through online banking.

Also, this year Doha Bank continued to focus its efforts on expanding its **payment gateway business** through customer acquisitions with a 97% increase in number of transactions and 405% for transaction volumes year on year.

2020 marked another major milestone for the bank with the launch of **Doha Bank Easy Pay Wallet** with which customers can enjoy quick, safe, and seamless payments by adding their Doha Bank Credit or Debit Cards to their Doha Easy Pay App. Customers can download Doha Easy Pay App from the Apple Store or the Google Play Store which enables them to perform payments for their retail purchases by simply scanning the QR Code. In addition, Doha Easy Pay also enables the users to make fund transfers to beneficiaries instantly by linking their Doha Bank Debit Card to Doha Easy Pay wallet.

Correspondingly, with an overarching objective on enhancing the transaction-based processing and delivering a digital first banking experience we put extensive efforts on customer education and support and branch transaction offloading echoed in an 88% of cash deposit volumes including corporate clients, conducted on Doha Bank cash deposit machines in 2020.

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:	2016	2017	2018	2019	2020
Branches	29	27	27	24	23
E-Branches & Pay Offices	16	12	8	7	6
ATMs	120	110	103	99	96
DDial phone subscribers	5,730	5,619	6,723	6,496	5,059
DBank online subscribers	15,175	11,299	12,045	13,315	19,557
DBank SMS subscribers	11,318	13,438	14,782	14,902	10,817
Online Banking Transactions	1,024,022	782,887	713,900	623,103	616,352
Mobile Banking Transactions	440,877	860,162	1,223,857	1,540,473	1,905,670
Customer complaints	561	720	1,017	2,968	5,470
Complaints resolved in less than 3 days (%)	71%	80%	84%	92%	70%
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. Correspondingly, in efforts to enhance the overall customer experience **Doha Bank has launched a new complaints management solution;** for resolving all inquiries at all customer touchpoints effectively with enhanced TATs. With a strong customer focus, we uninterruptedly drove on directing customer surveys to enhance the overall performance of our digital channels reflected in our latest overall satisfaction rating for Doha Bank mobile apps at 4.7/5 on both the google and apple store.

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, DBank online subscribers 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 account holders to Paperless Banking by opening Green Accounts and offering Green Mortgages , 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 2020.

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 enthusiasts 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, 28 March, at 8.30pm until 9.30pm, local time in 2020.

Beach Cleanup Campaign 2020, which has been an annual event was postponed due to COVID19. The bank is committed to this and will reinstate once we are able to. With the theme 'Save the Beaches for the Future' the Bank has showed its commitment to the environment and its support of the 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 Cleanup event is led by Doha Bank's Management and volunteer staff members who actively pick 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:	2016	2017	2018	2019	2020
Green Accountholders (e-statements)	120,723	122,120	129,419	134,182	138,753
e-Statements Sent	1,781,108	1,893,269	1,956,361	1,938,813	2,070,418
Trees saved (Through E-statements & Paperless Banking)	503	516	534	529	570



## 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.



## 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.

The Bank is proud to be the only financial institution in the country to be accredited with ISO 20000-2011 award, which is the first worldwide standard specifically aimed at IT Service Management and describes an integrated set of management processes for the effective delivery of services to the business and its customers. The Bank has defined its policy in relation to IT Service Management as "To adopt and adapt state of the art IT technology integrating with people and processes to support and improve all business processes".

Doha Bank was the first Bank in Qatar to attain Information Security Management Standard certification i.e., ISO27001: 2018 for its all offices and branches operating In State of Qatar and was 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.



## 7. RESPONSIBLE FINANCING

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

Accounts	Saving Schemes	Deposits
Current Account	Al Dana Savings	Upfront Fixed Deposit
Saving Account (Al Dana)	Al Dana Young Saver	Fixed Deposit
Green Account	Flexi Save	Smart Saving Deposit
	Al Dana Savings Plan	Call Account
	Al Dana Family Account	Al Jana
Loans	Special Packages	Cards
Personal Loan	Al Riyada Premium Banking	VISA Infinite Privilege Metal Credit Card
Personal Loan - Rental Loan	Non-Resident Indian (NRI)	VISA Al Riyada Infinite Metal Credit Card
Personal Loan - Air Fare Loan	Non-Resident Lebanese (NRL)	VISA Platinum Credit Card
Auto Loan	Non-Resident Sri Lankan (NRSL)	Doha Bank LuLu Platinum Master Card
Mortgage Loan	Non-Resident Philippine (NRP)	VISA Reward Credit Card
Green Mortgage Loan		WPS Prepaid Card
Education Loan		Mastercard Debit Card product suite
Loan against Deposit		
Loan against NRE		
IPO Loan		
Overdraft Facility - against Salary		

## Credit Card Scheme / Programs

0% Payment Plans

Contactless Payment Just Tap & Go

Flexible instalment plans and fast cash plans

Remittance on Credit Cards

iPhone card campaign

Doha Bank "The Entertainer" Mobile App

My Book Qatar 2021 (Mastercard offer)

Doha Miles Loyalty Platform, Doha Miles Exchange Program

VOX & NOVA Cinema Ticket Offer

Valet Parking, Travel Insurance, Credit Shield and Concierge Services

Worldwide Airport Lounge Access

## Doha Bank Channels & Services

## Bancassurance

### DBank Online

Mobile Banking

Watch Banking

SMS Banking

DBank Dial

E-Branches

WhatsApp Chat Platform

Utility Bill Payments and recharge e-Vouchers

Multi-Function ATMs

D-Cardless Withdrawals

Cardless Bill Payments

E-Statements

Digital Wallet

Local and International Money Transfers

Instant Card Activation

Doha Sooq (e-commerce platform)

Online Payment Gateway

### Life Insurance

MetLife: International Wealth Builder, Live Life, Future Project, Investor Advantage, Super Invest.

Zurich: International Term Assurance, Futura, Vista, Global Choice, Simple Wealth.

### General Insurance

Doha Bank Assurance Company: Motor Insurance, Travel Insurance, Medical Insurance, Personal Accident Insurance, Home Insurance, Workmen Compensation, Property Insurance, Credit shield, Public Liability, Contractors All Risk  
Khaleej Takaful: 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 blacklists 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 percentage based on various categories. The assessment of eligibility for loans is based on a set criterion 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.

Doha Bank striving to provide our **Wholesale Banking customers with channels, products, services and solutions** to cater to their banking requirements with utmost ease and convenience-all in the most secured manner. As part of this endeavor Doha Bank launched this year its Local, International and Bulk Funds Transfer digital service for its Wholesale Banking customers. The Local and International Funds Transfer service offers Doha Bank's Wholesale Banking customers the chance to process transactions to any beneficiary in local or international Banks through its online banking portal, while benefiting from a 25% discount on transfer charges. The online bulk Local Funds Transfer service provides Wholesale Banking customers with the convenience of processing payments to multiple beneficiaries at the same time through Doha Bank Corporate Online Banking Portal and without having to seek the branch's assistance. This in addition to the release of the cheque book request through Tadbeer platform which offers Cash Management Services to Doha Bank Wholesale Banking customers and contributes to their company's operational efficiency, promotes reduction in operating cost through and facilitates better accounting and reconciliation with focus on liquidity optimization, with Doha Bank Tadbeer platform our Wholesale Banking customers can also execute their Utility Bill payments and Payroll payments for their employees with no hassle .

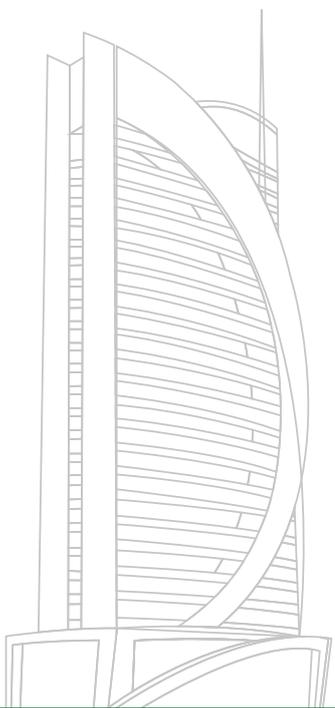
Also, **in light of the market impact due to the COVID-19 outbreak**, Doha Bank has rolled the **National Response Guarantee Program to facilitate financing of emergency salary and rental fee requirements of affected SME businesses**. Later during the year, Doha Bank observed that SMEs cash flows may be impacted and decided to extend support to borrowers under SME segment by postponement upon request up to 90 days of their installments under term loan and payments under LTR/ STPF facilities falling

due up to 30<sup>th</sup> June 2020 as per QCB circular, another postponement was implemented for impacted borrowers upon request up to 90 days up to 15<sup>th</sup> December during 2020. Doha Bank extended the support to the impacted borrowers under SME segment during 2021 as well, by providing further postponement upon request up to 15<sup>th</sup> June 2021. Bank will not charge penal interest and fee for the same.

Being a firm supporter of the Qatar National Vision 2030, Doha Bank will continue seeking opportunities to participate in the larger projects, including Roads and Infrastructure projects, Water and Electricity Projects. The bank was 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.

SUSTAINABILITY  
REPORT  
2020

# COMMITTED TO THE ENVIRONMENT





# DOHA BANK'S 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 tradition 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.

The bank has multiple Data Centers. The bank migrated one of their Data Centers to a very energy efficient Shared Facility in May 2018. Looking to the future we will be relocating our other Data Center by years' end to the same Shared Facility, towards 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 2020 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 two million sheets in 2020, equivalent to 570 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 in the near future. Doha Bank's updated EMTN program, which is registered with the London Stock Exchange and FCA UK will eventually lead to 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:	2016	2017	2018	2019	2020	Chg Y/Y
GHGs emissions (tonnes) – Direct	298	433	404	408	359	-11.9%
GHGs emissions (tonnes) – Indirect	6,903	10,030	9,354	9,460	8,325	-12.0%
Direct energy consumed (GJ)	-	3,030	2,825	2,857	2,515	-12.0%
Indirect energy consumed (GJ)	-	70,220	65,488	66,232	58,287	-12.0%
Total energy consumed (kWh)	14,004,029	20,347,338	18,975,980	19,191,634	16,889,351	-12.0%
Total energy consumed (GJ)	50,414	73,250	68,313	69,090	60,802	-12.0%
Total water consumption	16,838	41,244	37,377	34,942	39,509	13.1%
Total waste generated (tonnes)	-	-	-	600	440	-26.7%
Total waste recycled (% or tonnes)	-	-	-	-	-	-
Vehicle fuel consumption (L)	110,249	118,953	116,742	113,403	110,545	-2.5%
Suppliers screened against environmental criteria %	-	-	-	-	-	-

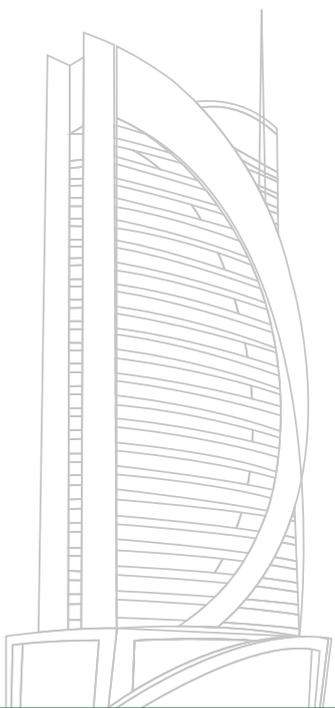
Notes:

1. 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.
2. Electricity is the primary source of energy consumed by Doha Bank.



SUSTAINABILITY  
REPORT  
2020

# COMMITTED TO OUR EMPLOYEES





# DOHA BANK'S 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	2016	2017	2018	2019	2020
Senior Management	0	0	0	1	0
Branch Managers	1	0	0	0	1

## 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 9,000 learning hours from a world class banking & business skills content during 2020. 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 2020, 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	2016	2017	2018	2019	2020
Full-time employees	1,072	1,071	1,007	987	900
Part-time employees	0	0	0	0	0
Total workforce	1,072	1,071	1,007	987	900

Employment by Level	2016	2017	2018	2019	2020
Senior management	59	52	48	63	57
Middle management	204	206	194	171	156
Staff	809	813	765	753	687

## 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	2016	2017	2018	2019	2020
Qatari	234	230	209	200	205
Expatriate	838	841	798	787	695

Employment by Gender	2016	2017	2018	2019	2020
Male	771	765	720	705	640
Female	301	306	287	282	260

Workforce by Age	2016	2017	2018	2019	2020
18-30	202	183	139	103	86
31-40	474	462	429	407	357
41-50	276	293	313	335	321
51 and above	120	133	126	142	136

Female Participation in the Workforce	2016	2017	2018	2019	2020
Female employees (%)	28%	29%	29%	29%	29%
Females in middle management (%)	10%	15%	16%	14%	17%
Females in senior management (%)	1%	4%	4%	6%	5%

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)	2016	2017	2018	2019	2020
Median Male Salary vs Median Female Salary	1.07:1	1.1:1	1.04:1	1.06:1	1.01:1

## 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 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 participates 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	2016	2017	2018	2019	2020
Employee participation (Hours)	4,413	6,615	3,447	3,890	9,028
Training programmes offered	338	715	434	372	170
E-learning programmes offered	250	250	177	180	907
Training courses delivered	338	465	257	205	181
In-house training courses delivered	313	445	234	180	160
External training courses delivered	25	20	23	25	21
Training hours delivered (Classroom)	1,193	1,647	677	590	287
Scholarships granted	9	22	16	10	5
Trainee programme trainings	15	48	45	0	7
JQC secondments	2	14	-	0	0
Internship work experience positions	18	29	45	46	16

## OCCUPATIONAL HEALTH AND SAFETY

Number of	2016	2017	2018	2019	2020
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 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	2016	2017	2018	2019	2020
Total salaries & benefits for employees	516,304	531,109	496,325	493,291	441,234

Staff Turnover	2016		2017		2018		2019		2020	
	No.	%								
Total Turnover	94	9	79	7	108	11	71	7	117	13
Senior Management	9	15	8	15	6	19	8	13	12	21
Middle Management	18	8	16	5	37	13	12	7	18	12
Staff	67	8	55	8	65	8	51	7	87	13
Females	27	9	36	12	35	12	28	10	34	13
Males	67	9	43	6	73	10	43	6	83	13
18-30	29	14	24	13	31	22	24	23	18	21
31-40	33	7	33	7	38	9	25	5	33	9
41-50	14	5	13	4	15	5	9	3	33	10
51-60+	18	15	9	7	24	19	13	9	33	24

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 2020 were:

### 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:

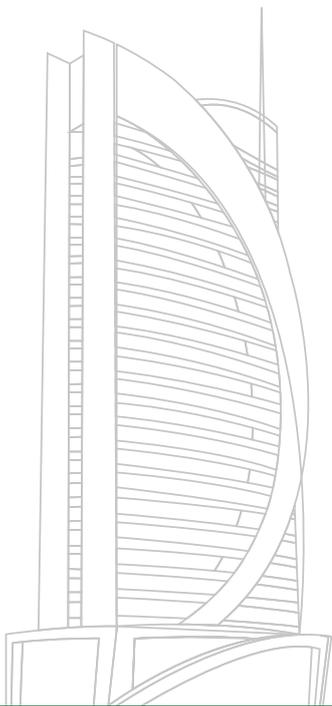
- ✔ "Pink Day" pertaining to Breast Cancer Awareness – Apart from the awareness session, all the female employees in the Bank were gifted a pink rose and a pink cup cake.
- ✔ "Blue Day" pertaining to World Diabetes Day. – Apart from the awareness session, an interactive fun quiz and a fun photo booth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

SUSTAINABILITY  
REPORT  
2020

# COMMITTED TO OUR SHAREHOLDERS



# Financial report

## Balance sheet

<b>Assets</b>	
Current assets	1,734,826
Non-current assets	88,905
	1,823,731
<b>Liabilities</b>	
Current liabilities	166,630
Non-current liabilities	110,267
	276,897
<b>Equity</b>	
Share capital	74,393
Reserves	72,901
	147,294

## Equity statement

<b>Current year</b>	
Opening balance	1,774,826
Share capital	14,885
Reserves	88,905
	1,878,616
<b>Previous year</b>	
Opening balance	166,630
Share capital	110,267
Reserves	26,303
	303,200

## Income statement

<b>Revenue</b>	12,978,516
Cost of sales	(12,870,980)
	107,536
<b>Operating profit</b>	6,372,535
Finance income	1,200,390
Finance expense	(4,439,114)
	193,811
<b>Profit before tax</b>	6,505,981

## Cash flow statement

<b>Operating</b>	12,978,516
Net earnings	107,536
Depreciation	1,200,390
	1,307,926
<b>Investing</b>	(6,372,535)
Net cash used in investing	(1,200,390)
	(4,439,114)
<b>Financing</b>	6,505,981
Net cash used in financing	(1,200,390)
	5,305,591

## BUSINESS DASHBOARD



# DOHA BANK'S 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.

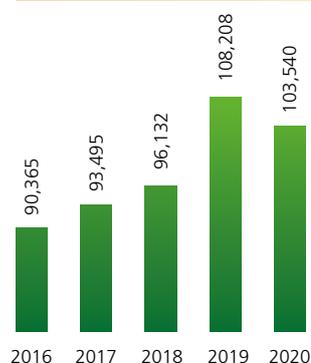
- ✓ Loan to Deposit Ratio of 118% versus a system average of 125% for Qatari Banks
- ✓ Strong Total CAR of 20%
- ✓ Provision Coverage including ECL of 81%
- ✓ One of the Highest Net Interest Margins for Qatari Banks at 2.25%
- ✓ A very well diversified loan mix and a diversified deposit and funding base
- ✓ Significant part of investment portfolio, 80% or QAR 19.8 billion, is State of Qatar Bonds

Key Figures (QAR Mn)	2016	2017	2018	2019	2020
Total Assets	90,365	93,495	96,132	108,208	103,540
Net Loans & Advances	59,186	59,804	59,844	65,784	65,450
Customer Deposits	55,730	59,468	55,785	58,464	55,054
Total Equity	13,381	14,807	12,733	13,318	13,795
Net Profit	1,054	1,110	830	754	703

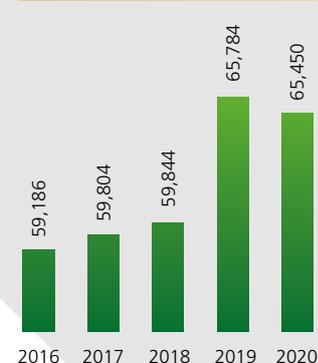
% Key Ratios	2016	2017	2018	2019	2020
Return on Shareholders' Equity	9.6%	9.5%	6.5%	6.0%	5.4%
Return on Average Assets	1.21%	1.21%	0.88%	0.74%	0.66%
Total Capital Ratio <sup>(1)</sup>	15.57%	17.51%	17.01%	17.75%	19.75%
Shareholders' Equity to Total Assets	14.8%	15.8%	13.2%	12.3%	13.3%
Net Loans to Total Assets	65.5%	64.0%	62.3%	60.8%	63.2%
Net Loans to Total Deposits	106.2%	100.6%	107.3%	112.5%	118.9%

1. Total Capital adequacy ratio for 2014 onwards is based on Basel III calculation as adopted by the Qatar Central Bank.

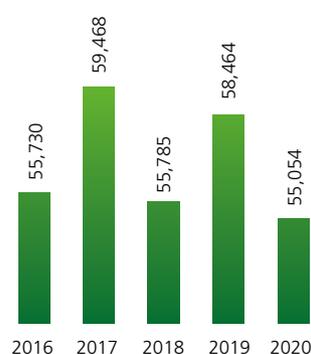
### TOTAL ASSETS (QAR Million)



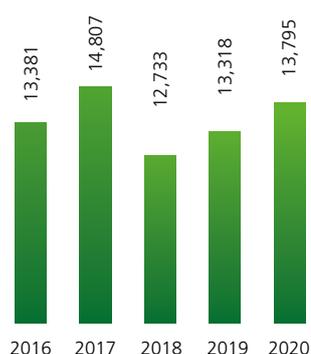
### NET LOAN ADVANCES (QAR Million)



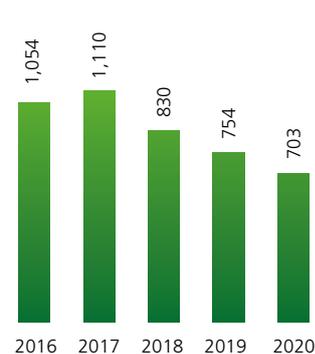
### TOTAL DEPOSITS (QAR Million)



### TOTAL EQUITY (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. The 2017 & 2015 amendments to the QFMA Corporate Governance Code and QCB Corporate Governance guidelines are reflected in the Bank's Corporate Governance Report for the same period.

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.

#### Board Level Committees

- ✓ Executive Committee
- ✓ Policies, Nomination & Governance Committee
- ✓ Audit, Compliance & Risk Committee

#### Management Level Committees

- ✓ Management Executive Committee
- ✓ Assets and Liability Committee
- ✓ Investment Committee
- ✓ Human Resources Committee
- ✓ Risk Management Committee
- ✓ Credit Committee
- ✓ Tender Committee
- ✓ Technology and Operations Committee

In the period ended 31st December 2020 the Board of directors consisted of nine members as follows:

- ✓ 4 Executive
- ✓ 5 Non-Executive directors; of which three are independent members. This is as per Qatar regulatory requirements.

The Bank has adopted a Board Remuneration Policy which regulates the disbursement of remuneration, bonuses and benefits. At the end of each year prior to the General Assembly meeting, the proposed remuneration for Board Members and the Chairman is presented to the shareholders for discussion and approval. Additionally, other benefits provided to Board Members are reviewed by the External Auditors, and subsequently sent to Qatar Central Bank and presented to the shareholders.

In response to the international regulatory actions being proposed following the financial crisis, Doha Bank created the role of Global Governance as a means of keeping abreast of the regulatory environment, while ensuring that the cross-border and international

operations of the Bank always remained in compliance. Regulatory compliance and good working relationships with the various regulatory bodies are key to Doha Bank's sustainability goals and its interface with this stakeholder group is managed at the highest level. Global Governance also ensures that the Corporate Governance Framework throughout the Bank works efficiently in terms of communication and reporting, whilst seeking to identify and resolve any areas of concern arising or conflicts within the framework and the Bank's formal policies & procedures.

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 2020 there were no significant fines for non-compliance assessed against Doha Bank.

The Bank's Risk Management Group has developed an independent enterprise-wide framework covering strategic risk, reputation risk, legal risk, credit risk, market risk and operational risk. The risk framework operates through a number of committees:

- ✓ Management Executive Committee
- ✓ Credit Committee
- ✓ Investment Committee
- ✓ Human Resources Committee
- ✓ Asset and Liability Committee
- ✓ Risk Management Committee
- ✓ Technology and Operations Committee
- ✓ Tender Committee

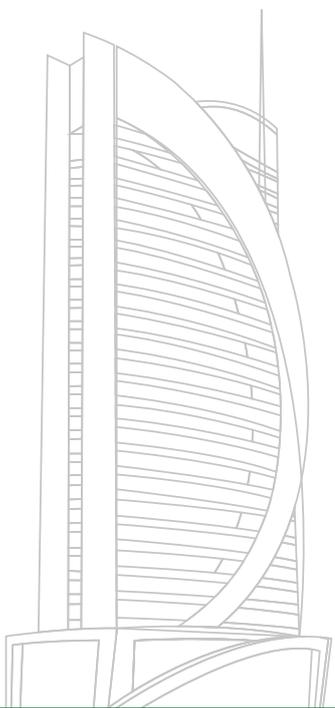
Indicators	2016	2017	2018	2019	2020
Independent Directors (%)	14.30%	22.20%	22.20%	22.20%	33.33%
Female Directors	-	-	-	-	-
Monetary Value of Significant Fines for Non-Compliance	-	-	-	-	-
Legal Actions Re. Corruption, Anti-Trust, Monopoly Practices	-	-	-	-	-

Whilst Doha Bank has instituted a sophisticated set of systems and controls to segregate duties, establish limits and approval processes, and monitor and audit employee and stakeholder interactions, it is fully aware that the systems are not foolproof. The Bank has therefore, developed a Whistleblowing Policy which incorporates independent reporting channels, confidentiality and sensitivity, investigation powers, escalations, reporting, re-integration of findings into the operational and control framework, and regulatory co-operation. As one of the leading financial service providers in Qatar, Doha Bank ensures that employees have an effective understanding of the Whistleblowing Policy, and regularly communicate the importance of adherence to it. Doha Bank continuously seeks to provide reassurance and protection to those employees who share their concerns on any suspicious financial transactions or unacceptable behaviour.

Suspicious or unacceptable activities for which Doha Bank encourages employees to use the whistleblowing facilities, include (but are not limited to) financial fraud, criminal activities, health and safety risks, environmental damage, breach of policies, reputational damage and breach of privacy codes. Facilities to report such activities include online forms, an e-mail address, and direct interaction with members of the Legal, Audit and Compliance Division – whichever the employee feels most comfortable with.

SUSTAINABILITY  
REPORT  
2020

# COMMITTED TO OUR COMMUNITY





# DOHA BANK'S 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 conducts 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. As and when these events occur UNESCO is invited to participate.
- 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).
- 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 28th March 2020 as part of its participation in the 14th 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.
- All Doha Bank e-mails are sent with an automatic description to discourage the printing of mail unless necessary to save the environment.
- The bank continues to encourage customers to change their existing accounts to 'Green Accounts' and we continue to build on 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.
- 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.
- Marginal increase in customer transactions using Online Banking and e-Statements.
- Commitment towards the continued development of digital channels.
- Conversion from conventional accounts to green banking accounts and product development remains a priority towards the future. The bank continues to opt 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.

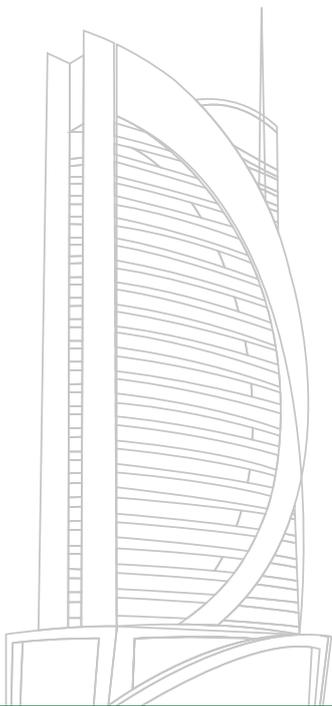
Key Expenditures (QAR '000)	2016	2017	2018	2019	2020
Spending on salaries & benefits	516,304	531,109	496,325	493,291	441,234
Taxes paid	32,236	35,666	10,808	1,439	1,269
Spending on locally based suppliers	289,186	285,348	238,356	278,024	262,150

Community Investment	2016	2017	2018	2019	2020
Events Sponsorship (QAR '000)	2,188	2,455	5,225	1,814	2,239
Number of Eco-Schools	18	27	29	25	25
Community Investment (QAR '000)	1,000	1,000	1000	1000	5,188



SUSTAINABILITY  
REPORT  
2020

# COMMITTED TO OUR SUPPLIERS





# DOHA BANK'S 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 marketplace
- ✓ 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 bank should have a Supplier Code of Conduct in the Sustainability Report for 2021. 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.

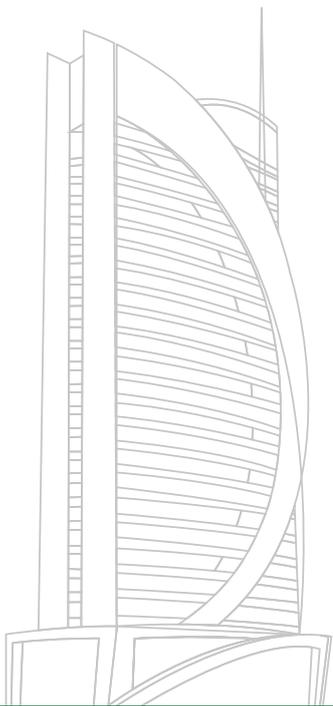
Where possible Doha Bank's procurement of materials is from local suppliers as means of reducing carbon emissions from transport sources in the haulage of materials. Doha Bank will continue to work with its vendor stakeholder group in the measurement of environmental performance. The spending trend on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

Key Expenditures (QAR '000)	2016	2017	2018	2019	2020
Spending on locally based suppliers	289,186	285,348	238,356	278,024	262,150
Spending on all suppliers	459,445	414,908	350,327	319,893	309,119
% of spending of local supplier's vs all	63%	69%	68%	87%	85%



**SUSTAINABILITY  
REPORT**  
2020

# APPENDIX





## A

## Appendix A: Report Parameters

### Reporting Cycle:

- ✓ This Sustainability Report issued by Doha Bank is in respect of data for the fiscal years of 2016-2020 and will be followed by further annual reports.

### Report Content:

- ✓ Doha Bank's report is constructed based on the Global Reporting Initiative ("GRI") standard content index. 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 2020 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 39-44. 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.

# B

## Appendix B: GRI Standards Content Index

GRI Standards	Disclosure Number and Title	Reference	Comments
<b>GRI 101: Foundation</b>			
<b>GRI 102: General Disclosures</b>			
<b>Organizational Profile</b>	102-1	Name of the organization	Cover page
	102-2	Activities, brands, products, and services	14-66
	102-3	Location of headquarters	8
	102-4	Location of operations	13
	102-5	Ownership and legal form	2020 Governance Report
	102-6	Markets served	13
	102-7	Scale of organization	13
	102-8	Information on employees and other workers	78-83
	102-9	Supply Chain	94-98
	102-10	Significant changes to the organization and its supply chain	94-98
	102-11	Precautionary Principle or approach	"2020 Governance Report and Risk Management section 18-34"
	102-12	Externatl initiatives	"2020 Annual Report 2020 Sustainability Report"
	102-13	Membership of associations	39
<b>Strategy</b>	102-14	Statement from senior decision maker	12 CEO
	102-15	Key impacts, risks, and opportunities	40-56
<b>Ethics &amp; Integrity</b>	102-16	Values, principles, standards, and norms of behavior	2020 Governance Report 2020 Sustainability Report Every employee signs a Code of Ethics and Code of Conduct declaration; and the bank follows up with yearly training.
	102-17	Mechanisms for advice and concerns about ethics	
<b>Governance</b>	102-18	Governance structure	
	102-19	Delegating of authority	
	102-20	Executive-level responsibility for economic, environmental, and social topics	
	102-21	Consulting stakeholders on economic, environmental, and social topics	
	102-22	Composition of the highest governance body and its committees	
	102-23	Chair of the highest governance body	2020 Governance Report 2020 Annual Report
	102-24	Nominating and selecting the highest governance body	2020 Sustainability Report 2020 Annual Financial Report
	102-25	Conflicts of interest	
	102-26	Role of highest governance body in setting purpose, values, and strategy	
	102-27	Collective knowledge of highest governance body	
	102-28	Evaluating the highest governance body's performance	
	102-29	Identifying and managing economic, environmental, and social impacts	

GRI Standards	Disclosure Number and Title	Reference	Comments	
<b>Governance</b>	102-30	Effectiveness of risk management processes		
	102-31	Review of economic, environmental, and social topics		
	102-32	Highest governance body's role in sustainability reporting		
	102-33	Communicating critical concerns	2020 Governance Report	
	102-34	Nature and total number of critical concerns	2020 Annual Report	
	102-35	Remuneration Policies	2020 Sustainability Report	
	102-36	Process for determining remuneration	2020 Annual Financial Report	
	102-37	Stakeholder's involvement in remuneration		
	102-38	Annual total compensation ratio		
	102-39	Percentage increase in annual total compensation ratio		
<b>Stakeholder engagement</b>	102-40	List of stakeholder groups	48	
	102-41	Collective bargaining agreements		N/a
	102-42	Identifying and selecting stakeholders	48	
	102-43	Approach to stakeholder engagement	48	
	102-44	Key topics and concerns raised	48	
<b>Reporting Practice</b>	102-45	Entities included in the consolidated financial statements		
	102-46	Defining report content and topic Boundaries		
	102-47	List of material topics		
	102-48	Restatements of information		
	102-49	Changes in reporting	2020 Annual Report	
	102-50	Reporting period	2020 Annual Financial Report 2020 Sustainability Report	
	102-51	Date of most recent report	Appendix B	
	102-52	Reporting cycle		
	102-53	Contact point for questions regarding the report		
	102-54	Claims of reporting in accordance with the GRI standards		
102-55	GRI content index			
102-56	External assurance		3rd party assurance to convene with 2021 reporting	
<b>GRI 103: Management Approach</b>				
	103-1	Explanation of the material topic and its Boundary	2020 Governance Report	
	103-2	The management approach and its component	2020 Annual Report	
	103-3	Evaluation of the management approach	2020 Sustainability Report	
<b>GRI 200 : Economic topics</b>				
<b>GRI 201: Economic Performance</b>				
	201-1	Direct economic value generated and distributed		
	201-2	Financial implications and other risks and opportunities due to climate change	2020 Annual Report and 2020 Sustainability Report	
	201-3	Defined benefit plan obligations and other retirement plans		
	201-4	Financial assistance received from government		N/a

GRI Standards	Disclosure Number and Title	Reference	Comments
<b>GRI 202 : Market Presence</b>			
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	76-83	
202-2	Proportion of senior management hired from the local community		
<b>GRI 203: Indirect Economic Impacts</b>			
203-1	Infrastructure investments and services supported	2020 Annual Report	
203-2	Significant indirect economic impacts	46	
<b>GRI 204 : Procurement Practices</b>			
204-1	Proportion of spending on local suppliers	98	
<b>GRI 205 : Anti-corruption</b>			
205-1	Operations assessed for risks related to corruption		
205-2	Communication and training about anti-corruption policies	"2020 Governance Report 2020 Annual Report"	
205-3	Confirmed incidents of corruption and actions taken		
<b>GRI 206 : Anti- competitive behavior</b>			
206-1	Legal actions taken for anti-competitive behavior, anti-trust, and monopoly practices		N/a
<b>GRI 207 : Tax</b>			
207-1	Approach to tax		
207-2	Tax governance, control, and risk management	"2020 Annual Report 2020 Annual Financial Report 2020 Consolidated Financial Statements"	
207-3	Stakeholder engagement and management of concerns related to tax		
207-4	Country-by-country reporting		
<b>GRI 300 : Environmental topics</b>			
<b>GRI 301 : Materials</b>			
301-1	Materials used by weight or volume	70-75	
301-2	Recycled input materials used		
301-3	Reclaimed products and their packaging materials		N/a
<b>GRI 302 : Energy</b>			
302-1	Energy consumption within the organization		
302-2	Energy consumption outside the organization		
302-3	Energy intensity	72-75	
302-4	Reduction of energy consumption		
302-5	Reductions in energy requirements of products and services		
<b>GRI 303 : Water and Effluents</b>			
303-1	Interactions with water as a shared resource		
303-2	Management if water discharge-related impacts		
303-3	Water withdrawal	72-75	
303-4	Water discharge		
303-5	Water consumption		

GRI Standards	Disclosure Number and Title	Reference	Comments
<b>GRI 304 : Biodiversity</b>			
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	42,55,63	The bank is committed to improving the welfare of the country and does not violate or occupy any of the following premises/ areas.
304-2	Significant impacts of activities, products, and services on biodiversity		
304-3	Habitats protected or restored		
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations		
<b>GRI 305 : Emissions</b>			
305-1	Direct (Scope 1) GHG emissions	74	
305-2	Energy indirect (Scope 2) GHG emissions		
305-3	Other indirect (Scope 3) GHG emissions		
305-4	GHG emissions intensity		
305-5	Reduction of GHG emissions		
305-6	Emissions of ozone-depleting substances (ODS)		
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		
<b>GRI 306 : Waste</b>			
306-1	Waste generation and significant waste-related impacts	74	
306-2	Management of significant waste related impacts		
306-3	Waste generated		
306-4	Waste diverted from disposal		
306-5	Waste directed to disposal		
<b>GRI 307 : Environmental Compliance</b>			
307-1	Non-compliance with environmental laws and regulations		The bank is committed to Qatar 2030 Vision, and is in full compliance of the same.
<b>GRI 308 : Supplier Environmental Assessment</b>			
308-1	New suppliers that were screened using environmental criteria		Not available
308-2	Negative environmental impacts in the supply chain		Not available
<b>GRI 400 : Social topics</b>			
<b>GRI 401 : Employment</b>			
401-1	New employee hires and employee turnover	76-83	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		
401-3	Parental leave		
<b>GRI 402 : Labor / Management Relations</b>			
402-1	Minimum notice periods regarding operation changes	2020 Governance Report 2020 Sustainability Report	

GRI Standards	Disclosure Number and Title	Reference	Comments
<b>GRI 403 : Occupational Health and Safety</b>			
<b>Management approach disclosures</b>	403-1	Occupational health and safety management system	
	403-2	Hazard identification, risk assessment, and incident investigation	
	403-3	Occupational health services	
	403-4	Worker participation, consultation, and communication on occupational health and safety	
	403-5	Worker training on occupational health and safety	
	403-6	Promotion of worker health	76-83
	403-7	prevention and mitigation of occupational health and safety impacts directly linked by business relationships	
<b>Topic-specific disclosures</b>	403-8	Workers covered by an occupational health and safety management system	
	403-9	Work related injuries	
	403-10	Work-related ill health	
<b>GRI 404 : Training and Education</b>			
	404-1	Average hours of training per year per employee	
	404-2	Programs for upgrading employee skills and transition assistance programs	76-83
	404-3	Percentage of employees receiving regular performance and career development reviews	
<b>GRI 405 : Diversity and Equal Opportunity</b>			
	405-1	Diversity of governance bodies and employees	
	405-2	Ratio of basic salary and remuneration of women to men	76-83
<b>GRI 406 : Non-discrimination</b>			
	406-1	Incidents of discrimination and corrective actions taken	81
<b>GRI 407 : Freedom of Association and Collective Bargaining</b>			
	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Not Available
<b>GRI 408 : Child Labor</b>			
	408-1	Operations and suppliers at significant risk for incidents of child labor	Zero (0) suppliers or child labor risks
<b>GRI 409 : Forced or Compulsory Labor</b>			
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Zero (0) suppliers or operations have been identified
<b>GRI 410 : Security Practices</b>			
	410-1	Security personnel trained in human rights policies or procedures	Human Rights training to convene in 2021 across all banking staff and channels
<b>GRI 411 : Rights of Indigenous Peoples</b>			
	411-1	Incidents of violations involving rights of indigenous peoples	Zero (0) violations
<b>GRI 412 : Human Rights Assessment</b>			
	412-1	Operations that may have been subject to human rights reviews or impact assessments	Not available
	412-2	Employee training on human rights policies or procedures	Human Rights training to convene in 2021 across all banking staff and channels
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Not available

GRI Standards	Disclosure Number and Title	Reference	Comments
<b>GRI 413 : Local Communities</b>			
	413-1 Operations with local community engagement, impact assessments, and development programs	90-95	
	413-2 Operations with significant actual and potential negative impacts on local communities		
<b>GRI 414 : Supplier Social Assessment</b>			
	414-1 New suppliers that were screened using social criteria		Not available
	414-2 Negative social impacts in the supply chain and actions taken		Not available
<b>GRI 415 : Public Policy</b>			
<b>Political contributions</b>	415-1 Political contributions		Nil: there are no political parties in Qatar
<b>GRI 416 : Customer Health and Safety</b>			
<b>Assessment of the health and safety impacts of product and service categories</b>	416-1 Assessment of the health and safety impacts of product and service categories	82, 89 and 111	
<b>Incidents of non-compliance concerning the health and safety impacts</b>	416-2 Incidents of non-compliance concerning the health and safety impacts	81	
<b>GRI 417 : Marketing and Labeling</b>			
<b>Requirements for product and service information and labeling</b>	417-1 Requirements for product and service information and labeling	17, 66-67	
<b>Incidents of non-compliance concerning product and service information and labeling</b>	417-2 Incidents of non-compliance concerning product and service information and labeling		Zero (0) violations
<b>Incidents of non-compliance concerning marketing communications</b>	417-3 Incidents of non-compliance concerning marketing communications		Zero (0) violations
<b>GRI 418 : Customer Privacy</b>			
<b>Substantiated complaints concerning breaches of customer privacy and losses of customer data</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	"Information Technology 34-37 and 62,65"	
<b>GRI 419 : Socioeconomic Compliance</b>			
<b>Non-compliance with laws and regulations in the social and economic area</b>	419-1 Non-compliance with laws and regulations in the social and economic area	43	The bank is committed to Qatar 2030 Vision, and is in full compliance of the same.



## Appendix C: Acronyms

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  
m3 - 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

**Contact:**

Doha Bank Q.P.S.C.  
Head Office Tower  
Corniche Street  
West Bay, P.O. Box 3818  
Doha, Qatar  
E-mail: [ir@dohabank.com.qa](mailto:ir@dohabank.com.qa)



## 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.

## E

## Appendix E: United Nations Global Compact Ten Principles

United Nations Global Compact Ten Principles		
		Relevant Disclosure / Comments
<b>Human Rights</b>		
Principle 1:	Businesses should support and respect the protection of internationally proclaimed human rights; and	2020 Sustainability Report 2020 Annual Report 2020 Governance Report
Principle 2:	make sure that they are not complicit in human rights abuses.	
<b>Labour</b>		
Principle 3:	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	2020 Sustainability Report 2020 Annual Report 2020 Governance Report
Principle 4:	the elimination of all forms of forced and compulsory labour;	
Principle 5:	the effective abolition of child labour; and	
Principle 6:	the elimination of discrimination in respect of employment and occupation.	
<b>Environment</b>		
Principle 7:	Businesses should support a precautionary approach to environmental challenges;	2020 Sustainability Report
Principle 8:	undertake initiatives to promote greater environmental responsibility; and	
Principle 9:	encourage the development and diffusion of environmentally friendly technologies.	
<b>Anti-Corruption</b>		
Principle 10:	Businesses should work against corruption in all its forms, including extortion and bribery.	2020 Sustainability Report 2020 Governance Report The bank has an internal ABC Policy and ABC Committee; furthermore by years end the bank should have published on its website an ABC statement.



## Appendix F: Qatar Stock Exchange Sustainability 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	16,889 MWh
	Energy Intensity	Amount of energy used per M3 of space, and per FTE	0.85 MWh/M3 18.7 MWh/FTE
	Carbon/GHG Emissions	Total amount of Carbon and Green House Gas emissions in metric tons	8,824
	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	39,509
	Waste Management	Total amount of waste generated, recycled or reclaimed, by type and weight in metric tons	447, 0, 0
	Social		Number of full-time employees
Employee Benefits		Total amount of employee wages and benefits in QAR	441,234,000
Employee Turnover Rate		Percentage of employee turnover	13%
Employee Training Hours		Total number of hours of training for employees divided by the number of employees	10
Health		Total number of hours of training for employees divided by the number of employees	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

ESG Categories	ESG Key Performance Indicators	Measurement annual, unless indicated otherwise	Page Reference / Comments
Social	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	29%
	Qatarisation	Percentage of Qatari nationals in the workforce	23%
	Community Work	Number of hours spent, and/or other community investments made as a percentage of pretax profit	5,188, 0.7%
	Local Procurement	Percentage of total procurement from local suppliers	85%
Governance	Board – Diversity	Percentage of Board seats taken by women	0
	Board – Independence	Percentage of Board seats taken by independent directors	33.30%
	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	2 Unanimously agreed motions at the Extraordinary Meeting 6 Unanimously agreed motions at the Ordinary Meeting
	CEO Pay Ratio	Ratio of CEO salary and bonus against the median FTE salary and bonus	35:1
	Gender Pay Ratio	Ratio of median male salary to median female salary	1.01:1

ESG Categories	ESG Key Performance Indicators	Measurement annual, unless indicated otherwise	Page Reference / Comments
	Incentivized Pay	Specify the links between (executive) remuneration and performance targets	<p>The Board selects performance objectives which provide a link between (executive) remuneration and the drivers of long-term shareholder value creation.</p> <hr/> <p>These measures include</p> <hr/> <p>Economic Profit</p> <hr/> <p>Management of the organisation in the current market conditions</p> <hr/> <p>Strategic leadership of the organisation</p> <hr/> <p>Deepening and strengthening our relationships with all our customers and improving customer advocacy</p> <hr/> <p>Level of commitment employees have to the organisation</p> <hr/> <p>Risk management</p> <hr/> <p>Sustainability</p>
	Ethics Code of Conduct	Does the company publish and follow an Ethics Code of Conduct? Yes/No	Yes, internal
	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, internal
<b>ESG Reporting Generally</b>	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

