

Sustainability Report

2024



Message from the Chairman of the Board of Directors



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

On behalf of the Board of Directors, I am pleased to present the QNB Group Sustainability Report 2024, marking another significant milestone on our commitment and journey towards sustainability. As we celebrate our 60th anniversary, we are proud that we have built a legacy of prosperity and growth towards the communities we serve, in line with our purpose.

Our vision is to maintain our leadership as the largest bank in the Middle East and Africa (MEA). Our strategy is to focus on strengthening our core as an international wholesale bank, leveraging innovation as a strategic enabler, and embedding sustainability into every aspect of our business. Sustainability remains a strategic priority for QNB Group.

In line with our strategy, the Board of Directors (BOD) remains actively engaged in overseeing the integration of sustainability principles and practices across the Group. We ensure the topic is embedded in our governance, strategic decisions, and risk management, thereby driving transparency, accountability, collaboration, and impact.

In 2024, the Group further embedded the topic of sustainability into our overall governance programme and framework. Accordingly, the BOD was tasked with oversight on all environmental and social topics via the Group Board Risk Committee (GBRC). At the same time, all governance-related topics will be overseen by the Group Board Audit and Compliance Committee (GBACC). We decided to do this to further emphasise the importance of climate risk and integrate it into QNB's overall governance structure. Our sustainability framework is cascaded down from the BOD, down to the Group Management Risk Committee (GMRC) and the Group Senior Management Committee (SMC), fully covering the dimensions of Environmental, Social, and Governance.

Reflecting the importance of climate risk in our governance led us to reflect this topic as part of our Group-wide QNB strategy. We therefore embarked on our corporate climate change strategy, to delineate and define our transition towards a net-zero economy that enhances the climate resilience of our customers and our own operations.

We remain committed to making a positive contribution to people and planet, in line with the Qatar National Vision 2030, the Qatar National Environment and Climate Change Strategy, the United Nations Global Compact, and the United Nations Sustainable Development Goals.

This commitment is established in our Group-wide sustainability framework, encompassing the pillars of Sustainable finance, Sustainable operations, and Beyond banking. These pillars help us address our most material ESG topics, deliver sustainable financial performance, and realise positive impact. We are confident that our efforts will help us to maintain our robust ratings and cement our regional sustainability leadership.

I want to thank our customers, employees, partners, and wider stakeholders for their continued engagement and support. Together, through balancing economic growth with environmental stewardship and social responsibility, we are shaping a more prosperous and sustainable future for all.

Message from the Group Chief Executive Officer (GCEO)



Mr. Abdulla Mubarak Al-Khalifa
Group Chief Executive Officer

I am proud to present QNB Group's Sustainability Report 2024, highlighting our progress and commitment to addressing ESG as part of our journey. QNB Group maintained its sustainability leadership in the region whilst creating long-term value for all our stakeholders.

This year marks a significant milestone - our 60th anniversary as the nation's leading financial intermediary. In line with our purpose to promote prosperity and growth in the markets we serve, we are committed to support economic, environmental, and social development through our strategy, where sustainability remains a cornerstone of the Bank.

In this respect, I would like to refer to the Chairman's statement and the aforementioned ESG-related governance enhancements, as we continued to further develop our capabilities across the three pillars of our Group-wide sustainability framework. Sustainable finance embeds the principles of ESG into financing activities to achieve profit with purpose. Sustainable operations takes a holistic approach towards environmental and social impact through our people, operating model, and supply chain. Beyond banking delivers positive socio-economic development in the communities we serve.

As a financial institution, our financing activities are the most meaningful way to create sustainable impact. We recognise the importance of managing risk through our Environmental and Social Risk Management (ESRM) framework. This year, the ESRM has been enhanced with sector-specific guidelines. This helps us further understand the industry-specific and ESG-related risk dynamics within our portfolio. One of the outcomes of this proactive approach was the exclusion of thermal coal financing across the Group.

Moreover, we continued to capture ESG opportunities through our award-winning Sustainable Finance and Product Framework (SFPF), bringing our sustainable financing portfolio to USD 9.6 billion. One of the highlights of our transactions, was the first blue and green bond private placement from a banking group in MENA, bringing total sustainable bond issuances to over USD 1.3 billion since 2020.

Following the integration of climate risk into our Risk Appetite and Enterprise Risk Management Framework, we have enhanced our climate-related disclosures. This incorporates IFRS-related sustainability reporting standards including Scope 3 financed emissions, providing greater

transparency on climate risks and opportunities across our portfolio. As we recognise the importance and potential impact of climate, we decided to launch a Group-wide climate change strategy to determine our climate aspiration, our decarbonisation strategy, as well as respective transition pathways.

Through the second pillar of Sustainable operations, we promote diversity and inclusion, nationalisation, and talent development, cementing our position as an employer of choice. One of the highlights this year includes the uplift of our nationalisation efforts, with a Qatarisation of 60%. Operationally, we continued to optimise energy use and reduce our environmental footprint. For the first time, we obtained external assurance on Scope 3 operational emissions from our business travel.

Through the final pillar of Beyond banking, we continued to support and develop the communities we serve through social responsibility activities and campaigns across our geographies. Through our participation in international and national events, we see ourselves as a facilitator to foster meaningful dialogue and collaboration to address global challenges.

Building upon our 2024 achievements, our efforts have been recognised through leading ESG ratings and prestigious awards from international agencies, reaffirming our leading role in the financial sector.

I extend my heartfelt gratitude to our customers, stakeholders, and employees for their unwavering dedication towards our purpose and sustainability agenda. I thank the Chairman and the Board of Directors for their guidance, which has been instrumental in our journey towards a prosperous and sustainable future. Together, we are building a legacy of progress and impact that will endure for generations to come.

QNB Group Sustainability Report 2024



Contents

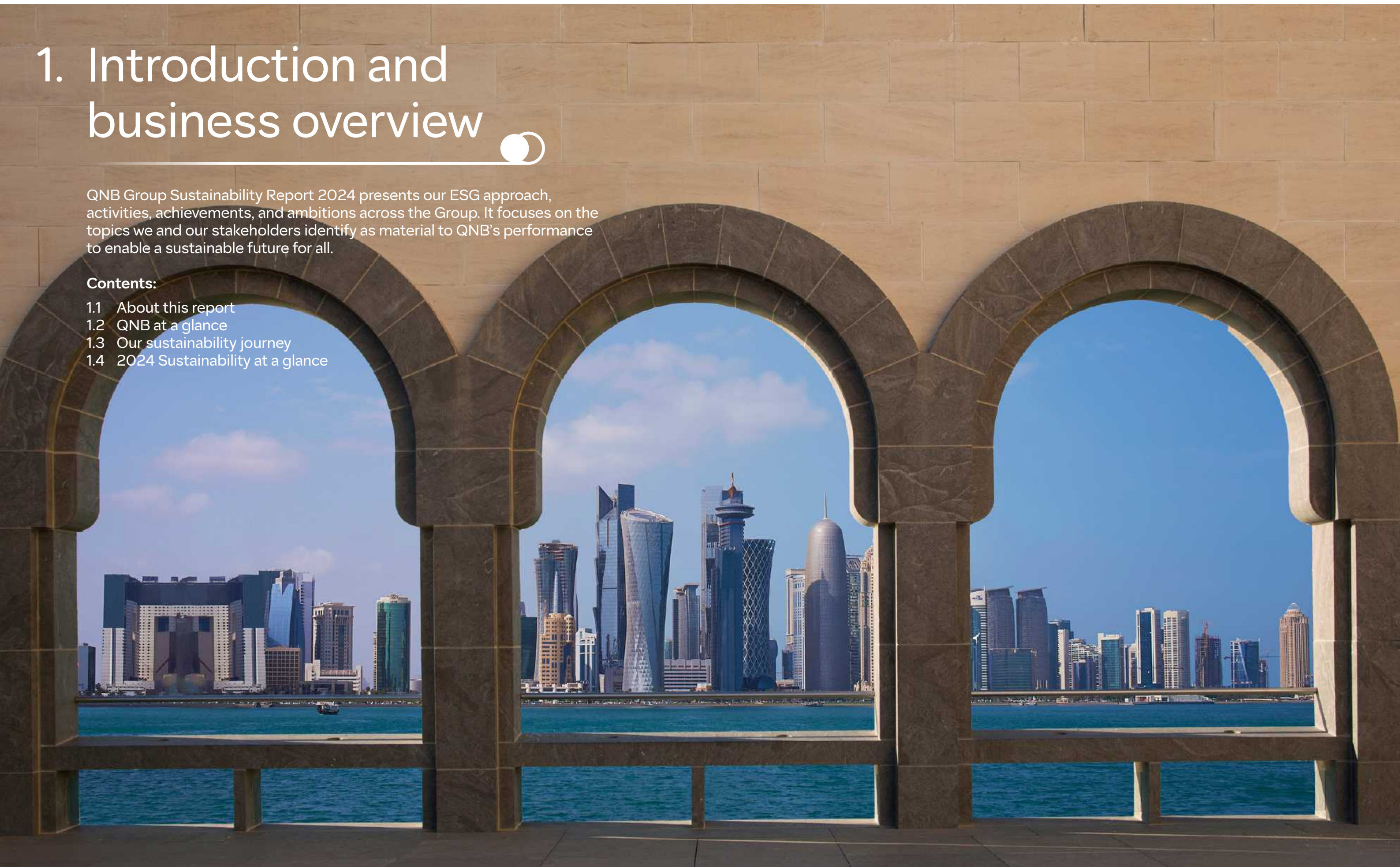
1 - Introduction and business overview	5
1.1 About this report	6
1.2 QNB at a glance	7
1.3 Our sustainability journey	10
1.4 2024 Sustainability at a glance	11
2 - QNB's approach to sustainability	12
2.0 Relevant policies, frameworks and accolades	13
2.1 Governance, compliance and risk management	14
2.2 QNB Group's strategy	17
2.3 QNB sustainability framework and strategy	18
2.4 Sustainability governance	20
2.5 Stakeholder engagement	21
2.6 Materiality assessment	23
2.7 External initiatives, memberships and standards	24
3 - Sustainable finance	26
3.0 Relevant policies, frameworks and accolades	27
3.1 Climate change and risk	29
3.2 Mitigating risk and capturing opportunities through sustainable finance	32
3.3 Sustainable financing by business division	37
3.4 Responsible engagement	50
3.5 Data security and privacy	52
4 - Sustainable operations	56
4.0 Relevant policies, frameworks and accolades	57
4.1 Employee value proposition	58
4.2 Diversity and inclusion	67
4.3 Environmental impact	69
4.4 Responsible procurement and supply chain	73
5 - Beyond banking	75
5.1 Community investment and socio-economic development	76
6 - ESG data and further information	81
6.1 QNB sustainability performance summary	82
6.2 GRI Standards Content Index	88
6.3 UNGC COP index	95
6.4 QSE ESG performance metrics	97
6.5 ISSB IFRS S1 and S2	98
6.6 SASB index for commercial banks	101
6.7 SFDR index	103
6.8 QNB calculation methodology	106
6.9 Abbreviations	110
7 - Statement of assurance	111
7.1 Independent limited assurance report	112

1. Introduction and business overview

QNB Group Sustainability Report 2024 presents our ESG approach, activities, achievements, and ambitions across the Group. It focuses on the topics we and our stakeholders identify as material to QNB's performance to enable a sustainable future for all.

Contents:

- 1.1 About this report
- 1.2 QNB at a glance
- 1.3 Our sustainability journey
- 1.4 2024 Sustainability at a glance





1.1 About this report

This report forms part of QNB Group's 2024 publications and complements the [QNB Group Annual Report 2024](#) and the [QNB Group Corporate Governance Report 2024](#).

Reporting period

This report covers the period from 1 January 2024 to 31 December 2024.

Publication date

This report was published in March 2025.

Currency

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

Report content and topic boundaries

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

Stakeholder inclusiveness:

Our stakeholder groups are listed in section [2.5 Stakeholder engagement](#). Throughout 2024, QNB engaged directly with external and internal stakeholder groups. This engagement allowed us to determine the most material topics through identifying, assessing significance, and prioritising actual and potential impacts.

Sustainability context:

Our Group-wide approach to governance, is included in section [2.1 Governance, compliance and risk management](#), including sustainability-specific governance in section [2.3 QNB sustainability framework and strategy](#) and [2.4 Sustainability governance](#). The messages from the Chairman of the Board of Directors and GCEO reflect our commitment to sustainability and highlight our progress during the year.

Materiality:

We engage key stakeholder groups to identify those issues that have the greatest actual or potential impact to them. We review and reassess our material topics annually, to reflect the dynamic operating environment, emerging regulations, and latest standards.

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

The material topics remain aligned with the objectives of the international and national initiatives we support and align with.

Completeness:

We have considered the results of our stakeholder engagement processes, plus market and societal expectations. The topics in this report reflect the Group's approach to sustainability and ESG.

Assurance of reporting

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

Deloitte & Touche Middle East (DTME) has provided an independent limited assurance opinion under ISAE 3000 (Revised) and ISAE 3410 on the preparation of this report in accordance with the GRI Universal Standards (including stakeholder materiality assessment), and five specific sustainability Key Performance Indicators (KPIs) prepared in accordance with QNB's published calculation methodology:

- Female employment rate (%)
- Percentage of female Board members in the subsidiaries (%)
- GHG¹ Scope 1 emissions (tCO₂e)
- GHG Scope 2 emissions (tCO₂e)
- GHG Scope 3 emissions (Category 6: Business Travel) (tCO₂e)

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

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

Feedback

We welcome feedback and dialogue on our sustainability performance. Please contact QNB Group Sustainability at sustainability@qnb.com.

Scope

This report is produced by Qatar National Bank (Q.P.S.C.) and covers Qatar, our international branches, and major subsidiaries in Türkiye, Egypt, Indonesia, and Tunisia. The data in this report covers the scope outlined below, unless stated otherwise. The data in this report covers a three-year period ranging from 2022 to 2024.

2022 - 2024

- Qatar and international branches^{2, 3}
- QNB Türkiye
- QNB Egypt
- QNB Indonesia
- QNB Tunisia

Limitations of scope

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

Restatements of information

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

¹ GHG = Greenhouse Gas.

² QNB international branches are entities which are licensed to provide banking services. Through our international branches we are able to service our customers by leveraging the Group's global capabilities, products, and services. The full listing of QNB international branches can be found on p. 248 and 249 of the [QNB Group Annual Report 2024](#).

³ Includes our dedicated subsidiary in Switzerland, QNB (Suisse) SA which has its own BOD.

1.2 QNB at a glance

QNB is a highly-rated bank with a significant international presence, serving more than 33 million customers across our network. We are proud of our Qatari heritage and of the continuing contribution we make to the region and beyond.

Our businesses



Wholesale and Commercial Banking

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



Retail Banking

A broad array of retail banking products and services across a multichannel network with 952 branches and an ATM network of more than 5,000 machines.¹ These include premium banking services through QNB First and QNB First Plus, designed for our affluent clients.



International Business

International presence operating in more than 28 countries across Asia, Africa, and Europe. We operate as a full-service financial institution in our core markets of Qatar, Türkiye, and Egypt as a wholesale commercial bank across MEASEA.



Asset and Wealth Management

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


¹ Including subsidiaries and associates.

Our top-tier ratings

Long-term credit ratings	Moody's	Standard & Poor's	Fitch	Capital Intelligence
	Aa2	A+	A+	AA
ESG ratings	MSCI	Sustainalytics	S&P Global ESG Score	CDP
	A	21.9	52 (83 rd Percentile)	B




Our subsidiaries and associates




99.88%

QNB Türkiye




95.0%

QNB Egypt




91.57%

QNB Indonesia



99.99%

QNB Tunisia




50.8%

QNB Syria




100%

QNB (Suisse) (Switzerland)



100%

QNB Capital (Qatar)




100%

QNB Financial Services (Qatar)



100%

Digital-Q-FS Ltd (United Kingdom)



54.2%

Mansour Bank (Iraq)




40.0%

Commercial Bank International (CBI) (UAE)




38.6%

Housing Bank for Trade and Finance (HBTF) (Jordan)



20.1%

Ecobank Transnational Incorporated (Ecobank) (Togo)



20.0%

Al Jazeera Finance Company (Qatar)

Our stakeholders



60 years of QNB

Sharing a government-owned building with the post office in Doha and starting operations with just 35 employees, QNB was established as the first Qatari-owned bank. The vision recognised the need for a robust financial institution to support the country's economic aspirations, reflecting a spirit of growth, independence, and self-sufficiency.

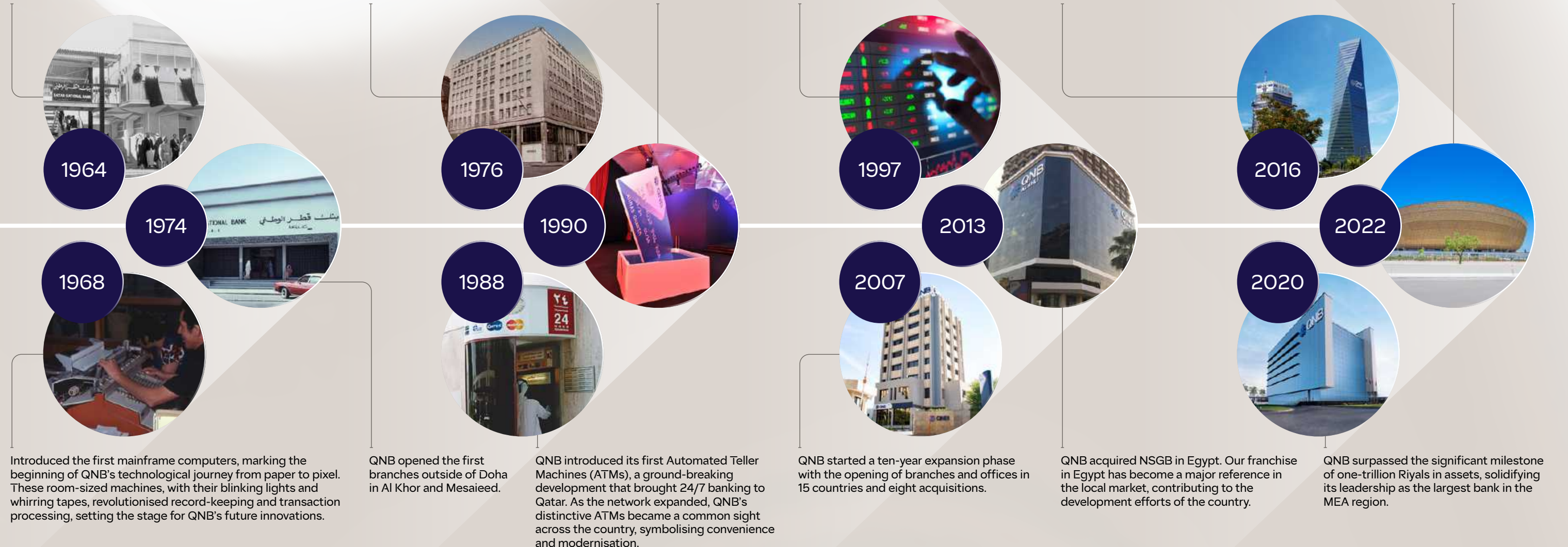
QNB opened its first overseas branch in London, paving the way for the future international expansion.

QNB led the charge in Qatar in the transition from cash to electronic payments. The introduction of debit cards, followed by credit cards and smart cards, transformed how customers interacted with their money. QNB's cards, adorned with iconic Qatari imagery, became a status symbol and a tool of financial empowerment.

QNB was publicly listed on the Qatar Stock Exchange. The market cap has grown by more than 15 times over the last couple of decades.

QNB acquired Finansbank in Türkiye. Our subsidiary in Türkiye is a leading operation that remains a key cornerstone of the local banking system.

QNB was the Official Middle East and Africa Supporter of the FIFA World Cup Qatar 2022™. QNB was an integral part in supporting the infrastructure build-up associated with the event, including financing the metro, highways, the airport expansion, stadiums, and upgrading the country's payment infrastructure.



1.3 Our sustainability journey

Sustainable finance

- Over USD 1.3 Bn in sustainable bonds issued
- First green guarantees by Qatari bank
- First blue bond in Türkiye
- Launch of Group-wide Climate Change Strategy
- First bank in Qatar to become PCAF member
- First bank in Qatar to disclose Scope 3 financed emissions
- Group-wide coal exclusion policy

Sustainable operations

- First independent assurance on operational Scope 3 Business Travel
- 100% of energy from renewable sources in Türkiye, India, and UK

Beyond banking

- Strategic partnership with Qatar National Dialogue on Climate Change
- Strategic partnership with Qatar CSR Summit



- First independent assurance of QNB Group Sustainability Report
- Independently assured Green Bond Allocation Report and Environmental Impact Report
- First bank in the region to receive MSCI ESG AA rating
- First USD 50 Mn green private placement in Türkiye
- Signed UN Women Empowerment Principles (WEPs) (Türkiye)



- Published first QNB Group Sustainability Report
- Signatory to UNGC



2024

2023

2022

2021

2020

2019

2018

- Published market-leading Sustainable Finance and Product Framework (SFPF) and Second Party Opinion (SPO)
- Pioneered green deposit transactions in Qatar
- Achieved total exit from coal financing (Türkiye)
- First bank in Qatar to receive independent assurance on Scope 1 and 2 GHG emissions and gender diversity metrics
- ISO 45001 Occupational Health and Safety Management System
- Listed in Bloomberg Gender Equality Index (Türkiye)



- First green repo transactions in Qatar
- Commenced climate risk scenario analysis in line with TCFD
- COP27 sponsor and event host
- Commitment to exclude and exit coal financing (Türkiye)
- 100% of energy from renewable sources (Türkiye)
- ISO 14001 Environmental Management System certificates (Türkiye)




- Issued debut USD 600 Mn green bond, the first in Qatar
- Published Environmental and Social Risk Management (ESRM) Framework
- UN75 signatory for multilateral collaboration
- Launched Sustainable Finance framework and committee



- Launch of QNB Group's Sustainability strategy and framework

1.4 2024 Sustainability at a glance


Sustainable financing



34.9


QAR Bn

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



39


Number of sustainable products and services offered to our customers



5

Global Finance Awards


Including “Best bank for Sustainable Finance in Middle East” and “Best Bank for Green Bonds in Middle East”



~1%

loan book


With direct exposure to high-risk sectors



IFRS S1 and S2 Disclosure and Scope 3 Financed Emissions


First voluntary disclosure by bank in the Middle East in accordance with IFRS Sustainability Disclosure Standards (SDS)

Customer experience




89%

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




0

Data security breaches



ISO 27001

Information Security Management System certification




68

NPS


Net Promoter Score achieved in Qatar

Gender diversity




34%

Women in middle and senior management




48%

Female employment rate



17%


Female Board members in the subsidiaries



0.93


Female/ male pay ratio

Climate



100%


Energy from renewable sources in Türkiye, India, and UK operations



45%

reduction in GHG emissions


Total reduction since 2017¹



Zero

coal

Group exclusion of financing thermal coal




ISO 14001

Environmental Management System certification


¹ Based on GHG reporting protocol market-based proxy.

Commitments




UN Global Compact Member

United Nations Global Compact



First Qatari banking Group to become a PCAF Member

Partnership for Carbon Accounting Financials



UNEP FI and PRB Signatory through QNB Egypt

PRINCIPLES FOR RESPONSIBLE BANKING

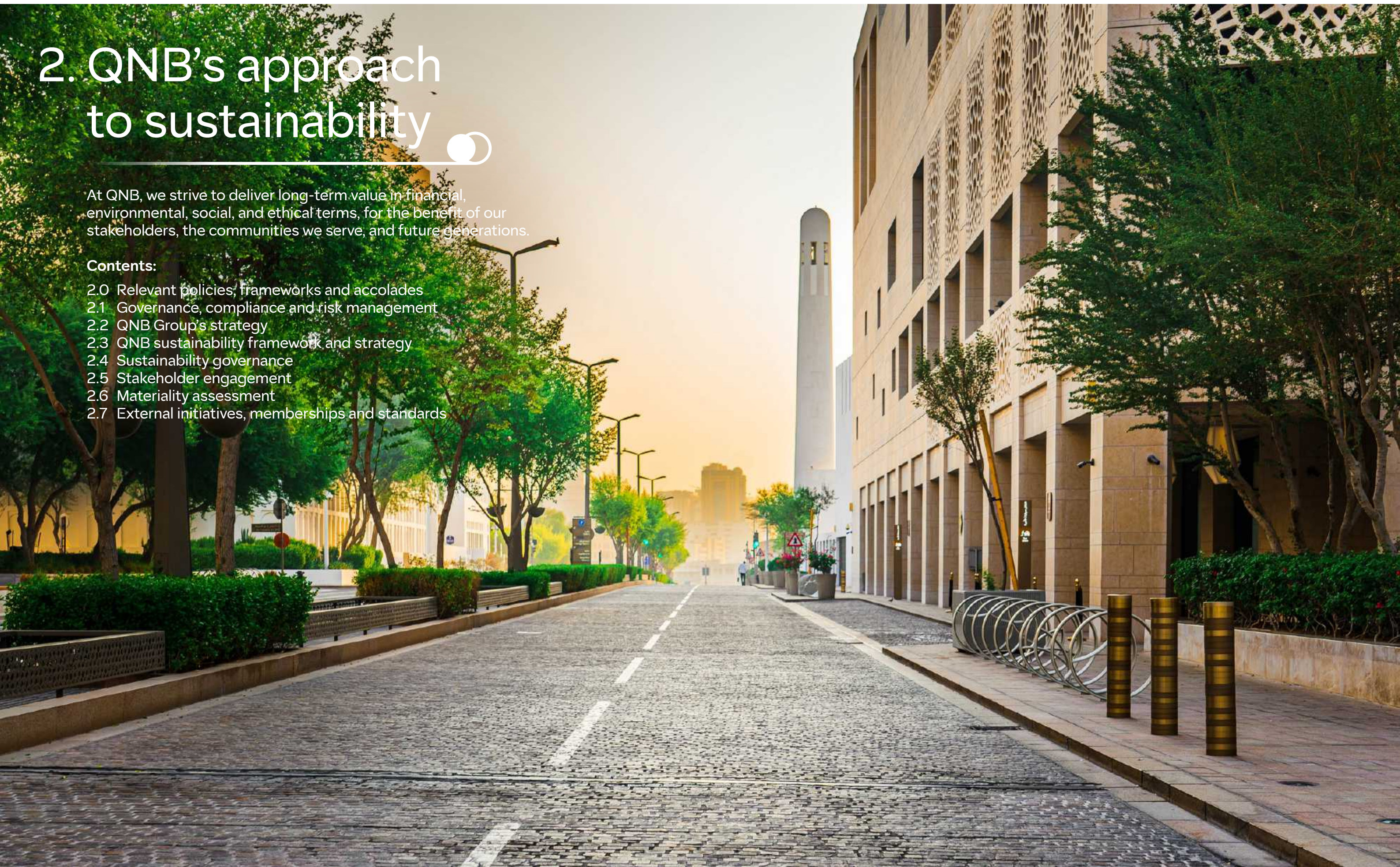
QNB Group Sustainability Report 2024 – 11

2. QNB's approach to sustainability

At QNB, we strive to deliver long-term value in financial, environmental, social, and ethical terms, for the benefit of our stakeholders, the communities we serve, and future generations.

Contents:

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



2.0 Relevant policies, frameworks and accolades



Key reference documents



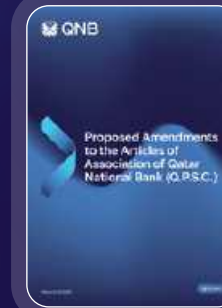
QNB Group
Annual Report
2024



QNB Group
Corporate
Governance
Report 2024



QNB Group
Corporate
Governance
Manual



QNB Group
Articles of
Association



Policies and frameworks



QNB Group Board
of Directors Charter



QNB Group Remuneration
Policy for Board,
Executive Management
and Employees



QNB Group
Sustainability Policy



QNB Group Code
of Ethics and Conduct



QNB Group Anti-Bribery
and Corruption Policy
Statement

QNB Group
Financial Crime
Statement



QNB Group
Conflict of Interest
and Insider Dealing
Statement



QNB Group
Human Rights
Statement



QNB Group
Whistleblowing
Statement



QNB Group
Tax Statement



Risk Management
and Internal Control



Selected awards and accolades



THE BANKER

Bank of the Year
in Qatar



Brand Finance

The Middle East
and Africa's
Most Valuable
Banking Brand



Forbes

Middle East
Sustainability
Leader - Banking
and Financial
Services



EUROMONEY

The Middle
East's Best
Bank for ESG



Qatar's Best
Bank



Qatar's Best
Investment
Bank
(QNB Capital)



TIME

World's Best
Companies
in Sustainable
Growth



ESG ratings



MSCI
A

S&P Global ESG score
52 (83rd Percentile)

Sustainalytics
21.9

CDP
B

FTSE4Good Index
Constituent

2.1 Governance, compliance and risk management

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

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

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

QNB reviews, adopts, and implements the principles and regulatory requirements issued by Qatar Central Bank (QCB), Qatar Financial Markets Authority (QFMA), the Commercial Companies Law, and all relevant regulatory authorities across our operating footprint. In 2024, QNB Group continued efforts to ensure all regulatory actions and State of Qatar directives and recommendations were appropriately put into effect.

Through regular engagement with all our stakeholders, assessment of market trends and best practices, as well as dialogue with specialists, we as an institution listen, learn, act, and evolve.

Full details of QNB's institutional governance approach is documented in the [QNB Group Corporate Governance Report 2024](#) and [QNB Group Annual Report 2024](#). Key governance initiatives and practices addressing sustainability-related topics are highlighted as follows:

Board of Directors (BOD) disclosures

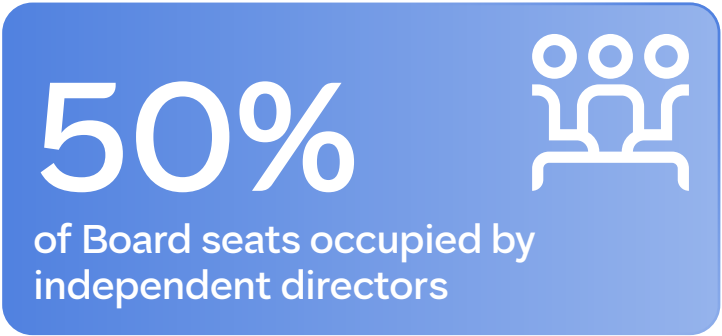
During 2024, QNB conducted a comprehensive assessment of BOD member independency and conflict of interest, in an effort to examine how current BOD members fair against QFMA and QCB independency requirements, with key findings highlighted to the BOD. Additionally, QNB Group also evaluated conflict of interest aspects at the Board-level to check whether any instances of conflict occurred this year and if so, how it was/ would be handled, and whether the BOD was notified.

QNB Group also conducted the annual BOD performance assessment for 2024 to highlight each BOD members' key considerations or observations regarding the overall performance of the Board, its committees, or its members in a confidential and systematically measured way.

This year, QNB Board members received training in line with the BOD training plan. The training topics included risk management, ESG, cybersecurity, and sanctions compliance.

Furthermore, to enhance transparency, in line with best practices and market feedback, refer to additional BOD disclosures in the [QNB Group Corporate Governance Report 2024](#), including the components of the annual BOD performance assessment, [conflict of interest and insider dealing framework](#), and the assessment of QNB

representative directors on subsidiary and affiliate Boards, amongst others.



Remuneration and performance management

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

The separate QNB Group Remuneration Policy for Board, Executive Management, and Employees defines the mechanism whereby remuneration is directly linked to the effort and performance at both department and employee levels including that of the Board, through the achievement of assigned goals and objectives in accordance with the profitability, risk assessment, and the overall performance of the Group.

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

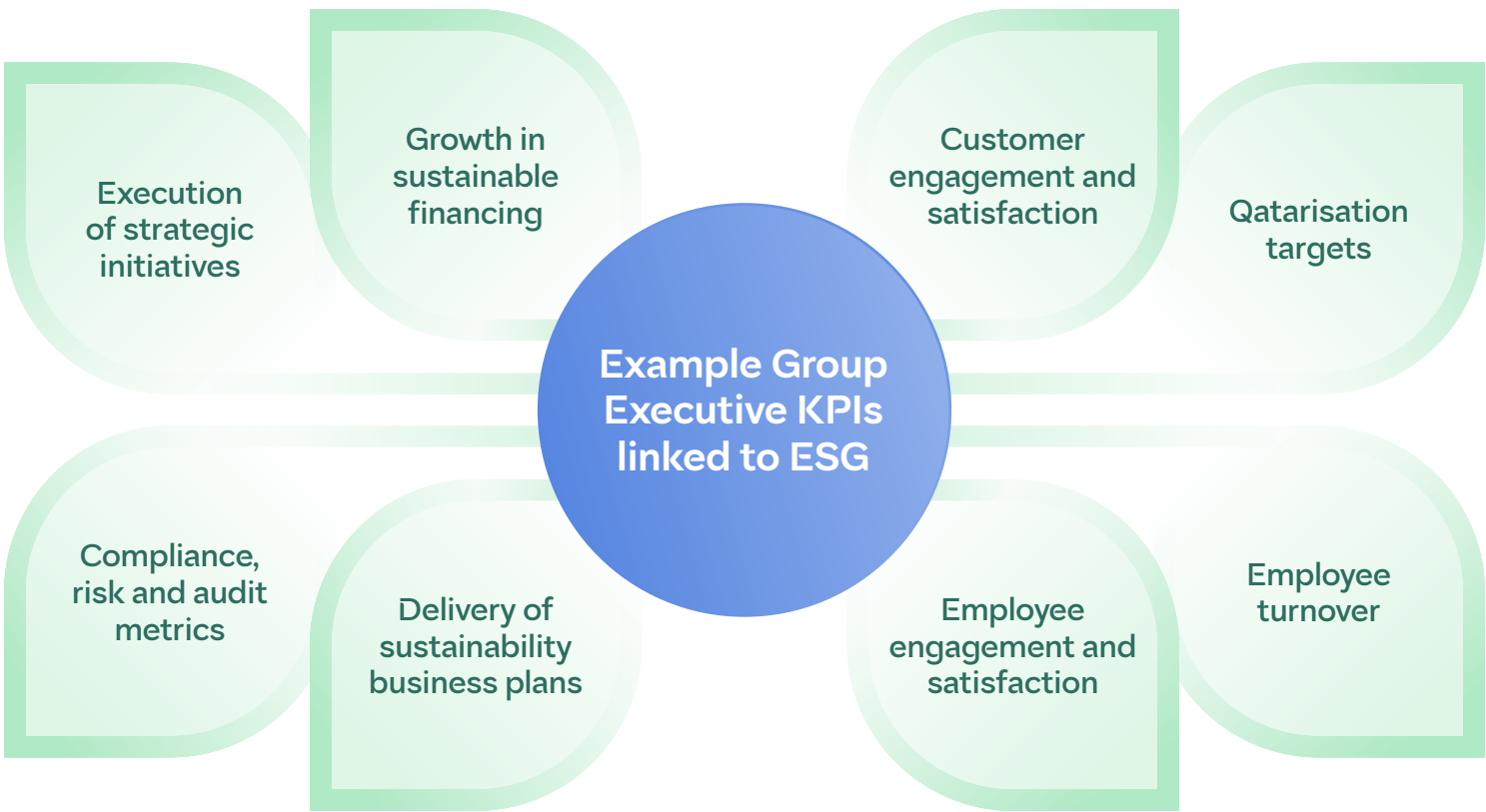
The total BOD remuneration proposed (inclusive of all fees and allowances) is included in the [QNB Group Corporate Governance Report 2024](#) and [QNB Group Annual Report 2024](#). This remuneration is consistent with the provisions of Article (119) of Commercial Companies Law, Article (50) of QNB's Article of Association, and QCB circular (18/2014).

QNB discloses the remuneration of the GCEO and the Executive Management team in the [QNB Group Annual Report 2024](#), and the components of the Executive Management's Balanced Scorecard.

Our Balanced Scorecard approach consists of KPIs across performance dimensions, with attributes specific to the Executive role. Common KPIs include those linked to sustainability (e.g., GHG emissions reductions, ESG in financing, climate risk management, sustainable development goals, etc.), innovation, compliance, risk, control environment, and people-related matters, beyond financial and non-financial KPIs. These are cascaded top-down throughout the organisation from Executives, to divisions, departments, teams, and individual employees to promote and embed the right culture and behaviours. Approximately 5% of performance and remuneration is directly tied to Sustainability-related KPIs.

Examples of Executive KPIs linked to ESG can be seen on the next page.

2.1 Governance, compliance and risk management (Continued)



Tax statement

QNB Group observes all applicable tax laws and has appropriate tax risk management practices. The Group recognises the importance of being a responsible taxpayer and making timely tax payments as a good corporate citizen in the countries that we operate. The [QNB Group Tax Statement](#) outlines our tax-specific governance, risk management processes, disclosure, and compliance obligations. QNB does not advise clients on taxation matters, does not use aggressive tax planning nor tax-havens to reduce tax. This is supplemented by annual training to ensure that employees are trained on tax-related matters (e.g., FATCA, CRS, tax evasion facilitation, etc.).

Political involvement

QNB is politically neutral and does not make contributions to any political parties nor campaigns. This includes donations for political purposes to any politician, political party or related organisation, official of a political party or candidate for political office in any circumstances directly or through third parties.

QNB's political contributions 2024

O

QAR

- Political organisations
- Political campaigns
- Lobbying groups

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

Compliance

Our [Code of Ethics and Conduct](#) is our guide to acting responsibly and to making a positive impact on our customers and the markets where we operate. This code complements our purpose and values, and reinforces how we uphold professional standards and comply with laws and regulations. Our culture of compliance is continually embedded across the Group through targeted initiatives, such as communication of policies and procedures, internal circulars, annual mandatory training, awareness sessions, annual declarations, and performance appraisal systems. QNB follows a zero-tolerance approach to any breaches of Code of Conduct. All incidents are thoroughly investigated and corrective actions are taken where relevant, which may include disciplinary action and/ or dismissal. Our automated Compliance Management and Internal Control System supports us to monitor and record compliance with all relevant regulatory risks and requirements, which enhances our internal control efficiency.

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

O

- Non-monetary sanctions
- Amount of legal and regulatory fines and settlements
- Incidents of bribery or corruption

three years, with the last conducted in 2023. During the reporting period, there were no public legal cases regarding corruption brought against QNB or its employees.

Whistleblowing

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

This year, in addition to the established policy and regular employee circulars, the [QNB Group Whistleblowing Statement](#) was published. QNB encourages open and honest communication, and cases can be reported via whistleblowing@qnb.com.

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

2.1 Governance, compliance and risk management (Continued)

Concerns or suspicions can also be reported through additional whistleblowing channels available 24/7, such as via third-party online platform in respective jurisdictions, and through Relationship Managers (RMs). All reported offences are investigated, with all information related to the investigation of any actual or suspected offences treated confidentially.

Risk management and control

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

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

internally and/ or externally. Informed by the GRI principles of materiality and stakeholder engagement, we have identified a number of sustainability risks across the Group (see section [2.6 Materiality assessment](#)).

Sustainability-related risk management is integrated into our financing, operations, and supply chain activities. This integration is enabled by relevant policies, frameworks, codes, and charters. Whilst the Risk team owns the risk appetite and framework (including climate risk), the Sustainability team is the custodian of QNB's sustainability-related strategy and framework. The Sustainability team acts as a second line of defence by providing the necessary guidance, support, awareness, and training to enable and support the identification of sustainability-related risks.

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

Risk culture

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

and development process or in recognition of emerging priorities.

QNB Group, through an effective Three Lines of Defence model, identifies and remediates any potential risks on an ongoing basis. Continuous improvement is part of our DNA

and is reflected in our business-as-usual approach. This ensures the effective management of risks throughout the whole business lifecycle. For further details, refer to the Risk Management section from the [QNB Group Annual Report 2024](#).



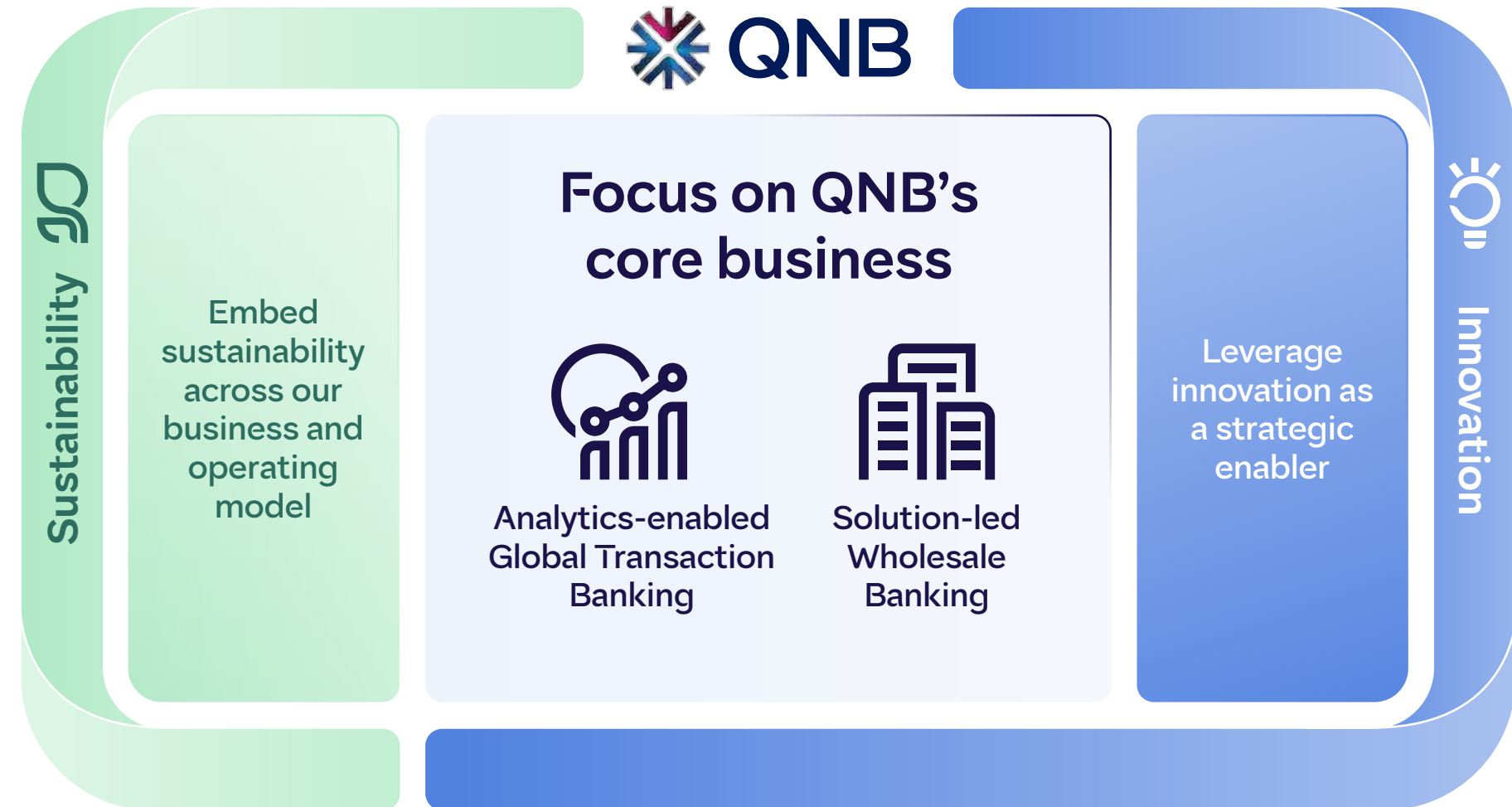
2.2 QNB Group's strategy

We believe that having a purpose justifies our existence and underpins our contribution to society. Our purpose is to promote prosperity and sustainable growth across the markets we serve and we have embedded our purpose into our vision and strategy.

“Our purpose to promote prosperity and sustainable growth across the markets we serve guides our vision to maintain our number one position in the Middle East and Africa.”

QNB's vision is to be one of the leading MEASEA banks while maintaining our number one position in MEA. Our Group-wide strategy is to focus on our core as a solution-led international wholesale bank while strengthening our analytics-enabled global transaction banking business. Two pillars complement our strategy. On the one hand, we aim to leverage innovation as a strategic enabler. On the other hand, we seek to embed sustainability and ESG practices into our business and operating model to make a positive contribution to the societies in which we are present.

As evidenced throughout this report, we at QNB consider sustainability and innovation as key and complementary, and together promote and support the goals of the QNV2030 and global UNSDGs. For further information on the Group's Strategy, see the [QNB Group Annual Report 2024](#).



We leverage the QNB Strategy Conference to ensure effective communication and focus on our sustainability framework and strategy across the Group

2.3 QNB sustainability framework and strategy

Our goal is to deliver sustainable financial performance by reducing risks, identifying new business opportunities, and strengthening our brand. Our sustainability framework consists of three pillars: sustainable finance, sustainable operations, and beyond banking.

Sustainable finance is the integration of ESG criteria into QNB's financing activities to deliver profit with purpose. We aim to help customers manage their Environmental and Social (E&S) risks, lend to businesses that contribute towards sustainable development goals, enhance access to finance for SMEs and underserved groups, and engage customers responsibly. As a bank, integrating ESG in financing is the most significant way we can support national and global sustainable development goals. In addition, it enables us to identify, manage, and mitigate ESG risk in our portfolio, whilst maximising business opportunities emerging from the just transition to a greener and more inclusive economy. QNB's material topics identified within sustainable finance are:

- Financial performance, stability and systemic risk management;
- Governance, compliance and enterprise risk management;¹
- Data security and privacy;
- ESG in financing;
- Climate action; and
- Customer experience and responsible engagement.



Sustainable operations is the integration of ESG criteria into our operations and across our supply chain to ensure we operate ethically and with awareness of our environmental impact. We aim to strengthen corporate governance and risk management practices, promote equality among our employees, and reduce our carbon emissions. This maintains QNB's position as employer of choice, whilst ensuring compliance with increasing ESG-related regulations.

- QNB's material topics identified within sustainable operations are:
- Governance, compliance and enterprise risk management;
 - Climate action;
 - Diversity and inclusion;
 - Employee value proposition; and
 - Responsible procurement and supply chain.













Beyond banking is QNB's Corporate Social Responsibility (CSR) programme in the communities we serve. We aim to contribute to society beyond conventional banking activities, with an emphasis on education and financial literacy, health and environment, and social and humanitarian activities. QNB's material topic identified within beyond banking is:

- Corporate social responsibility.

By continuously evolving its strategy, QNB aims to ensure that sustainability remains a key driver of value creation. This allows us to enable the transition to a low-carbon future, fulfill our social responsibilities, and ensure a strong institution.

¹ For further information addressing material topics of Financial performance, stability and systemic risk management and Governance, compliance and risk management, refer to the [QNB Group Annual Report 2024](#) and [QNB Group Corporate Governance Report 2024](#).

2.3 QNB sustainability framework and strategy (Continued)

QNB has defined a number of aspirations across the pillars of our sustainability framework to continually enhance our ESG performance:			
Sustainability	Actions and aspirations		Status during 2024
 <div>Sustainable finance</div>	 Comply with QNB's Sustainable Finance and Product Framework (SFPF) for all sustainable transactions	On track:	All potential sustainable financing opportunities are reviewed and screened against the SFPF, with final eligible project selection determined by the Sustainable Finance Committee (SFC) once an opportunity is booked. 46 opportunities were reviewed with a value of USD 2 Bn, of which 33 were aligned with SFPF with a value of USD 1.8 Bn. See section 3.2 Mitigating risk and capturing opportunities through sustainable finance .
	 Conduct Environmental and Social Risk Management (ESRM) screening for all Project Finance and Corporate term loans ¹	On track:	76 applicable projects, with a value of USD 4.8 Bn, were assessed as part of the ESG due diligence process by the Business and Credit teams. This includes potential deals that were declined by QNB. See section 3.2 Mitigating risk and capturing opportunities through sustainable finance .
	 Publish initial Scope 3 financed emissions for 2024	Achieved:	First bank in Qatar to publish Scope 3 financed emissions covering >90% of Group portfolio, using Partnership for Carbon Accounting Financials (PCAF) methodology. QNB this year became the first bank in Qatar to become a PCAF member. See section 3.1 Climate change and risk .
 <div>Sustainable operations</div>	 Appoint first female Group BOD member by 2025	Subject to BOD elections in 2025:	Topic has been raised as part of Corporate Governance discussions with the BOD, Executive Management, and majority shareholders.
	 Support Qatar's GHG emissions reduction by 25% by 2030 as per QNE ²	On track:	45% emissions reduction ⁵ achieved on a Group level as of 2024 vs the 2017 baseline. External assurance of Scope 1, Scope 2, and operational Scope 3 - Business Travel GHG emissions. See section 4.3 Environmental impact .
	 Conduct site visits for 100% of manpower suppliers ³ in Qatar by 2024	Achieved:	Physical site inspections, evidence gathering, remediation plans where appropriate, and repeat visits took place for all manpower suppliers. See section 4.4 Responsible procurement and supply chain .
	 Increase female Board members in the subsidiaries to 30% by 2030	On track with caution:	The number of female directors has slightly decreased during this period as a result of the end of tenure and re-elections in some subsidiaries. This has been brought to attention for future appointments. External assurance of percentage of female subsidiary Board members. See section 4.2 Diversity and inclusion .
	 Increase Qatarisation of workforce to 60% by 2025 ⁴	Achieved:	Qatarisation was 60.2% at the end of 2024. See section 4.1 Employee value proposition .
 <div>Beyond banking</div>	 Invest 2.5% of pre-tax profits into communities each year	Partially achieved:	Contribution in Qatar achieved for DAAM (The Social and Sport Contribution Fund); overall Group contribution of QAR 432 Mn at 2.2% due to increase in Group total profits. See section 5.1 Community investment and socio-economic development .

¹ As per applicable ESRM screening thresholds.

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

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

⁴ Qatarisation applicable to QNB Qatar employees.

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

2.4 Sustainability governance

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

The topic of ESG, including climate risk, is fully integrated into QNB’s overall governance structure with clearly identified responsibilities. All Environmental and Social topics are reported to the BOD via the GBRC and all Governance-related topics through the GBACC. The ESG framework is cascaded down from the Board of Directors, to the GMRC and the SMC. These two Tier 1 Executive Committees are responsible to execute upon any ESG-related decisions and embed them accordingly across management and operational levels.

In January 2024, Board-level governance of ESG was restructured from the GBNRGPC, in order to further enhance and ensure that respective topics are addressed by the right Board and Executive Management committees, and driven by the right management and operational teams.

ESG-related risk dashboards, including climate-related issues have been established and are reported to Board and Executive oversight committees, at a minimum on a quarterly basis. ESG risk exposures are reported and monitored, together with associated action plans, escalations, and/ or risk acceptance as appropriate. Prior to escalation to Executive Committees, accountable divisions are convened to align and develop executive-level topics. This will include appropriate representation from Risk, Compliance, Finance, Business, and Operations teams as the topic requires.

The Group Sustainability team, operating within Group Strategy, serves as the primary advisory body to senior management for all matters related to sustainability. This dedicated team actively engages with both internal and external stakeholders, leads ESG-related reporting, disclosures, and interactions with relevant institutions, investors, and

partners. This process informs potential impacts to the Bank’s strategy, decision-making, business model, and operations. At the heart of our diverse ESG initiatives, this team acts as the central hub for ESG projects, fostering collaboration with relevant departments.¹

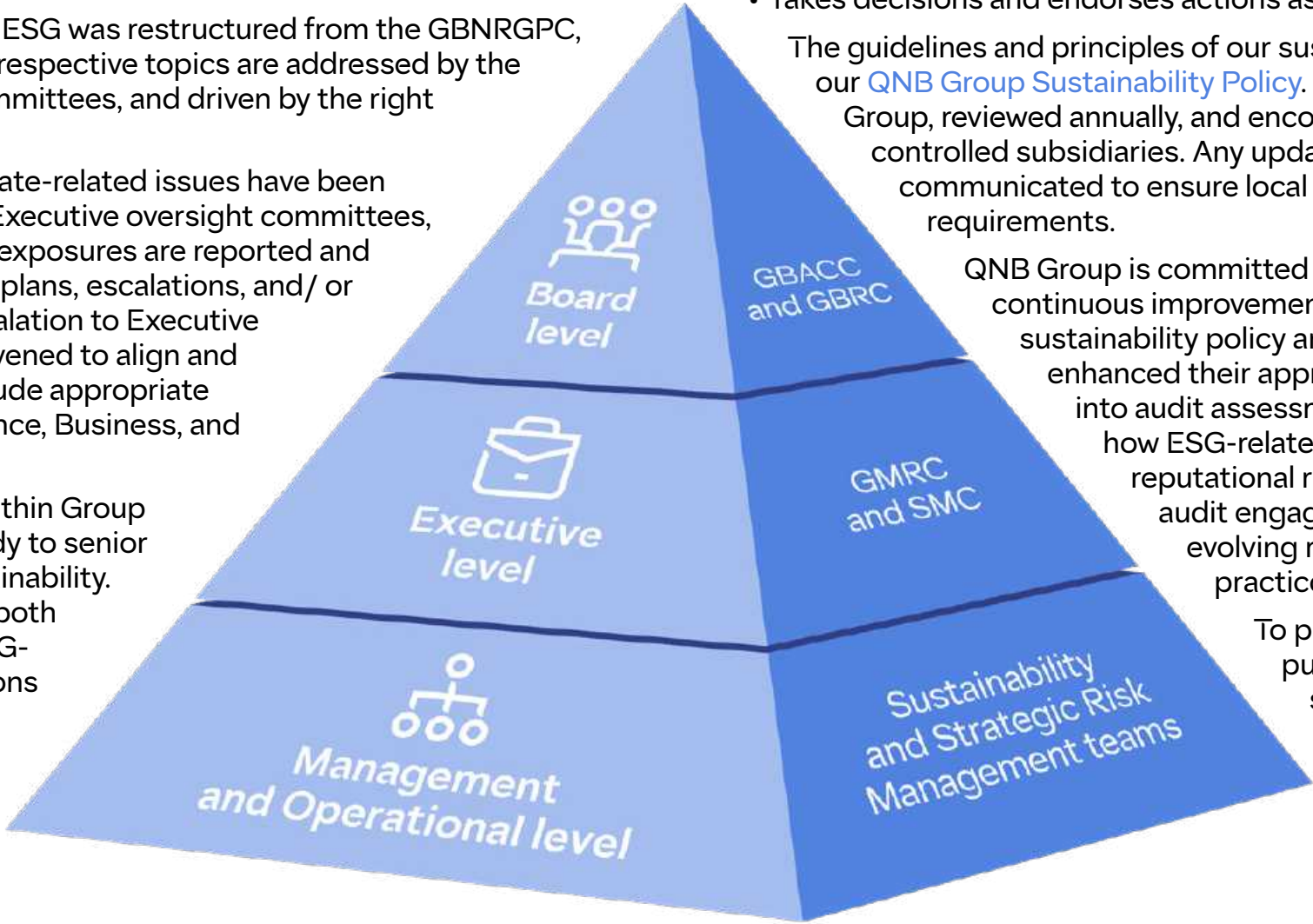
The Group also has a Sustainable Finance Committee (SFC), comprised of senior representatives from Sustainability, Corporate Banking, Treasury, Transaction Banking, Risk, Finance, and Compliance. Convening quarterly, the SFC:

- Governs and monitors the eligible ESG portfolio;
- Ensures compliance with ESG financing principles and disclosure requirements;
- Takes proactive steps to drive, promote, and monitor sustainable finance activities across the Group; and
- Takes decisions and endorses actions as required.

The guidelines and principles of our sustainability strategy and framework are captured in our [QNB Group Sustainability Policy](#). This policy is applied uniformly across the entire Group, reviewed annually, and encompasses international branches and majority-controlled subsidiaries. Any updates or modifications to the policy are communicated to ensure local adoption and compliance with prevailing regulatory requirements.

QNB Group is committed to control assessment, compliance monitoring, and continuous improvement. Following the successful audit of the Group’s sustainability policy and processes, this year Group Internal Audit enhanced their approach to fully integrate sustainability-related topics into audit assessments across the Bank. This includes evaluating how ESG-related risks could impact financial stability or reputational risk. In addition, embedding ESG within our core audit engagements help us to remain proactive in meeting evolving regulatory and market demands for sustainable practices.

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



¹ The Group Sustainability team disseminates strategy, policy, and priority initiatives to subsidiaries’ Sustainability teams.

² QNB Group Policies are approved by the respective Divisional Owner, i.e., Senior Executive Vice President and as required Group Operational Risk, Group Audit, Group Compliance, Group Legal, and/ or related committees as required. BOD approval is dependent on the respective policy. The Group Sustainability Policy was approved by the highest governance body (GBNRGPC), which approves all QNB Group policies as defined under QNB Group governance.



2.5 Stakeholder engagement



Our strategy is developed and continually enhanced through collaboration and engagement with stakeholder groups that may be impacted by our business and operations. To ensure that we focus and act on what matters most, we engage with our broad stakeholders to identify and prioritise the topics most material for QNB and the wider market.

QNB Group can have potential or actual impact on the economy, environment, and people, including on human rights. Such impact can be positive or negative, and we recognise the need to capture and understand these wide and varying impacts to act upon or mitigate them as appropriate. We engage with a variety of stakeholder groups on an ongoing basis to understand


impacts, needs, and expectations. Through regular and open dialogue, we continue to deepen our understanding, and where appropriate, align our initiatives accordingly. Our engagement approach includes both direct external stakeholder engagement and through internal champions, who in turn engage and represent key external stakeholder groups. These include groups that are directly affected by our business and operations, invest in our business, have oversight and influence on our activities, are indirectly impacted in the communities we serve, as well as broader market participants.




During 2024, we expanded stakeholder groups to include Partners and Correspondent Banks.

Stakeholder group	Engagement channels	Stakeholder type	Frequency	Impacts, needs, and expectations
 Customers	Customer satisfaction survey	External	Annual	<ul style="list-style-type: none">• Customer service quality• Customer satisfaction
	NPS		Quarterly	
	Customer Care Centre Mobile and online banking Complaints management Social media RMs		Ongoing	<ul style="list-style-type: none">• Easy to use and secure digital channels and personal contact• Competitive rates and fees• Access to financing and services• Products with a positive impact• Responsible customer engagement• Regular and transparent communication
 Investors	Annual General Meeting	External	Annual	<ul style="list-style-type: none">• Strong and stable returns
	BOD meeting Analyst calls		Quarterly	<ul style="list-style-type: none">• Robust corporate governance, risk management, and ratings• Transparency and international disclosure alignment• Comprehensive approach to ESG along the value chain• Climate risk and opportunity management• Sustainable financing• Data and cybersecurity
	Investor days Roadshows Ongoing dialogue Information requests		Ongoing	

Stakeholder group	Engagement channels	Stakeholder type	Frequency	Impacts, needs, and expectations
 Employees	Employee engagement survey	Internal	Biennial	<ul style="list-style-type: none">• Competitive salaries, benefits, rewards and recognition• Professional development• Fairness, diversity, and equal opportunity• Transparent and regular communication• Work-life balance and employee wellbeing• Stable employer
	Training needs analysis		Annual	
	Intranet		Ongoing	
	Induction programme			
	Learning and development programmes			
	Sustainability and ESG-related training			
	Performance management			
	Strategy and Human Resources (HR) roadshows			
	HR Business Partners			
	Grievance process			
Exit interviews				
 Regulators and government	Public disclosures	External	Annual	<ul style="list-style-type: none">• Compliance with all legal and regulatory requirements• Robust anti-corruption, anti-money laundering, and bribery measures• Strong risk management and governance• Addressing climate change risks and opportunities• Sustainable financing practices and expectations
	GCEO office		Ongoing	
	Group Compliance and Audit teams			
	Compliance Investigation and Reporting channels			
	Industry working groups			
	Banking associations			
	Ministerial and Central Bank working groups			
	Information requests			

2.5 Stakeholder engagement (Continued)

Stakeholder group	Engagement channels	Stakeholder type	Frequency	Impacts, needs, and expectations
 <div>Society</div>	Products and services with E&S benefits CSR activities HR recruitment teams International and national conferences NGOs	External	Ongoing	<ul style="list-style-type: none"> • Creating employment opportunities • Making a positive contribution to the challenges facing society • Financial inclusion of underserved groups • Addressing climate change risks and opportunities
 <div>Suppliers</div>	Bidding and tendering Supplier e-portal Vendor worker welfare questionnaires and site visits Supplier audits Third Party Risk Management process	External	Ongoing	<ul style="list-style-type: none"> • Timely payment • Fair and transparent processes • New business opportunities • Reliable and stable supply chain • Compliance with labour laws and regulations
 <div>Rating Agencies and Stock Exchanges</div>	Bilateral engagements Disclosures Webinars Surveys	External	Ongoing	<ul style="list-style-type: none"> • Solid governance foundation for corporate consistency • Human Capital development • Financial consumer protection • Access to finance and financial inclusion • Increased transparency via reporting harmonisation • Addressing climate change risks and opportunities • Sustainable financing
 <div>Academia and ESG Think Tanks</div>	Bilateral engagements/partnerships	External	Ongoing	<ul style="list-style-type: none"> • Application of technology and innovation to support ESG goals, including environmental benefits and customer experience
	Interviews		Annual	<ul style="list-style-type: none"> • Empowering and involving women • Enabling climate mitigation, adaptation, and social improvements via financing solutions

Stakeholder group	Engagement channels	Stakeholder type	Frequency	Impacts, needs, and expectations
 <div>Economists</div>	Bilateral engagements/partnerships	Internal	Annual	<ul style="list-style-type: none"> • Job employment and leadership development • Providing liquidity to the banking sector • Providing products and services to underbanked markets with low credit rankings • Driving sustainability agenda in markets with high market share
 <div>Partners</div>	Bilateral engagements/partnerships Conferences Webinars	External	Ongoing	<ul style="list-style-type: none"> • Strong risk management and governance • Mobilising green finance to support more carbon neutral economy • Promoting sustainable financing ecosystem • Consistent and harmonised reporting • The role of technology to mitigate climate change
 <div>Correspondent Banks</div>	Bilateral engagements/partnerships	External	Ongoing	<ul style="list-style-type: none"> • Strong financial position and high credit ratings to continue the business relationships • Supporting local economies and cross-border trading • Building ESG assets on funding side • Addressing climate change risks and opportunities

2.6 Materiality assessment

By identifying our broad stakeholder and market impacts, we are able to identify and prioritise the topics most material for QNB. This ensures that we focus and act on what matters most. In accordance with GRI standards (GRI 3-1, 3-2, 3-3) for materiality assessment to determine material topics, QNB Group annually assesses a comprehensive list of relevant economic, ethical, social, and environmental topics. This supports the ISSB requirement to identify ESG-related risks and opportunities. Our materiality assessment process is also verified as part of our independent external assurance (refer to section [7.1 Independent limited assurance report](#)).

In this ongoing and annual assessment of impacts and material topics, we benchmark our performance and focus areas against both regional and international peers. This involves conducting a comprehensive comparative analysis of key material topics, in addition to regular review of our ESG performance and positioning from rating agencies.

We also take into account our commitment to sustainability initiatives and memberships, as well as regulatory requirements and guidance, including the recent [QCB ESG Supervisory Principles for Banks](#).

We select and prioritise material topics based on their significance to stakeholders, the actual and potential impacts they may have, and the severity across the economy, environment, and people, including human rights.

After a comprehensive review of our material topics, the core focus areas and priorities

remain consistent with our prior year's assessment. This year, the first three material topics are stipulated as fundamental topics - these must be addressed under all circumstances in order for the Bank to address the remainder.

The BOD has reviewed and approved the Group's material topics to ensure that the range of issues included provides a complete representation of the organisation's significant sustainability impacts

No new material topics have been added, and no existing topics removed during this review.

Human rights integration - these are embedded throughout all our material topics. This approach reinforces our commitment to respecting and promoting human rights across all aspects of our value chain.

Biodiversity is gaining momentum - whilst our assessment shows that biodiversity remains an emerging topic and is not yet material in our business and operations, we recognise the growing significance of biodiversity and nature-related impacts globally (e.g., TNFD). We acknowledge the need for monitoring and potential integration of biodiversity and nature-related considerations in the near future.

Artificial Intelligence (AI) in ascendance - with ongoing media discourse on the potential risks and benefits of AI engines, Large Language Models, and increasing commercial offerings with AI labelling, the topic was raised at a very high level. Although not yet material in our business and operations, we acknowledge the growing interest of AI in the market.













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











Material topic (2024)		UNSDGs															
Fundamental topics	Financial performance, stability and systemic risk management	8	Decent work and economic growth														
	Governance, compliance and enterprise risk management	13	Climate action	16	Peace, justice and strong institutions												
	Data security and privacy	9	Industry, innovation and infrastructure	16	Peace, justice and strong institutions												
ESG in financing		2	Zero hunger	3	Good health and well-being	4	Quality education	5	Gender equality	6	Clean water and sanitation	7	Affordable and clean energy	8	Decent work and economic growth	9	Industry, innovation and infrastructure
Climate action		10	Reduced inequalities	11	Sustainable cities and communities	12	Responsible consumption and production	13	Climate action	14	Life below water	15	Life on land	17	Partnerships for the goals		
Customer experience and responsible engagement		7	Affordable and clean energy	8	Decent work and economic growth	12	Responsible consumption and production	13	Climate action								
Diversity and inclusion		5	Gender equality	8	Decent work and economic growth	10	Reduced inequalities	16	Peace, justice and strong institutions								
Employee value proposition		3	Good health and well-being	4	Quality education	5	Gender equality	8	Decent work and economic growth								
Responsible procurement and supply chain		1	No poverty	2	Zero hunger	3	Good health and well-being	8	Decent work and economic growth	10	Reduced inequalities	12	Responsible consumption and production	16	Peace, justice and strong institutions		
Corporate social responsibility		1	No poverty	2	Zero hunger	3	Good health and well-being	4	Quality education	8	Decent work and economic growth						

2.7 External initiatives, memberships and standards

As part of our commitment to sustainable business practices, QNB is an active participant in key global and national sustainability initiatives, aligning our efforts with international standards and best practices. Our sustainability strategy has been developed in line with the following initiatives, commitments, and reporting frameworks.

<div>  <div>International Initiatives</div> </div>	UN Global Compact (UNGC)	QNB is a longtime member of the UNGC, the world's largest corporate sustainability initiative. The UNGC focuses on promoting better business practices in the areas of human rights, labour, environment, and anti-corruption.	<div>         </div>
	UN Sustainable Development Goals (UNSDGs)	The UNSDGs represent the principal global framework for sustainability. The 17 goals aim to protect the planet, end poverty, combat inequality, and ensure prosperity. We have aligned our material topics to the UNSDGs.	
	UN Guiding Principles on Business and Human Rights (UNGP)	As per the UNGP framework, we work to prevent, address, and remedy any human rights risks in our value chain. We have published a QNB Group Human Rights Statement , deployed mandatory human rights training for our employees, and engaged with external experts on UNGP.	
	UN Environment Programme Finance Initiative (UNEP FI) and UN Principles for Responsible Banking (UNPRB)	A global partnership between the United Nations Environment Programme and the financial sector to catalyse action for sustainable development. QNB is a member and signatory through our major subsidiary in Egypt.	
	Partnership for Carbon Accounting Financials (PCAF)	A collaboration between financial institutions worldwide to enable harmonised assessments and disclosures of financed GHG emissions. This year, QNB became the first Bank in Qatar to become a PCAF member.	
	Women's Empowerment Principles (WEPs)	A joint initiative of the UNGC and UN Women providing guidance to businesses on advancing gender equality and women's empowerment. Through our major subsidiary in Türkiye, we are signatory to the WEPs and participate in the UN Target Gender Equality programme.	
<div>  <div>National Initiatives</div> </div>	Qatar National Vision (QNV) 2030	QNV2030 serves as a comprehensive roadmap for Qatar's future, guiding economic, social, human, and environmental development over this decade.	
	Qatar's Nationally Determined Contribution (NDC)	Qatar submitted NDCs to the United Nations Framework Convention on Climate Change (UNFCCC) outlining the country's climate actions as part of an ongoing commitment to the Paris Agreement.	
	Qatar National Environment and Climate Change Strategy (QNE)	Covers five key environmental spheres: GHG emissions and air quality, biodiversity, water, circular economy and waste management, and land use. It is enabled through the National Climate Change Action Plan 2030.	
	QCB's Third Financial Sector Strategic Plan	Launched during 2024, we support, align with, and adhere to, the QCB ESG and Sustainability Strategy and QCB ESG Supervisory Principles for Banks .	

2.7 External initiatives, memberships and standards (Continued)

<div>  <div>Reporting Frameworks and Principles</div> </div>	Global Reporting Initiative (GRI) Standards	We report our sustainability performance in accordance with the GRI Standards, including both Universal and Topic Standards. QNB has obtained independent limited assurance under ISAE 3000 (Revised) and ISAE 3410 for this report in adherence to GRI.	
	International Sustainability Standards Board (ISSB) – IFRS Sustainability Disclosure Standards (SDS)	The ISSB IFRS S1 and S2 are global standards for sustainability reporting. S1 focuses on general sustainability-related disclosures, while S2 specifically addresses climate-related topics. QNB is the first bank in the Middle East to voluntarily disclose in adherence to these standards.	
	Task Force on Climate-related Financial Disclosures (TCFD)	Whilst the task force has disbanded, the principles and recommendations outlined by TCFD remain relevant and are integrated into the ISSB standards.	
	Carbon Disclosure Project (CDP)	We adopt recommended practices to govern and address climate risk in our business, and to provide transparency on our environmental activities and performance.	
	Sustainability Accounting Standards Board (SASB)	We continued reporting against the SASB Index for Commercial Banks.	
	Sustainable Finance Disclosure Regulation (SFDR)	Recognising SFDR is applicable to our European Union (EU) institutional investors, a voluntary SFDR-aligned table is included to facilitate ease of comparison and monitoring of sustainability performance.	
	International Capital Markets Association (ICMA)	Our SFPF is aligned with the ICMA and LMA green, social, and sustainability-linked bond and loan principles. The SFPF sets out our governance, screening approach, eligible project categories and criteria, reporting commitments, and defines Sustainable and Transition financing. It is aligned with ICMA Green Project Mapping, Climate Bonds Initiative (CBI), and EU taxonomies. Our SFPF successfully obtained a Second Party Opinion (SPO) from ISS-Corporate Solutions.	
	Loan Market Association (LMA)		
	Transition Pathway Initiative		

Relevant policies,
frameworks and accoladesClimate change
and riskMitigating risk and capturing opportunities
through sustainable financeSustainable financing
by business divisionResponsible
engagementData security
and privacy

3. Sustainable finance

Sustainable finance is the integration of ESG criteria into QNB's financing activities to achieve both financial returns and positive impact – profit with purpose. Our ambition is to help customers manage E&S risks, support the just transition to low-carbon and socially equitable practices, and enhance access to finance for SMEs and underserved groups.

Contents:

- 3.0 Relevant policies, frameworks and accolades
- 3.1 Climate change and risk
- 3.2 Mitigating risk and capturing opportunities through sustainable finance
- 3.3 Sustainable financing by business division
- 3.4 Responsible engagement
- 3.5 Data security and privacy



3.0 Relevant policies, frameworks and accolades



Risk and opportunity management in sustainable finance



QNB Group Environmental and Social Risk Management Policy Framework (ESRM)



QNB Group Sustainable Finance and Product Framework (SFPF)



SFPF Second Party Opinion (SPO)



QNB Group Wholesale and Institutional Credit Policy



Responsible engagement



QNB Customer Service Charter



QNB Privacy and Security Policy



QNB Privacy Notice Supplementary Information



Phishing Awareness and Best Practices



QNB Group Human Rights Statement



Data security



Member of Gartner Security Board

PCI DSS Certificate

ISO 27001 Information Security Management for Data Centre Operations

ISO 22301 Business Continuity Management (BCM)

SOC 2 Certificate

QNB Türkiye Kristal Kule



QNB Türkiye Umraniye E Blok



QNB Türkiye Erzurum Operation Building



ISO 27001 (Türkiye)



Professional certifications



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

The Certified Information Privacy Professional (CIPP), IAPP

The Certified Information Privacy Manager (CIPM), IAPP

The Certified Information Privacy Technologist (CIPT), IAPP

[Relevant policies, frameworks and accolades](#)
[Climate change and risk](#)
[Mitigating risk and capturing opportunities through sustainable finance](#)
[Sustainable financing by business division](#)
[Responsible engagement](#)
[Data security and privacy](#)


3.0 Relevant policies, frameworks and accolades (Continued)



Selected awards and accolades



Forbes Middle East Sustainability Leaders 2024

Sustainability Leader
Banking and Financial Services



Time World's Best Companies 2025

One of the World's Best Companies
In Sustainable Growth



Global Finance Awards 2024



Best Bank for
Sustainable Finance
- Middle East



Best Bank for
Green Bonds
- Middle East



Best Bank for
Sustainable Project
Finance
- Middle East



Best Bank for
Sustainable Finance
in Emerging Markets
- Middle East



Best Bank for
Sustainable Finance
- Qatar



Euromoney Awards for Excellence 2024

Middle East's Best Bank
for ESG



Qatar's Best Bank
for ESG



Global Banking and Finance Review Awards 2024

Best Bank for Digital Banking
Services and Products
- Egypt



Best Bank for Small
and Medium Enterprises
- Egypt



MENA Banking Excellence Awards by the Middle East Economic Digest (MEED) 2024



Excellence in Product
Marketing



Excellence in
Omni-Channel Integration



Best Digital Wallet



3.1 Climate change and risk

The topic of sustainability is varied and broad – one clear and pressing driver of change is the negative effect of climate change, which poses a serious threat to the planet, nature, society, and the global economy.

Governance and integration of climate risk

Climate risk is owned by the Group Chief Risk Officer and Group Risk, with the Strategic Risk and Credit functions playing a vital role in assessing the risk and opportunities arising from climate change, supported by the Sustainability team and others as required. Climate risk is embedded as part of regular reporting to Board and Tier 1 Executive committees, as defined in section 2.4 Sustainability governance. The Board-approved Group Risk Appetite Statement recognises the risk and outlines a clear statement on the Bank’s risk tolerance towards climate risk. The subject is also recognised as an opportunity for the Bank to responsibly act upon the low-carbon transition.

Addressing climate risk in financing

QNB recognises the significance of climate risk and its impact on the environment, communities, our stakeholders, and the Bank. At QNB, climate risk is fully integrated into the Group’s risk management framework and risk appetite statement. In 2024, we continued our climate journey by initiating a dedicated Group-wide Climate Change Strategy, as well as enhancing our climate risk

(and opportunity) identification, measurement, and reporting capabilities.

Climate scenario analysis

An evolving programme of climate scenario analysis covering our lending portfolio has been in place since 2022. QNB utilises the internationally recognised NGFS¹ scenarios, namely the Orderly Transition, Disorderly Transition, and Hot House World. These scenarios enable a detailed understanding of various transition scenario pathways on the Bank. This supports the mobilisation of mainstream finance to support the transition towards a sustainable economy.

The scope of the analysis was QNB Qatar, international branches and subsidiaries, inclusive of loans, bonds, and sovereign exposures, covering 90% of Group gross assets. Given the geographical allocation of the loan portfolio in Qatar, the transition risk is adjudged to be the most prominent risk for QNB in the medium timeframe analysed, as opposed to physical risk. Climate scenario impacts were evaluated over short (<1 year), medium (1-10 years), and long-term (>10 years) time horizons.

90%

of total Group gross assets covered in climate scenario analysis

In 2024, we continued to refine assumptions with latest data, increased sector-specific details, and enhanced our customised country model for the State of Qatar, covering

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

~1%

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

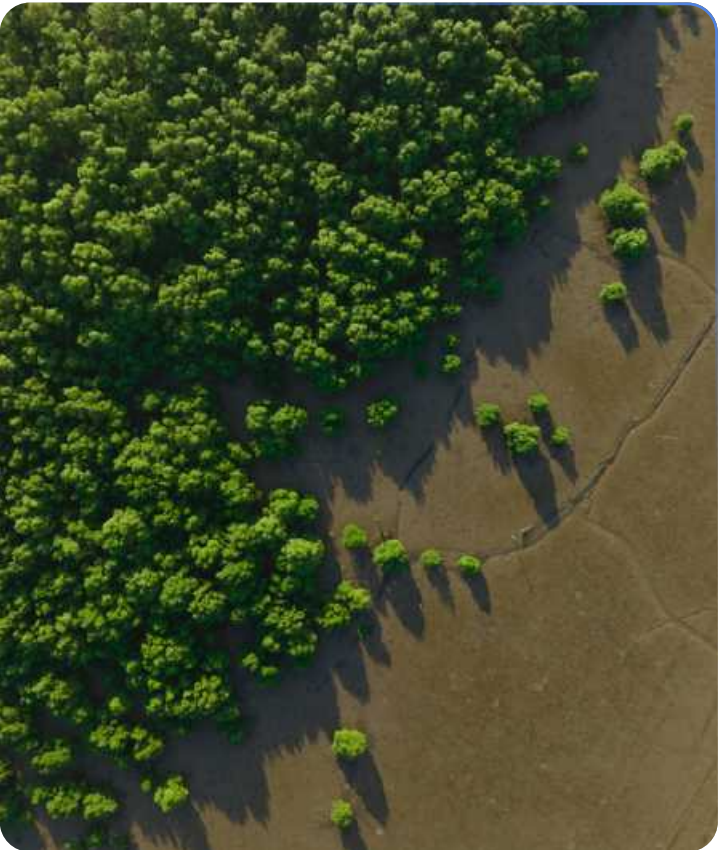
Climate resilience

The results of the scenario analysis reconfirmed that the Bank’s financial standing is expected to prove resilient to the effects of physical and transition risk. The Bank’s loan and investment portfolio is not significantly impacted by these scenarios from a financial perspective. This remains due to the adaptive capacity of key obligors, emerging regulation, and our limited exposure to sectors that have the potential to be materially impacted by transition risk. We continually assess our exposure to high-risk, reputational damaging sectors, including carbon-intensive sectors with a particular focus on fossil fuels, metals, and mining. Our current direct exposure to these sectors is ~1% of our loan book. We have placed restrictions on certain sectors and business activities that are not in the long term interests of the Bank, detailed in our updated comprehensive ESRM. From a liquidity and

funding perspective, the Bank maintains sufficient liquidity to withstand severe and plausible physical and transition risk climate scenarios over a short-term time horizon.

Group Climate Change Strategy

Following last year’s climate scenario analyses and initial Scope 3 financed emissions calculation, a common baseline was established for the Group’s climate risk exposure across our major operations. In 2024, leveraging this common point of departure, QNB has launched a dedicated and comprehensive Group-wide Climate Change Strategy. This will further determine and formulate our climate ambitions, including net-zero scenarios, climate transition approaches, sector pathways, as well as our implementation roadmap.



¹ Network for Greening the Financial System.


[Relevant policies, frameworks and accolades](#)
[Climate change and risk](#)
[Mitigating risk and capturing opportunities through sustainable finance](#)
[Sustainable financing by business division](#)
[Responsible engagement](#)
[Data security and privacy](#)


3.1 Climate change and risk (Continued)

Climate-related disclosures

Whilst the TCFD has been disbanded, its recommendations remain a useful framework for climate action and reporting.

As the successor to TFCD, QNB is pleased to include its first voluntary disclosure in accordance with IFRS SDS (see section [6.5 ISSB IFRS S1 and S2](#)).

Following the IFRS SDS, we report our climate progress along the following four dimensions:



Governance	Strategy	Risk management	Metrics and targets
<p>a) Board's oversight of climate risks/ opportunities:</p> <ul style="list-style-type: none"> Board oversight and Board-level owner of Sustainability (including climate risk) Climate-related risks and opportunities raised to Board through Group Board Risk Committee 	<p>a) Short, medium, and long term climate risks and opportunities for organisations</p>	<p>a), b) and c) Organisation's processes for identifying, assessing, and managing climate risks:</p> <ul style="list-style-type: none"> Climate risk embedded into Group Risk Appetite Statement, Group Enterprise Risk Management Framework, approach, and reporting Calculated Group-wide Scope 3 financed emissions Identified high-emitting sectors in portfolio Enhanced ESRM framework and procedures Launch of dedicated Group Climate Change Strategy Multidisciplinary team discussions and engagement with external experts 	<p>a) Metrics used by the organisation to assess climate risks and opportunities</p>
<p>b) Management's assessment and management of climate risks/ opportunities:</p> <ul style="list-style-type: none"> Related risks/ opportunities assessed and managed in Group Management Risk Committee and Group Senior Management Committee Group Enterprise Risk Management Framework For financing, Group Credit Committee and Sustainable Finance Committee 	<p>b) Impact of climate risks and opportunities on the business, strategy, and financial planning:</p> <ul style="list-style-type: none"> Launch of dedicated Group Climate Change Strategy Sustainable financing, products, and services to support transition to a low-carbon economy Encourage clients and suppliers to transition and adopt environmentally friendly business practices 		<p>b) Scope 1 and 2, and if appropriate Scope 3 GHG emissions and the risks:</p> <ul style="list-style-type: none"> Scope 1, 2, and operational Scope 3 disclosed and assured Disclosure of Scope 3 financed emissions for >90% of portfolio
	<p>c) Resilience of organisation's strategy, considering different climate scenarios:</p> <ul style="list-style-type: none"> Confirmed Bank's resilience to physical and transition risks through ongoing climate scenario analyses using NGFS to model climate impacts (1.5°C and 3.0°C scenarios) 90% of Group loans and investments covered in climate scenario analysis 		<p>c) Targets used by the organisation to manage climate risks and opportunities and performance against targets:</p> <ul style="list-style-type: none"> Group-wide thermal coal exclusion Support State of Qatar 25% GHG emissions reduction Initiatives to drive reduction, e.g., solar panels, renewable energy Balanced scorecard from Executive level down including sustainability KPIs

[Fully adopted](#)
[Partially adopted](#)
[Under initiation](#)

3.1 Climate change and risk (Continued)

Scope 3 financed emissions

As a bank, we recognise that Scope 3 financed emissions – those associated with the activities and clients we finance – are the most material and key to understand our full climate impact.

QNB is the first PCAF member in Qatar, one of the first banks in the GCC.¹

QNB Scope 3 financed emissions cover

>90%

of the Group portfolio²

QNB PCAF data quality score of

2.7



Description	2024 Financial Exposure (QAR '000)				2024 Gross Financed GHG Emissions (tCO ₂ e)			
	Gross Financial Exposure	Emissions Disclosed	Emissions Not Disclosed	% of Gross Exposure	Scope 1	Scope 2	Scope 3	Total
Funded Amounts³								
Cash and Balances with Central Banks	84,535,430	84,535,430	-	6%	-	-	-	-
Due from Banks	95,973,695	95,973,695	-	7%	-	-	-	-
Loans and Advances to Customers	910,757,751	821,335,935	89,421,816	62%	30,479,473	4,506,782	58,370,402	93,356,657
Including Project Finance					-	-	-	-
Investment Securities	175,322,674	171,725,500	3,597,174	12%	4,452,338	110,487	9,316,971	13,879,796
Including Debt Securities	172,937,170	170,066,208	2,870,962	12%	4,393,541	103,091	9,293,973	13,790,605
Including Equity Securities	2,385,504	1,659,292	726,212	0%	58,797	7,396	22,998	89,191
Investment in Associates	7,861,377	-	7,861,377	1%	-	-	-	-
Other Assets	23,465,703	-	23,465,703	1%	-	-	-	-
Sub-total Funded Amounts	1,297,916,630	1,173,570,560	124,346,070	89%	34,931,811	4,617,269	67,687,373	107,236,453
Undrawn Loan Commitments	156,578,487	49,670,703	106,907,784	11%	8,874,418	2,284,700	9,539,617	20,698,735
Total	1,454,495,117	1,223,241,263	231,253,854	100%	43,806,229	6,901,969	77,226,990	127,935,188

For further details on financed emissions by industry, see section 6.5 ISSB IFRS S1 and S2.

Client and market engagement on climate

The quantification of our Scope 3 financed emissions provides a holistic view of our carbon footprint, which includes the indirect impact arising from our financing and investment activities. We will utilise this information to adjust our risk appetite, translate it towards our business and client engagement model, and set targets to support the transition to a greener economy. This also forms a key input into our Climate Change Strategy and resultant sector transition pathways.

QNB actively evaluates, manages, and mitigates climate risk and negative potential and/ or actual impacts on the environment in our financing activities. This continues to be addressed through the following activities and levers:

A. Managing risk through:

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

B. Capturing opportunities via:

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

C. Transitioning clients and engaging the market by:

- Raising awareness, engaging, and educating
- Encouraging and supporting clients' transition journeys
- Participating in industry forums
- Acting as a regional role model

D. Assessing industry developments along:

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

¹ QNB applied the GHG Accounting and Reporting Standard for the Financial Industry methodology.

² There are exposures for which emissions are not disclosed, such as portfolios not covered by a PCAF methodology (e. g., personal loans), are immaterial, or excluded to prevent double counting (e. g., exposures to other banks). The Bank regularly reviews its coverage, particularly as PCAF continues to expand its methodologies.

³ Cash and Balances with Central Banks and Due from Banks have zero emissions. Emissions related to Investment in Associates and Other Assets are not disclosed.


[Relevant policies, frameworks and accolades](#)
[Climate change and risk](#)
[Mitigating risk and capturing opportunities through sustainable finance](#)
[Sustainable financing by business division](#)
[Responsible engagement](#)
[Data security and privacy](#)


3.2 Mitigating risk and capturing opportunities through sustainable finance

QNB is a regional leader and role model in delivering sustainable finance, through our direct involvement in driving the financing ecosystem, as well as wider market engagement and collaboration.

Through our ESRM, we effectively manage E&S risks in our lending activities, ensuring alignment with international sustainability standards. In parallel, our SFPF positions us to capture eligible opportunities in sustainable finance, driving long-term value for the bank and its stakeholders.

Environmental and Social Risk Management Policy Framework (ESRM)

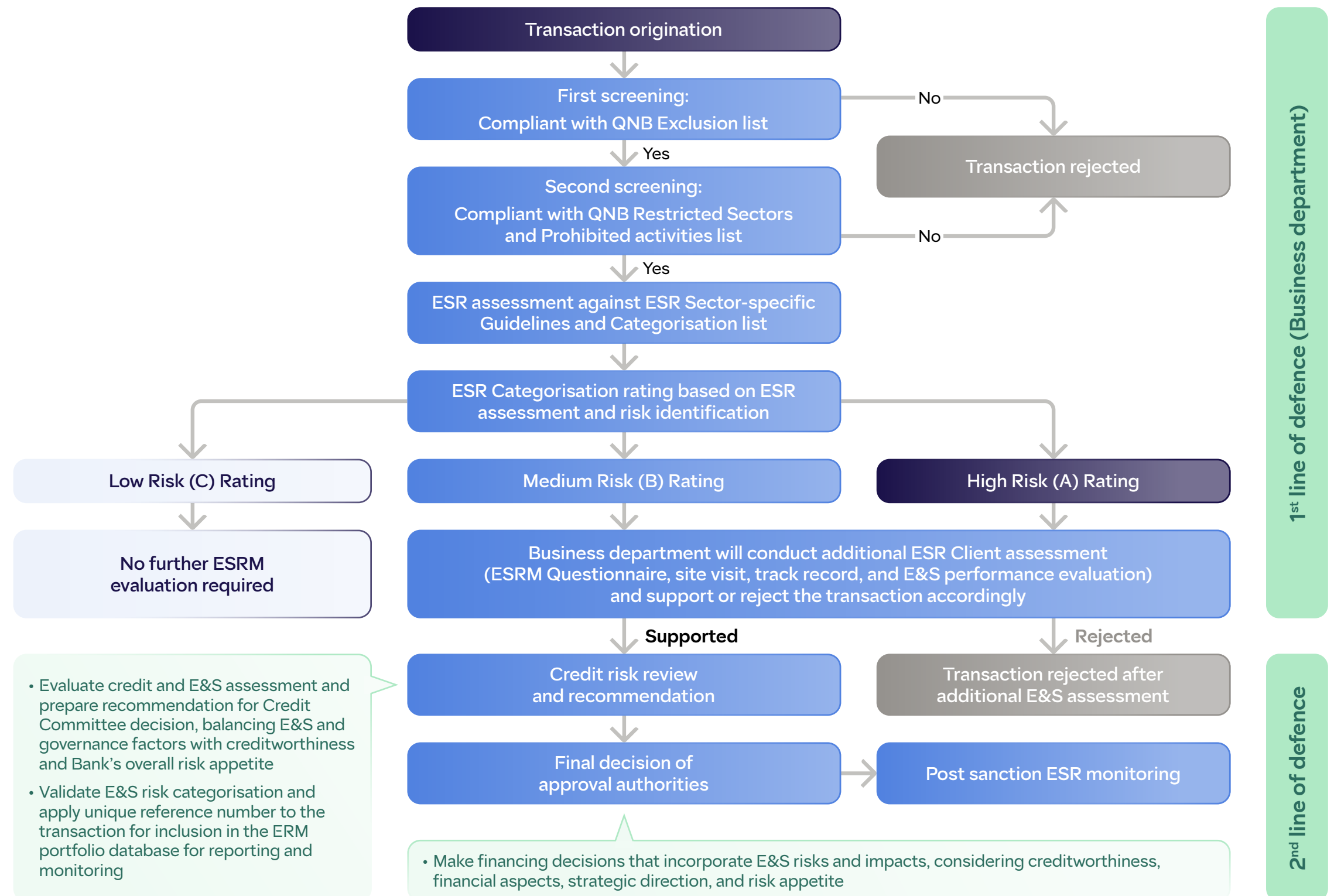
The [ESRM Policy Framework](#) establishes Group-wide standards, expectations, and guidelines, while allowing flexibility for local adaptations to meet specific regulatory requirements and market best practices.

The Group Credit Department owns and oversees the ESRM, along with related processes and procedures for all in-scope transactions. All such transactions undergo E&S risk due diligence, with particular focus on high E&S risk sectors.

The ESRM Policy Framework enables QNB to proactively identify, assess, and manage its exposure to E&S risks. It outlines comprehensive exclusions for financing, specifies high-risk sectors, and prohibits certain activities within these sectors.

Key steps in E&S risk due diligence

The following steps are undertaken to assess and integrate E&S risk into our credit decision-making process:



3.2 Mitigating risk and capturing opportunities through sustainable finance (Continued)

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

Labour standards

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

Health and safety

Depending on the client and project type, transactions may be subject to International Finance Corporation (IFC) performance standards, ISO 45001, or at a minimum, the respective national standards. QNB evaluates health and safety risks through relevant documentation, organisational charts, and incident logs. For high-risk transactions, QNB may appoint third-party consultants to independently assess and monitor health and safety compliance.

Biodiversity

The protection and preservation of biodiversity are essential for climate change adaptation and environmental sustainability. QNB promotes biodiversity through:

- The eligible use of proceeds under our sustainable financing framework, aligned with ICMA Green Project Mapping;
- The [ESRM Policy Framework](#), which includes specific restrictions related to animal welfare, fisheries, forestry, agriculture, and protected areas (e.g., UNESCO World Heritage Sites, Ramsar wetlands, and IUCN-listed natural habitats).

In respective jurisdictions, for high-risk projects or as required by local regulations, Environmental Impact Assessments are conducted in accordance with national laws. E&S specialists may also verify whether financed activities occur in protected areas or sensitive regions and confirm whether the necessary permits or exemptions have been obtained from authorising bodies to allow the project to continue.

For syndicated projects, QNB endeavours to ensure compliance with IFC Performance Standards. These projects may be independently assessed and monitored by third-party consultants, as required.

ESRM evolution and enhancements

The ESRM is reviewed and enhanced annually, incorporating market developments and best practices. This year, material enhancements have been implemented to reflect our commitment to address environmental and climate risks, extend protection to biodiversity and living ecosystems, as well as provide further detail and guidance to support E&S assessment and due diligence. This major update of the ESRM includes:

- **Updated Restricted Sectors and Prohibited Activities List** - new additions include nuclear waste processing, ship recycling, thermal coal mining, uranium mining, mountain-top removal, deforestation and removal of primary or high conservation value forests, and unconventional oil and gas activities;

- **Enhanced Screening and Monitoring Process** - augmented structured approach for conducting due diligence and risk categorisation. Post-sanction due diligence and monitoring will now be applied to all in-scope transactions as part of the Annual Review submissions, with monitoring frequency based on initial E&S risk level;
- **New Sector-Specific Guidance** - guideline detailing E&S risks associated with sectors carrying higher environmental and climate risks, covering: Energy, Metals and mining, Construction and real estate, Transportation, Manufacturing; and
- **New ESR Categorisation List** - guidance on risk categorisation levels for various industry sectors and activities, informed by European Bank for Reconstruction and Development (EBRD) risk standards.



0%

Coal exposure in portfolio of QNB Türkiye



Group-wide exclusion of thermal coal and coal mining projects

During the course of 2024, 76 applicable projects, with a value of USD 4.8 Bn, were assessed as part of the ESG due diligence process across QNB Group. This includes potential deals that were declined by QNB.

ESRM risk category	Number of projects per ESRM risk category		Value (USD Mn)
High risk	6	<div></div>	489
Medium risk	40	<div></div>	2,843
Low risk	30	<div></div>	1,482

3.2 Mitigating risk and capturing opportunities through sustainable finance (Continued)

Sustainable Finance and Product Framework (SFPF)

To deliver meaningful impact and to support our customers’ desire to be ESG-aligned, sustainable products and services are part of our comprehensive product offering. All financing and products and services complying with ESRM restrictions are assessed against the eligibility criteria, and are further reviewed by ESG professionals to ensure sustainability credentials. This approach enables us to identify, manage, and mitigate potential ESG-related risks, and maximise positive environmental and social impacts.

Our portfolio of sustainable products and services stands at 39. Notable products and developments by business are described in section 3.3 Sustainable financing by business division.

The SFPF, with Second Party Opinion (SPO) from ISS-Corporate, is our award-winning approach to ESG in financing. It defines our classification approach and methodology for labelling any products, services or transactions as Sustainable or Transition finance. This includes eligible qualifying themes, categories, activities and criteria, in line with international principles and

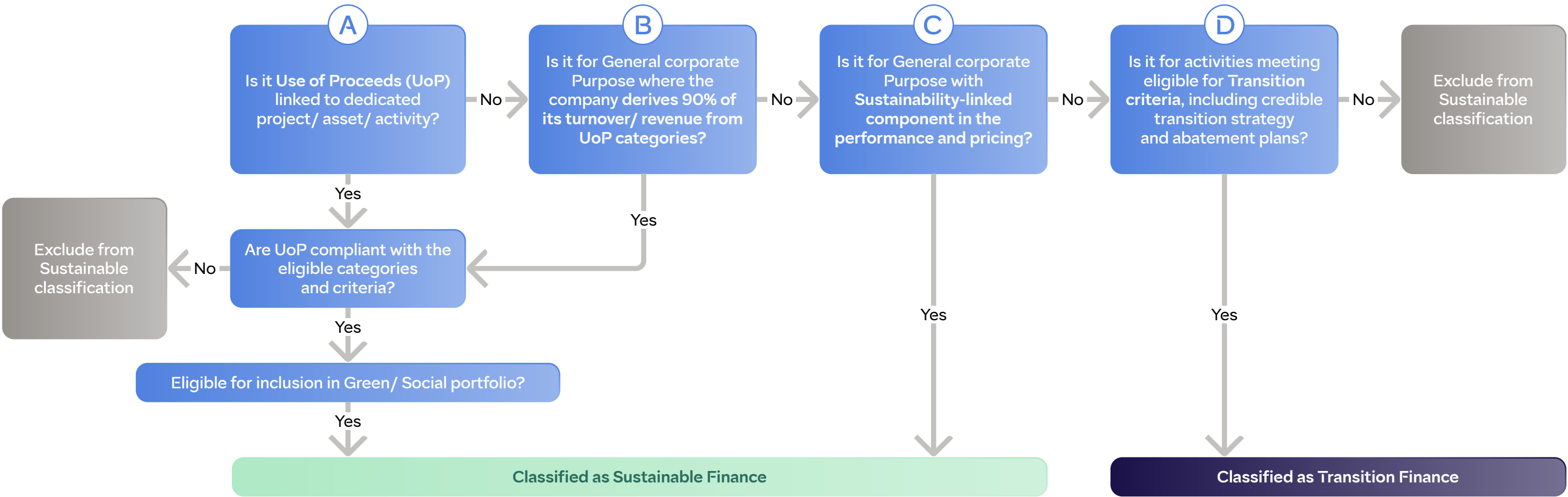
taxonomies. Eligible sustainable finance propositions can include financing, facilitation, and investments, as defined within the SFPF:

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

- Provision of fixed term savings and deposit products.

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

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



















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

3.2 Mitigating risk and capturing opportunities through sustainable finance (Continued)

Eligible Use of Proceeds (UoP) categories

The eligible categories within the SFPF have been verified and aligned with leading international principles and taxonomies:

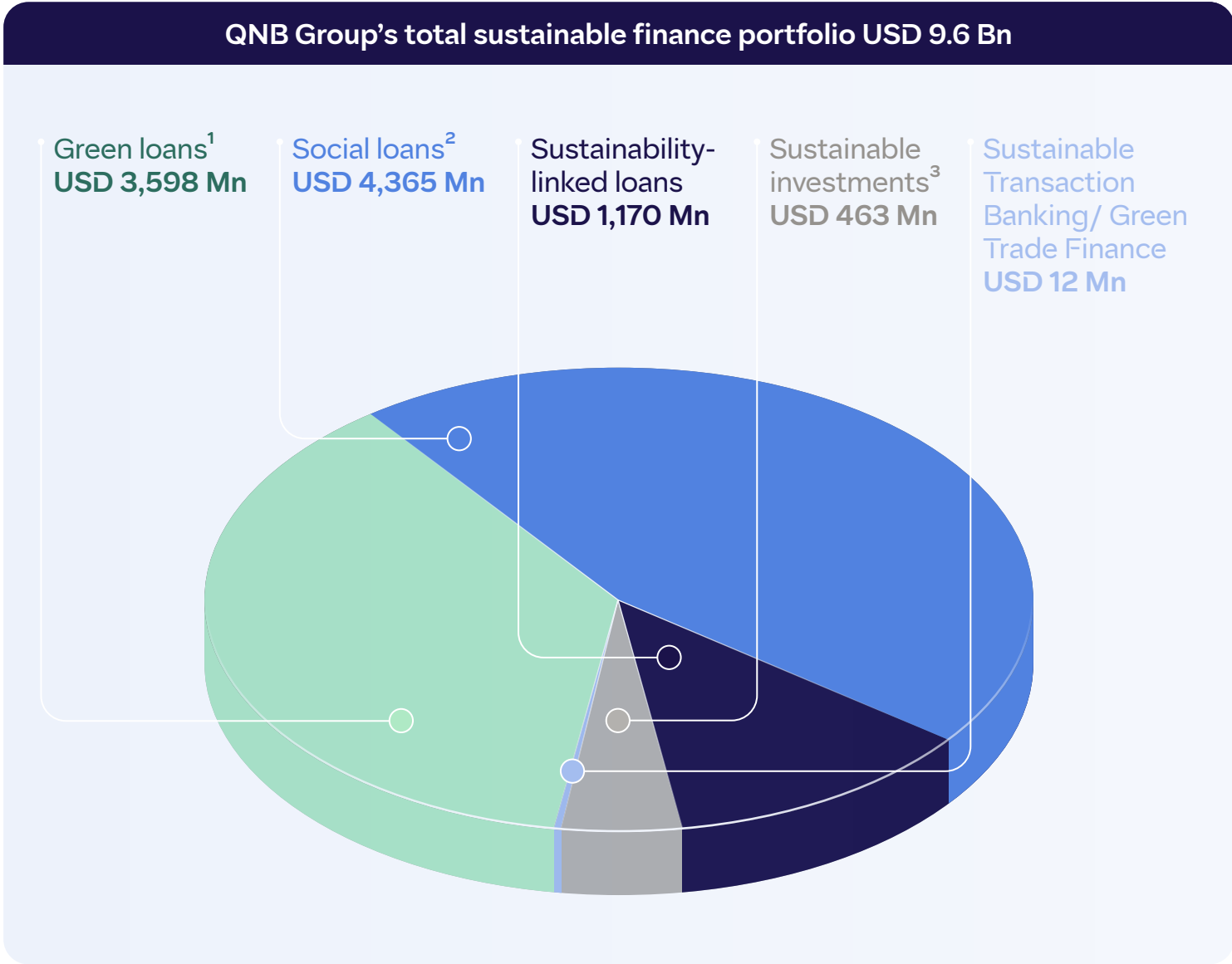
SFPF scope	Sustainable Finance			Transition Finance
	Green/ Social Activities		Sustainability-Linked	
Classification	<div><div>A</div><div>Dedicated Green/ Social UoP activity or project</div></div> <div><div>B</div><div>Financing “Pure Play” company 90% revenue from Green/ Social UoP</div></div>		<div><div>C</div><div>Financing with Sustainability-linked pricing component</div></div>	<div><div>D</div><div>Financing for “Hard-to-abate” sectors¹ to transition business practices</div></div>
Eligibility criteria	<div><div>Green Use of Proceeds</div><div><div><div></div><div>Renewable energy</div></div><div><div></div><div>Green building</div></div><div><div></div><div>Clean transportation</div></div><div><div></div><div>Pollution prevention and control</div></div><div><div></div><div>Sustainable water and waste water management</div></div><div><div></div><div>Energy efficiency</div></div><div><div></div><div>Circular economy</div></div><div><div></div><div>Environmentally sustainable management of living natural resources and land</div></div><div><div></div><div>Climate change adaptation</div></div></div></div> <div><div>Social Use of Proceeds</div><div><div><div></div><div>Access to essential services</div></div><div><div></div><div>Social housing</div></div><div><div></div><div>Affordable basic infrastructure</div></div><div><div></div><div>Pandemic response</div></div><div><div></div><div>Socio-economic advancement and empowerment</div></div><div><div></div><div>Food security and sustainable food systems</div></div><div><div></div><div>Employment generation</div></div></div></div>		<div><div>• Ambitious and relevant Sustainability Performance Targets and KPIs</div><div>• Externally verified</div><div>• KPIs include e.g.,<div><div>- Reduction in GHG emissions</div><div>- Reduction in energy consumption</div><div>- Increase in renewable energy</div></div></div></div>	<div><div>• Credible climate transition plan</div><div>• Paris aligned and/ or science-based climate targets</div><div>• Criteria includes, e.g.,<div><div>- Decarbonisation technologies</div><div>- Use of low GHG sustainable fuel</div><div>- Switch to electric or hydrogen engines</div></div></div></div>

For further information, including key principles, governance, product scope, qualifying activities, specific eligibility criteria, and KPIs, refer to the [SFPF](#) and [ISS-Corporate SPO](#).

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


3.2 Mitigating risk and capturing opportunities through sustainable finance (Continued)

In alignment with the SFPF’s verified methodology and criteria to classify our sustainable financing, the total portfolio was QAR 34.9 Bn at 31 December 2024.



QNB continues to leverage the SFPF and engage clients to further develop and grow its portfolio to support the climate transition.

¹ Included as part of Green loans: Green corporate loans of USD 3,587 Mn and Retail green vehicle, solar, and green mortgages loans of USD 11 Mn.
² Included as part of Social loans: Microfinance of USD 1,108 Mn and other SME loans aligned with QNB's SFPF of USD 3,257 Mn. Women-led businesses of USD 346 Mn are included in microfinance and other SME loans.
³ Sustainable bonds.
*Figures have been restated to include retail green loans. For previous figures, see [QNB Group Sustainability Report 2023](#), p. 38.



>75%

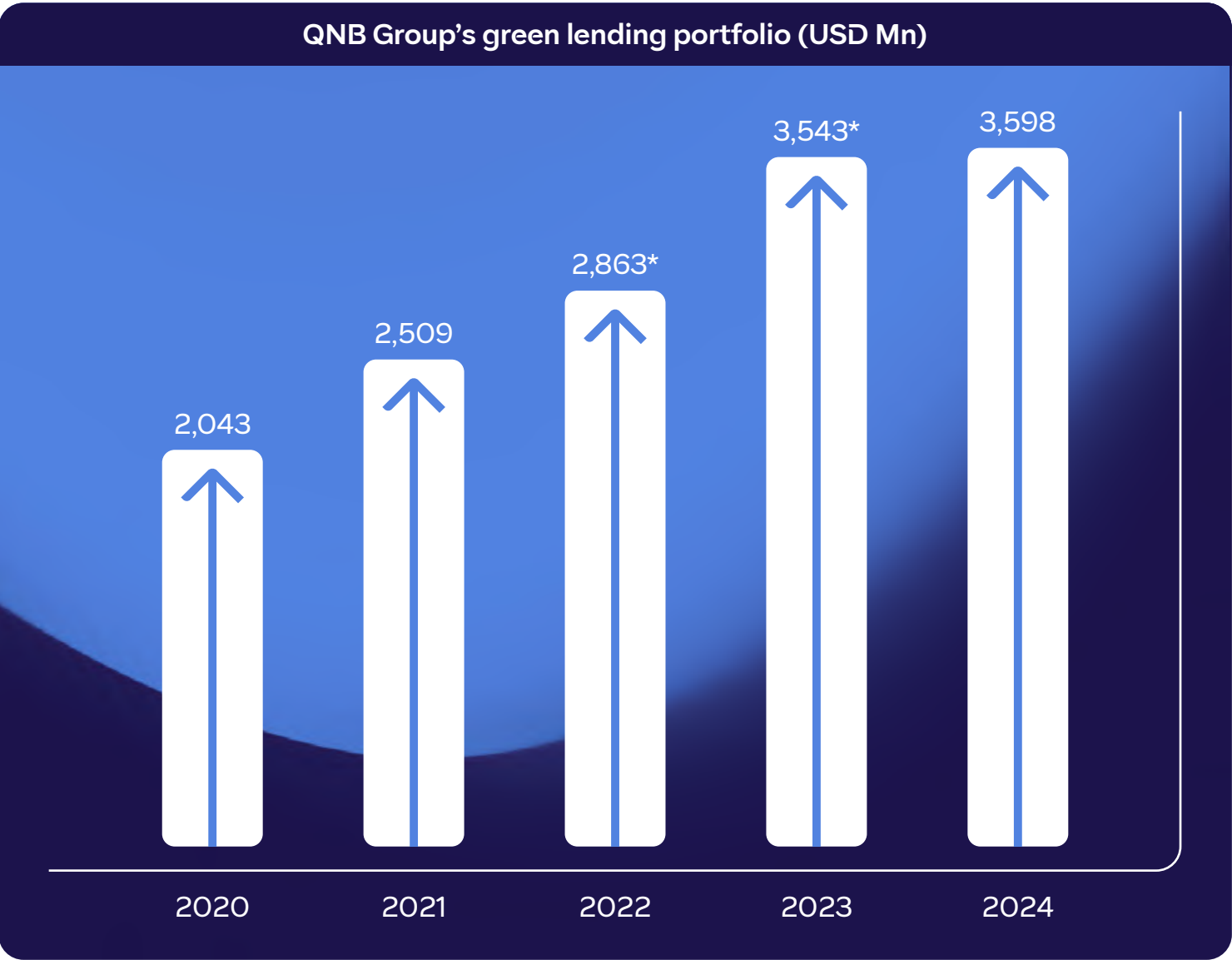
Increase in green financing since 2020

Participation in sustainability-linked syndicated lending worth

USD >15 Bn

with direct participation of over

USD 1 Bn



3.3 Sustainable financing by business division

3.3.1 Corporate and Institutional Banking

As a bank, the most impactful way to address the topic of sustainability is through our financing activities. To deliver meaningful impact and to support our customers’ ESG values and ambitions to transition, we have integrated sustainable products and services in all our banking activities across the Group.

In corporate banking, the highlighted products have enabled us to expand our domestic and international corporate sustainable financing portfolio. The SFPPF serves as the foundation to identify, pursue, and promote opportunities related to sustainability topics, with the aim of delivering a positive societal and environmental impact. For further information on the development of Corporate and Institutional Banking, refer to the [QNB Group Annual Report 2024](#), section Wholesale and Commercial Banking.

Selected QNB's Corporate Banking sustainable products and services	Description	Market	Total outstanding amount at 31-Dec-24	
Green, Social, Blue and/ or Sustainability Bonds	Bonds with UoP to specifically support environmental and/ or social projects aligned with QNB's SFPPF , ICMA GBP, SBP, and SBG.	QNB Group	USD 1,285 Mn	<div> <div>USD 685 Mn</div> <div>Value of sustainability bonds issued in 2024</div> <div>USD 1,285 Mn</div> <div>Total outstanding in 2024</div> <div>USD 1,398 Mn</div> <div>Total issued since 2020</div> </div>
Green Loans	Loans with UoP to specifically support environmental projects aligned with QNB's SFPPF , LMA GLP, and SLP.	QNB Group	USD 3,587 Mn	
Social Loans	Loans with UoP to specifically support social projects aligned with QNB's SFPPF , LMA GLP, and SLP.	QNB Group	USD 4,365 Mn	
Sustainability-Linked Loans	Loans linked to KPIs/ SPTs, to incentivise delivery of ESG performance objectives, and transition to sustainable practices aligned with QNB's SFPPF and LMA SLLP.	QNB Group	USD 1,170 Mn	
Sustainable Transaction Banking/ Green Trade Finance	Supply chain finance, guarantees, letters of credit, trade loans, factoring, invoice financing, receivable services, etc., directly supporting eligible green/ social UoP. Aligned with ICC ¹ Standards for Sustainable Trade and Sustainable Trade Finance.	QNB Group	USD 12 Mn	

Example green loan products, considered under green loans	Description	Market
Renewable Energy Projects Financing	Dedicated funding to support renewable energy projects (including hydroelectric power plants and other renewables) for companies that produce electricity without a license, in line with local regulations and QNB's SFPPF .	QNB Türkiye
Green Transformation Package	Loans offered to companies with an interest rate reduction and a 36-month term opportunity for their investments to finance the process of becoming environmentally friendly.	QNB Türkiye
Independent Power Producers	Loans offered to independent power producers with no public utilities, that own and operate facilities used for photovoltaic loans, aligned with QNB's SFPPF .	QNB Egypt
Egyptian Pollution Abatement Programme	Loans to support the Ministry of Environment initiative to help the industry improve performance, reduce energy and resource consumption, and comply with environmental regulations.	QNB Egypt

¹ International Chamber of Commerce.

3.3 Sustainable financing by business division (Continued)

3.3.1 Corporate and Institutional Banking (Continued)

Selected QNB sustainable finance transactions			Selected QNB sustainability-linked lending	
<div>  </div> <div> <div>USD 600 Mn</div> <div>Green Bond</div> <div>Senior Unsecured Notes</div> <div>1.625% due 2025</div> <div>Issuer and Joint Bookrunner</div> </div> <div>September 2020</div>	<div>  </div> <div> <div>USD 500 Mn</div> <div>Sustainable Eurobond</div> <div>Senior Unsecured Notes</div> <div>7.250% due 2029</div> <div>Issuer (Türkiye)</div> </div> <div>May 2024</div>	<div>  </div> <div> <div>USD 125 Mn</div> <div>Blue/ Green Bond</div> <div>Private Placement</div> <div>SOFR+2.252% due 2029</div> <div>Issuer (Türkiye)</div> </div> <div>October 2024</div>	<div>  </div> <div> <div>HKD 500 Mn</div> <div>Sustainability-Linked</div> <div>Term-Loan and Revolving</div> <div>Credit Facilities</div> <div>Lead Arranger</div> </div> <div>March 2024</div>	<div>  </div> <div> <div>USD 228 Mn</div> <div>Sustainability-Linked Loan</div> <div>Facility</div> <div>Mandated Lead Arranger</div> <div>and Bookrunner</div> </div> <div>March 2022</div>
<div>  </div> <div> <div>USD 2,500 Mn</div> <div>Sovereign Green Bond</div> <div>Global Coordinator</div> <div>and Joint Lead Manager</div> </div> <div>May 2024</div>	<div> <div>Non-profit organisation</div> </div> <div> <div>USD 365 Mn</div> <div>Green Deposit</div> <div>Borrower</div> </div> <div>Throughout 2024</div>	<div>  </div> <div> <div>USD 463 Mn</div> <div>Sustainable Bonds</div> <div>Investor</div> </div> <div>Throughout 2024</div>	<div>  </div> <div> <div>SGD 330 Mn</div> <div>Sustainability-Linked Loan</div> <div>Facility</div> <div>Mandated Lead Arranger</div> </div> <div>August 2022</div>	<div>  </div> <div> <div>SGD 978 Mn</div> <div>Senior Unsecured</div> <div>Sustainability-Linked Loan</div> <div>Facility</div> <div>Mandated Lead Arranger</div> <div>and Bookrunner</div> </div> <div>August 2022</div>
<div>  </div> <div> <div>USD 92 Mn</div> <div>Renewable Energy Loan for</div> <div>Investment in RE-Projects</div> <div>Lender</div> </div> <div>March 2024</div>	<div> <div>Sovereign wealth fund</div> </div> <div> <div>USD 50 Mn</div> <div>and USD 55 Mn</div> <div>Green Deposit</div> <div>Borrower</div> </div> <div>October and November 2023</div>	<div>  </div> <div> <div>USD 500 Mn</div> <div>Sustainability-Linked</div> <div>Syndicated Loan Facility</div> <div>Borrower (Türkiye)</div> </div> <div>May 2024</div>	<div>  </div> <div> <div>EUR 180 Mn</div> <div>Sustainability-Linked Loan</div> <div>Facility</div> <div>Mandated Lead Arranger</div> <div>and Bookrunner</div> </div> <div>October 2022</div>	<div>  </div> <div> <div>USD 1,885 Mn</div> <div>Sustainability-Linked Loan</div> <div>Facility</div> <div>Senior Mandated Lead</div> <div>Arranger</div> </div> <div>November 2023</div>

Awareness, training, and promoting sustainable business practices

During 2024, we continued to grow the sustainable finance portfolio. All our frontline and credit teams across the Group received training on the topics of ESG, sustainable finance principles, human rights, climate imperatives, and the carbon transition.

In 2024, we continued to guide our business divisions with internal country-level targets with respect to growth in sustainable financing, with longer term targets through to 2030.

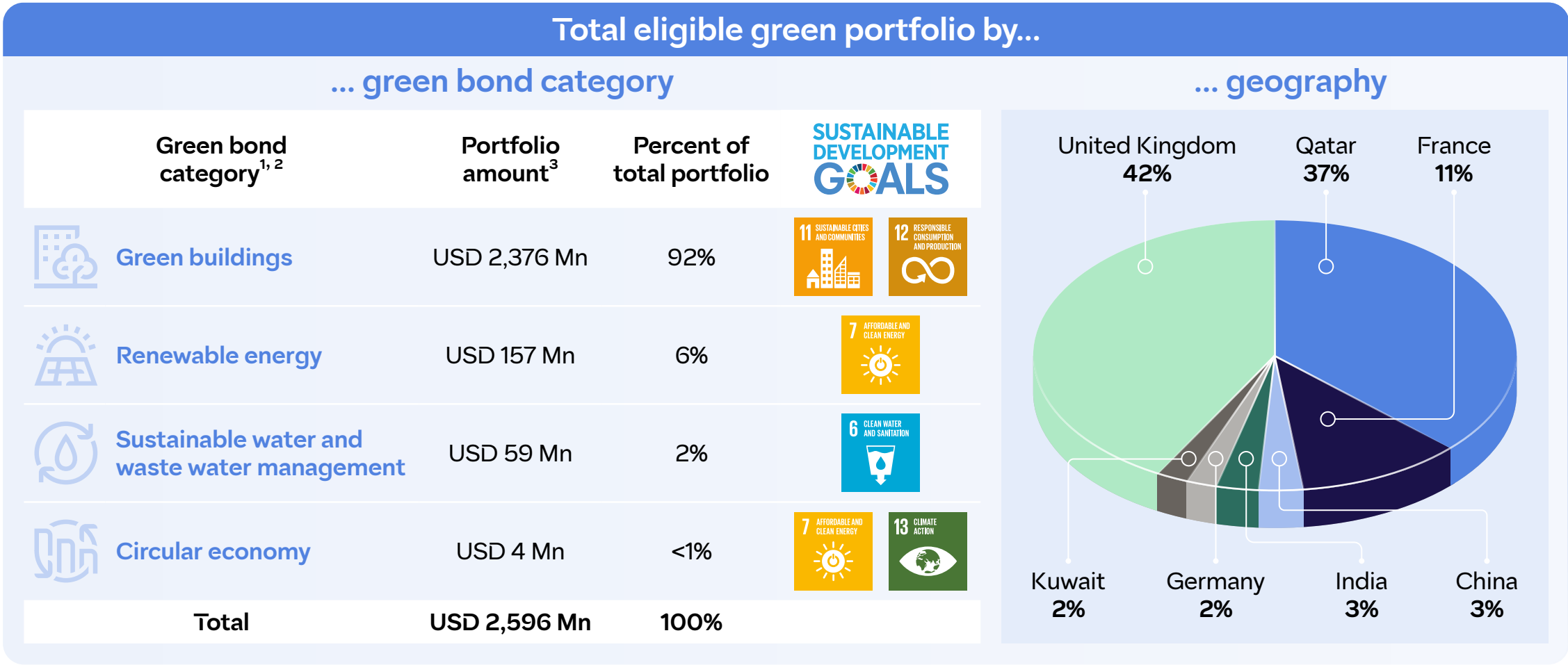
This enables the business to be well-positioned to actively pursue ESG-related opportunities, engage and educate clients on ESG trends and risks, as well as encourage and support clients in their transition journeys.


3.3 Sustainable financing by business division (Continued)

3.3.1 Corporate and Institutional Banking (Continued)

Post-Issuance Green Bond Allocation Report

ISIN	Issuance date	Maturity date	Principal	Coupon rate
XS2233288353	September 2020	September 2025	USD 600 Mn	1.625%






Environmental impact of debut USD 600 Mn green bond issuance⁵


486,072 tCO₂e

Lifetime avoided GHG emissions



744,682 MWh

Lifetime avoided electricity use



26,078,467 m³

Lifetime wastewater treated

Notes:

- The proceeds from the USD 600 Mn bond were matched against the eligible green portfolio;⁴
- 100% of green funding net proceeds were fully allocated at issuance;
- Eligible green loan portfolio consists of 28% new assets (booked within 24 months);
- 5% of eligible green loan portfolio is also utilised for non-green financing structures; and
- Associated [QNB Sustainable Finance Documents and Reports](#) are available for public reference.

¹ As defined in the QNB SFPP.

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

³ Reported values as per financials as at 31-Dec-24.

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

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

3.3 Sustainable financing by business division (Continued)

3.3.1 Corporate and Institutional Banking (Continued)

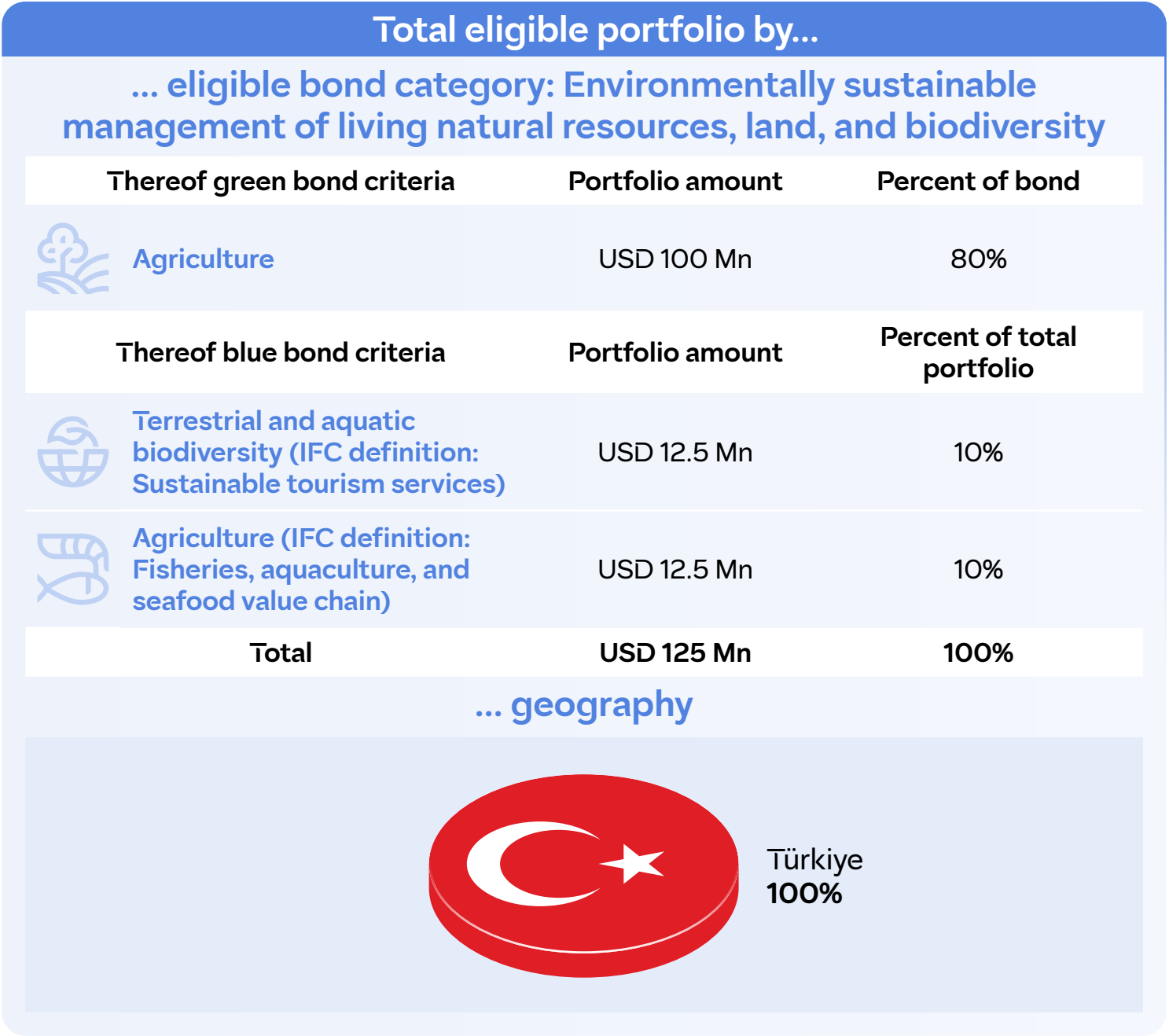
Sustainable Eurobond Allocation Report (Türkiye)

ISIN	Issuance date	Maturity date	Principal	Coupon rate
XS2798098310	May 2024	May 2029	USD 500 Mn	7.250%



Blue/ Green Bond Allocation Report (Türkiye)

ISIN	Issuance date	Maturity date	Principal	Coupon rate
XS2921631185	October 2024	September 2029	USD 100 Mn	SOFR+2.252%
XS2921631003	October 2024	September 2029	USD 25 Mn	SOFR+2.252%



3.3 Sustainable financing by business division (Continued)

3.3.2 SMEs and entrepreneurship

Small and medium-sized enterprises (SMEs) play a vital role in fuelling economic diversification and GDP growth, representing the large majority of registered private sector companies in the countries where QNB operates.

Nurturing newly established businesses, promoting private sector engagement, and scaling up existing SMEs is an important part of our commitment towards driving a

sustainable economy. We consider ourselves an incubator for private sector engagement and SMEs, aspiring to be the preferred banking partner of choice and a one-stop shop for this segment. With our integrated product suite, we actively nurture entrepreneurship across core strategic sectors. For further information on SMEs, refer to [QNB Group Annual Report 2024](#), section Wholesale and Commercial Banking.

SME sustainable products

Selected QNB's SME sustainable products	Description	Market	Total outstanding amount at 31-Dec-24
Green Economy Financing Facility	Launched by EBRD to finance sustainable energy projects through term financing coupled with free technical advisory and incentives.	QNB Egypt	USD 48 Mn
Non-Governmental Organisation (NGO) Finance	Supporting NGOs by providing dedicated credit facilities to finance microenterprises in rural and remote areas, as well as microfinance lending to women.	QNB Egypt	USD 34 Mn
Value Chain Finance (EBRD supported programme)	Providing loans coupled with free technical advisory and incentive grants to finance SMEs operating in various value chains to support their competitiveness (in cooperation with EBRD and EU).	QNB Egypt	USD 6.3 Mn

SME sustainable services

Selected QNB's SME sustainable services	Description	Market	Impact in 2024
QNB Simplify	Innovative, digital, and cloud-based e-commerce platform, to allow merchants to create a fully functional online shop to engage customers and capture the online market.	QNB Qatar	3% increase of active merchants YoY 40% increase in total transactions YoY 31% increase in transactions volume YoY
SME Mobile Phone Application	Enhancing experience for online applications and automating processes such as collection systems, dynamic pricing, check discounting, facility commitment fees, and client communication.	QNB Qatar	Over 26 k customers 65% of all our services offered in a digitised manner
myPOS Mobile Application	Supporting microenterprises on digital payment acceptance through a low-cost acceptance solution including Tap on Phone (launched in 2023).	QNB Qatar	6x increase of active merchants YoY 14x increase in total transactions YoY 12x increase in transactions volume YoY
SME Small Ticket Loans	Domestic commercial loans with market-leading best-in-class turnaround time of 5 days.	QNB Qatar	38% of domestic SME commercial loans generated by this product
Digital Bridge Platform	Providing digital-first solutions (e-Invoice, e-Ledger, e-Waybill, etc.) and creating ecosystems for collaboration with experts and fintechs.	QNB Türkiye	Over 300 k customers
SME Easy Line	Service for SME clients to receive instant support from remote RMs, coupled with in-branch services for more complex transactions.	QNB Türkiye	Over 130 k customers

As the largest bank in Qatar and throughout our 60 years of history, we have been committed to supporting the SME sector and private sector engagement.



3.3 Sustainable financing by business division (Continued)

3.3.2 SMEs and entrepreneurship (Continued)



Partnering with EBRD to strengthen climate resilience

For the first time in Egypt and the Mediterranean region, EBRD is introducing an unfunded portfolio risk-sharing facility for up to EUR 35 Mn to support lending to Egyptian enterprises. The EBRD's facility covers up to 50% of credit risk on new financing of up to EUR 70 Mn originated by QNB for SMEs in Egypt. It offers an innovative solution to boost on-lending to local SMEs and reduce the financing gap in this segment.

The facility is supported by a guarantee provided by the EU under the European Fund for Sustainable Development Plus (EFSD+), which enhances financing and investment operations in partner countries outside Europe.

In addition, QNB Egypt has adopted a pilot EBRD climate-risk assessment tool, which will help the Bank expand its climate risk assessment toolkit to better evaluate, assess, and monitor the climate-related portfolio risks, in line with international best practice.

3.3 Sustainable financing by business division (Continued)

3.3.2 SMEs and entrepreneurship (Continued)

SME financial inclusion

We consider financial inclusion as a core aspect of our SME customer approach across QNB’s network. We aim to ensure that individuals and businesses have access to comprehensive financial solutions. Our financial inclusion initiatives primarily focus on responsible, easy, and fast access for SMEs, allowing them to solely focus on their core business purpose. We aim to foster financial inclusion with the following dedicated products:

Selected QNB’s SME products and services supporting financial inclusion	Description	Market	Target clients	Total number of customers reached in 2024	Total outstanding amount at 31-Dec-24
Guarantee Loans - SME/ startups	Al-Dhameen - a Qatar Development Bank initiative encouraging partner banks, like QNB to offer financing to startups and SMEs that are unable to provide the necessary financing guarantees or collaterals.	QNB Qatar	Microbusinesses/ SMEs	44	USD 38 Mn
SME Export Loan supported by İGE (İhracatı Geliştirme A.Ş. - export development association)	Providing loans to exporting SMEs that have credibility, but difficulty accessing financing due to insufficient collateral. Missing collateral provided through guarantees from İGE equity capital.	QNB Türkiye	SMEs	56	USD 10 Mn
SME Export Loan supported by KGF (Kredi Garanti Fonu - Credit Guarantee Fund)	Providing loans to exporting SMEs that have credibility, but difficulty accessing financing due to insufficient collateral. Missing collateral provided through guarantees from KGF and the Ministry of Treasury and Finance.	QNB Türkiye	SMEs	58	USD 13 Mn
Earthquake Relief Fund	USD 107.5 Mn and USD 110 Mn funds for Disaster Response Framework to provide loans to microbusinesses and SME customers in provinces affected by the earthquake. These are loans created by IFC’s and EBRD’s standard environmental and social risk assessment process, sustainability, and certain loan types to support the financing of companies in the earthquake zone.	QNB Türkiye	Microbusinesses/ SMEs	382	USD 110 Mn
Micro enterprises scoring programme for lending credit facilities	Programme based on customised models, providing an alternative to the credit proposal memo, dedicated for new clients from the micro and small enterprises segment, with annual sales up to EGP 10 Mn.	QNB Egypt	Micro and small businesses	2,534	USD 27 Mn
Youth in business programme	Targeting micro, small, and medium-sized enterprises led or owned by local entrepreneurs, as part of the EBRD programme.	QNB Egypt	Young entrepreneurs	50	USD 6.8 Mn

3.3 Sustainable financing by business division (Continued)

3.3.2 SMEs and entrepreneurship (Continued)

SME financial inclusion - non-financial support

QNB acknowledges that financial inclusion goes beyond financial support. Our objective is to inform SMEs of the use of financial products and services and improve client wellbeing with these programmes. We offer these services independently from our financial inclusion products.

SME product innovation, customer experience and engagement

As a leading digital SME provider, we offer simple and intuitive solutions that deepen our relationships with clients. We constantly enhance our IT capabilities to ensure increased digital and remotely-secure interactions. We continue to work on further streamlining our customer interfaces and credit-driven processes to automate the time for approval, disbursement, and response. We work to maintain our leading position with the SME segment through a best-in-class, fully automated value proposition and omnichannel offering.

In 2024, QNB Türkiye's Digital Bridge Platform expanded its suite to over 20 innovative digital solutions, such as automated management functionalities tailored for F&B-specific enterprises and HR-related processes. Furthermore, the platform continued to offer companies free or discounted digital solutions, as well as other financial benefits, such as preferential interest rates. Moreover, we partnered with X Academy to offer our customers a selection of certifiable training programmes accessible through the Digital Bridge Academy.

Selected QNB's SME products and services for non-financial support	Description	Market	Target clients	Impact in 2024
Digital Bridge Academy	Educational support provided to Digital Bridge clients where customers can learn how to use over 20 digital solutions offered through the platform, follow industry trends, and obtain information about topics of interest to their company.	QNB Türkiye	SMEs	Over 100 k users
Business Development Services (BDS)	Aiming to enable entrepreneurs to obtain non-financial services to support realisation of business ideas, to transform them to bankable clients. Includes six BDS centres and a satellite office located in Upper Egypt and Delta Region.	QNB Egypt	Microbusinesses and women-led businesses	Conducted 5 cycles in which 45 startups have been established, including 25 founded by women
CBE's NilePreneurs initiative	Implemented by Nile University through two BDS centres and Creative Incubator Hub.	QNB Egypt	Microbusinesses	20,562 participating startups Over 50 incubated startups
Youth in business programme	Targeting micro, small, and medium-sized enterprises led or owned by local entrepreneurs, supported by EBRD.	QNB Egypt	Microbusinesses/SMEs	1 training workshop delivered in 2024, attended by 15 youth business owners

In Qatar, we have six dedicated SME branches, in which 150 employees focus solely on SME-related topics. QNB Türkiye continues to support SMEs, which now account for 17% of the total loan portfolio of QNB Türkiye, with a dedicated network of 623 RMs at 365 branches. QNB Egypt includes six business development services centres and a satellite office dedicated for SMEs. SMEs account for 20% of the total loan portfolio of QNB Egypt.



3.3 Sustainable financing by business division (Continued)

3.3.3 Retail

What we do

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

- 48 branches in Qatar and 904 internationally;
- 423 ATMs and 16 ITMs in Qatar - the largest network in the country - and 4,732 abroad;
- Innovative and user-friendly mobile and internet banking platforms with digital account opening, virtual cards, eSavings, and eLoans;
- E-commerce and payment acceptance infrastructure and services;
- Market-leading premium proposition through QNB First and QNB First Plus services; and
- International retail offering with global account access across our international network.

At QNB Group, we continue to promote prosperity and growth by embedding sustainable practices into our retail offering. For further information on retail, payments, and digital-first banking, refer to [QNB Group Annual Report 2024](#), section Retail Banking.



Retail customer engagement and experience


At QNB, our customers are at the very heart of our business. Across our footprint, we play a key role in bringing affordable and accessible financial services and products to underserved segments, the unbanked, youth, and other demographic groups, promoting inclusion for all. We leverage both our physical and digital platforms to provide bespoke solutions, products and services, all with the objective of delivering a superior customer experience.

We measure the customer experience and satisfaction through the Net Promoter Score (NPS). Our efforts are reflected in our most recent NPS at QNB's core markets.

Close to our clients, we are well-positioned to raise awareness on the importance of ESG in the community, and to support the green transition through our retail business, as well as our green and social portfolio.

🔊 **QNB is the exclusive financing partner for Tesla in Qatar and builds partnerships with other leading electric car dealerships.**

Case study



Tesla hits the road with QNB

The Bank shares Tesla's ambition to accelerate the global drive towards sustainability and the net-zero transition. Tesla's much-anticipated arrival in Qatar was the perfect opportunity for a strategic partnership with QNB, which is committed to promoting prosperity and sustainable growth as part of its purpose. Recognising electric transport as an important step in the transition towards a low-carbon economy, the Bank's green vehicle loan programme was the perfect match to empower sales for Tesla across the country.

QNB's green vehicle loan provides special lending conditions, such as reduced interest rates, one year's free comprehensive vehicle insurance, no management fees, fast approval, and lower down payments. As a result, the uptake of green vehicle loans has surged in Qatar eight fold in 2024, thanks to the partnerships with electric vehicle manufacturers such as Tesla.

3.3 Sustainable financing by business division (Continued)

3.3.3 Retail (Continued)

The following shows an overview of selected sustainable retail products (aligned with QNB's SFPF) and services:

Examples of QNB's retail sustainable products and services	Description	Market	Impact in 2024
Green vehicle loans	Incentivised loans with reduced interest rates and additional non-monetary benefits to encourage and support the transition to fully electric, hybrid, or lower GHG emissions cars.	QNB Group	USD 7.7 Mn total outstanding ¹
Green mortgage loans	Incentivised loans to promote and encourage sustainable building practices, linked to internationally recognised building standards. In Qatar, QNB offered loan rates below the official QCB rates for GSAS 4-5 star buildings.	QNB Group	USD 3.2 Mn total outstanding ¹
QNB prepaid card	Accessible to low-income individuals, with global acceptance in cooperation with VISA. No annual fees and no fees for local withdrawals. Product based on the QCB card programme Himyan to drive financial inclusion in Qatar, but adds the benefit of international payments.	QNB Qatar	94 k customers 9 Mn transactions
Enpara	First branchless fully digital banking service in Türkiye, convenient and cost effective approach, passing on cost savings to the customer.	QNB Türkiye	7.5 Mn customers
Bebasata	First fully digital banking experience in Egypt.	QNB Egypt	212 k customers




3.3 Sustainable financing by business division (Continued)

3.3.3 Retail (Continued)

Digital customer experience

The evolution of our comprehensive digital ecosystem supports our customers through providing a holistic suite of products and services, an omnichannel customer experience, and financial inclusion:



Products and Services


HDFC Direct Transfers


Direct Transfers with Blockchain Technology


QNB Virtual Prepaid Card


Multi-Currency Travel Cards


Virtual Cards






































Self-service ATM Customer Experience


Contactless ATM Services

Interactive Teller Machine Banking

Cheque Deposit on ATMs

Multi-Currency ATMs

Cheque Book Printing Machine



Omnichannel Digital Banking Customer Experience

Global Account Access

E-Statements and Receipts

Digital Onboarding

Mobile Cash


Chatbot


QNB Mobile and Internet Banking

QNB Pay Wallet App

QNB Payment Gateway

ATM QR





QNB Pay Contactless Payment Solutions

QNB First Explorer

QNB Chat

3.3 Sustainable financing by business division (Continued)

3.3.3 Retail (Continued)

Commitment to financial inclusion

We believe that financial inclusion is essential for fostering social equality and driving economic empowerment. Across our footprint, we play a key role in bringing affordable and accessible financial services and products to underserved segments, the unbanked, youth, and other demographic groups, promoting inclusion for all. Our offerings are closely aligned with the financial inclusion initiatives across our core markets, like QCB's Third Financial Sector Strategic Plan in Qatar, updated in 2023, and the Egyptian Financial Inclusion Strategy Framework (2022-2025). These central bank-driven strategic plans clearly define target groups, mandatory

product offerings, and non-financial support. Our aim is to tailor our products and services to the respective target group's needs and preferences to add the greatest value for the beneficiary. Furthermore, we offer transparent and easily accessible complaint mechanisms for our clients across our channels. With the [QNB Group Customer Service Charter](#), we set a minimum Group-wide baseline for service excellence, which includes, among others, procedures and prevention of over indebtedness of targeted groups. Annual mandatory training on responsible lending for our customer-facing employees is crucial to take into account the affordability of our customers.



Examples of QNB's retail sustainable products and services supporting financial inclusion	Description	Market	Target clients	Impact in 2024
Ooredoo Mobile Money	Partnership with a leading telecom provider to offer a mobile money wallet for the unbanked population. Supporting Qatar's Wage Protection System (WPS), it facilitates workers receiving salaries on time, whilst providing a comprehensive suite of financial services e.g., remittances, bill payments, peer-to-peer payments, and cash withdrawals.	QNB Qatar	Low-income individuals	345 k active clients ¹ 19 Mn transactions
Youth Offer YO!	Package of selected banking products and services offered at a discounted price to youth aged 15 to 21, to match their demographic needs, offering benefits such as NFC-enabled wearables for contactless payments.	QNB Egypt	Youth	19 k youth clients
Women Package	Launched as part of the CBE financial inclusion mission, dedicated to empower women through customised financial services, including internet card, e-banking services, safe deposit box rental, and insurance benefits.	QNB Egypt	Women	100 clients
Earthquake Relief Loans	Loans provided to customers in 11 provinces affected by the earthquake, created by EBRD and IFC's standard E&S categorisation processes.	QNB Türkiye	Individuals in rural or hard-to-reach areas	USD 24 Mn volume

WPS in Qatar: Facilitating workers receiving salaries electronically on time – a total of 3.5 Mn transactions and USD 4.1 Bn volume was processed in 2024.

¹ Reduction from 550 k wallets in 2023 as a result of closure of inactive wallets.

3.3 Sustainable financing by business division (Continued)

3.3.3 Retail (Continued)

Retail financial inclusion - non-financial support

Non-financial support within the retail business is important to us as it promotes broader customer engagement, enhances accessibility, and strengthens community

integration. By providing non-financial inclusive services to underserved segments, QNB contributes to financial literacy, fosters customer loyalty, and supports sustainable development within the evolving financial landscape.



Examples of QNB's retail initiatives supporting financial inclusion - non-financial support activities	Description	Market	Target clients	Impact in 2024
Financial Literacy Workshops at Qatar University	Covering a range of topics, including personal finance management, budgeting and investment basics, providing participants with the skills and knowledge necessary for making informed financial decisions.	QNB Qatar	Youth	3 workshops with 380 participants
Financial Literacy Camps	Dedicated for children aged 7 to 10, to participate in activities to help them understand the basics of the financial world.	QNB Qatar	Youth	727 participants during 2 months
Ensure accessibility to users with physical disabilities or over a certain age	All ATMs have Braille alphabet stickers for visually impaired customers and headphone inputs for voice guidance. To improve accessibility features in branches, we provide responsive surfaces, portable ramps, informative signs in Braille, counters with portable hearing induction loops, and sign language translation support through smart tablets.	QNB Türkiye	Individuals with health conditions or impairments	Additional to Braille, 1,500 ATMs have a responsive surface application and 131 ATMs are specially designed for customers with disabilities
Ensure accessibility to users with physical disabilities or over a certain age	Branches and ATMs are equipped to serve the customers with disabilities.	QNB Egypt	Individuals with health conditions or impairments	16% of our branches and 109 ATMs are equipped to serve the customers with disabilities
Financial Literacy Courses	Financial literacy sessions delivered in various governorates in Egypt.	QNB Egypt	Low-income individuals	29 financial literacy sessions delivered to 2,061 persons in various governorates in Egypt

3.4 Responsible engagement

At QNB, we are committed to engaging with our customers responsibly and protecting their rights. We ensure that:

- We comply with regulatory requirements across all jurisdictions, upholding market standards;
- Consumer protection is upheld through robust policies and procedures that prioritise transparency, fairness, and accountability to safeguard their rights and interests;
- All new products and services undergo a rigorous New Product Approval Process (NPAP) to ensure compliance, risk management, and alignment with customer needs and organisational objectives;
- Regulatory approval is obtained before launching any product or related documentation and marketing material;
- Customers have access to clear and transparent information on our products and services, via all engagement channels;
- All marketing collateral is balanced, clear, simple, and easy to understand, whilst containing essential information;
- We communicate reasons for declined applications and offer support to customers in financial difficulty; and
- Customer data is protected, with strict privacy measures and opt-in processes in place to ensure their consent and data security, in line with respective regulatory requirements.

QNB Customer Service Charter

Our comprehensive [Customer Service Charter](#) reflects our commitment to providing exemplary customer service and fair and transparent practices to meet our customers’

needs. All product marketing clearly discloses material risks, fees and commissions, no hidden costs, and non-use of small print. Our employees are thoroughly trained on QNB products and services to address any queries raised by customers.

QNB’s approach to responsible engagement incorporates the following:

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

Responsible lending – QNB only approves applications where we believe the borrower has the ability to repay the credit according to its terms, using a method of assessment appropriate to the type of credit transaction. This includes reviewing and assessing the customer’s debt burden ratio and any sources of income to confirm affordability and other credit-related checks.

During 2024, a dedicated responsible lending training was held for 400 front-line retail employees in Qatar, with 100% completion. Training topics included: customer checks, responsible vs irresponsible lending, responsible lending obligations, discretionary income, and responsible servicing principles.

Employees are trained on new products prior to launch, and sales representatives must provide customers with full information on the

terms and conditions, and any product/ service-related charges. In 2024, the [Customer loans advisory](#) page was launched to clearly communicate and support customer understanding of expectations and potential consequences of missed repayments prior to taking a loan.

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

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

Responsible treatment of customers with debt repayment problems – QNB adopts preemptive measures to assist clients in avoiding debt repayment issues. These include the use of credit limit structures, exceptions, and the identification of key risks

through early warning indicators. We closely monitor customer debt levels, ensuring that payments, insurances, and obligations are met on time. For SME clients, we conduct annual reviews to assess their ability to meet obligations. RMs engage regularly with clients to assess their financial positions, offering support when necessary. This may involve recapitalisation efforts or the provision of extended payment terms.

The Bank follows a responsible approach to help customers in financial difficulties, including debt counselling services to support clients repay debts. The Bank prioritises respectful, privacy-conscious communication, whilst interacting with sensitivity. We use simple language in communications and seek mutually amicable solutions prior to resorting to legal action. All practices for follow-up and recovery are in accordance with the respective local laws and regulatory requirements.

In times of extraordinary circumstances – such as the COVID-19 pandemic, or earthquakes in Türkiye – QNB has the flexibility to introduce special schemes to assist customers facing repayment difficulties.



3.4 Responsible engagement (Continued)

New Product Approval Process (NPAP)

QNB established the streamlined NPAP across its operations in Qatar and international branches. This ensures all new financial products and services undergo thorough assessment involving all relevant stakeholders, adhering to the Bank’s risk appetite, governance structure, and compliance standards.

The QNB Group NPAP framework covers all product categories and risks. Proposals submitted for review require approval from the New Product Approval Committee (NPAC), comprising of senior executives from Risk, Legal, Compliance, IT, Operations, Finance, as well as the product owner. NPAC authorisation is a prerequisite for any new product launch.

NPAP embeds ESG considerations, i.e.,

Environmental Integration:

- QNB prioritises sustainability in product delivery, particularly through digital transformation. By encouraging digital-first solutions, we reduce our reliance on physical resources, contributing to lower carbon emissions and operational efficiency.

Social Responsibility:

- **Financial inclusion** - the NPAP ensures that products are accessible and inclusive, particularly for underserved and underbanked populations; and
- **Customer protection** - products undergo a rigorous review process to ensure fairness, transparency, and alignment with customer needs. Pricing and terms are designed to avoid complexity or exploitative practices, empowering customers to make informed financial decisions.

Governance Leadership:

- **Ethical standards** - the NPAP ensures compliance with internal policies, regulatory requirements, and global best practices. Products are designed to mitigate risks related to bribery, corruption, and unethical behaviour;
- **Accountability and oversight** - the process involves cross-functional independent reviews by Risk, Compliance, and Operational teams, ensuring transparency, accountability, and balanced decision-making; and
- **Proactive ESG screening** - as part of the NPAP template, ESG-related risks are considered and addressed, if material.

By embedding these principles, QNB’s NPAP framework ensures that every product aligns with the Bank’s responsibility to its customers, society, and the environment.

Complaints management




Whilst we strive to deliver exceptional service, we recognise that there are times when our customers believe we can further improve. In Qatar and across our operations, we have implemented a comprehensive complaints management process across multiple channels. Complaints from our physical retail branches are handled by dedicated Service Quality teams. With the growing use of social media, we actively monitor QNB’s platforms to quickly resolve any issues raised online. Our dedicated telephone helpline and an easy-to-access [online complaint form](#) on our website make it convenient for customers to raise any complaint. In corporate banking, RMs are empowered to address clients’ concerns directly.

We analyse all complaints to identify root causes to support our drive for continuous improvement. Any complaints raised to and received from QCB are managed by the owning business divisions (Corporate, SME, Retail) and are addressed by the Service Quality team. Compliance ensures appropriate handling and communication with QCB, including notification of outcomes.

The total number of retail customers complaints received across QNB Group in 2024 was 224,888.

In addition, our [Whistleblowing Policy](#) encourages all stakeholders, including customers, to report any sincere concerns about misconduct or violations. Reports can be made confidentially, and we ensure thorough investigation with no retaliation against whistleblowers.

Complaints received by top 5 categories in 2024

 Qatar	 Türkiye	 Egypt
Cash deposit using debit card (46%)	ATM deposit issues (12%)	Processing delay (42%)
Deposited cheque not yet credited in account (7%)	Credit card campaigns (8%)	ATM issues (40%)
Credit card issues (5%)	Credit card issues (7%)	Processing mistakes (7%)
Cash deposit issue using credit card (5%)	Personnel issues (7%)	Customer service issues (4%)
Current account issues (3%)	Spending objections (7%)	Technical system issues (3%)



3.5 Data security and privacy

Cybersecurity governance and strategy

Keeping the Bank secure and our customers and reputation safe from cyberattacks is a critical element of QNB Group's approach to risk management. We maintain a robust cybersecurity risk mitigation framework, with a dedicated governance model and Board-level oversight.

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

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

Improvements in our cybersecurity systems and processes

We are dedicated to invest in top-tier cybersecurity solutions to ensure the best protection available. By deploying the latest technology, we proactively detect and prevent malicious activities and malware attacks.

To evaluate the effectiveness of the controls we conduct Red Team activities to simulate real life attacks and assess the strength of our controls.

In 2024, we focused on evaluating new technologies and enhancing the processes of our security operations. As one of the select organisations in the Gartner Research Board, we gain unique insights to proactively look into market-leading cyber technologies, further enhancing our cybersecurity capabilities. For example, we launched pilot programmes to leverage AI for cybersecurity and invested in training and awareness campaigns to prevent social engineering attacks. In line with industry trends, QNB is increasingly using Application Programming Interfaces (APIs) to enhance customer experience, support regulatory initiatives like PSD2, and increase collaboration with fintech providers. We are evaluating new technologies to strengthen API security and performance, ensuring robust protection against evolving cyber threats.

While we prioritise external threats, it is equally important to ensure our internal protection processes are robust. To achieve this, we have strengthened our penetration testing framework and vulnerability scanning processes.

As a regulated entity, QNB adheres to penetration testing requirements stipulated by QCB regulations. These requirements have been reviewed and certified as part of the annual ISO 27001 and PCI-DSS audit and certification process. For more details on our cybersecurity enhancements refer to the [QNB Group Annual Report 2024](#), section Cybersecurity.

Cybersecurity auditing capabilities

A specialist team from our independent internal audit division regularly audits the Bank's information technology, information

security, and data security capabilities, conducting several comprehensive annual risk-based audits that include a review of related policies and procedures. The results are reported to the Bank's independent

GBACC, and are shared with Executive Management and GCSC members. The internal audit division follows up on any recommendations made in the reports through to resolution.

We continued our partnership with Gartner, the leading firm globally for technological research and consulting to enhance our strategic approach. The Bank is one of 50 global corporations to be part of Gartner's influential research board, which plays an important role in defining the roadmap for technological developments, and assesses upcoming threats.



3.5 Data security and privacy (Continued)

QNB maintains an ISO 27001 certification, conducting a full recertification process every three years, the last being in October 2022. We perform the annual external certification follow-ups to ensure ongoing compliance to the standard between certification intervals by the Bank, the last being in March 2024. The next full recertification process will take place in October 2025. We also maintain PCI DSS certification, with annual recertification cycles. The most recent was in September 2024, and the next is planned for September 2025. Moreover, this year, we have also achieved SOC 2 certification, another milestone in our ongoing commitment to excellence in security and compliance. This achievement underscores our dedication to upholding the highest standards of data protection, availability, and confidentiality for our clients.



Stay Protected – Qatar’s first bank to launch its cybersecurity awareness campaign

In 2024, QNB launched its cybersecurity awareness campaign, Stay Protected. This initiative underscores our commitment to a robust cybersecurity strategy, focusing on internal and external stakeholders.

Internal focus



Empowering our people

Under this campaign, QNB implemented targeted initiatives for its employees to proactively and reactively identify and mitigate cybersecurity risks. In collaboration with the National Cyber Security Agency (NCSA), we organised workshops aligned with Qatar’s National Cybersecurity Strategy (2024-2030). These sessions provided our people with essential skills, enabling early detection and prevention of cyber threats, and fostering a culture of vigilance and shared responsibility. The Stay Protected campaign ensures our employees are equipped with the tools, confidence, and vigilance needed to handle cybersecurity challenges effectively. This commitment to internal readiness strengthens QNB’s dedication to safeguarding customer data and upholding the highest standards of digital security.

External focus



Strengthening society awareness

Externally, this campaign extends to our customers and the broader community. Utilising diverse multimedia platforms, we present realistic scenarios depicting common fraud tactics, such as impersonation scams (including impersonators like bank representatives, police officers, hospital employees, as well as family members), educating the public on identifying and avoiding cyber threats. This outreach aligns with the QCB’s Stay Aware campaign, emphasising vigilance and safety in all transactions. By leveraging accessible channels, QNB ensures that our messages reach a broad audience, fostering collective awareness about cybersecurity risks. This proactive approach exemplifies our dedication to creating a secure banking experience and reinforces our commitment to promoting a culture of safety for all stakeholders.



Empowering the next generation

QNB is also committed to educating the next generation on the importance of cybersecurity. This year, we collaborated with KidZania Qatar to provide a dynamic learning environment for our employees’ children on essential cybersecurity principles. We used hand-on activities to teach online safety practices, including recognising phishing attempts, protecting personal information, and understanding the importance of creating strong passwords. Through these activities and real-life scenarios, the children learned how to identify and avoid potential cyber threats, gaining the essential skills necessary to navigate the digital world safely.

3.5 Data security and privacy (Continued)

Strengthening our cybersecurity culture

Protecting our customers and reputation from cybercrime goes beyond deploying the best technology. It also involves ensuring our employees and customers are aware of cybersecurity risks and are well-trained to detect and prevent attacks.

Communication is key to strengthening our cybersecurity culture. We invest in ongoing training and awareness initiatives to keep employees informed about data safety, breach reporting, and new threats. All information security policies are accessible to employees via our intranet portal, and we actively raise customer awareness through regular campaigns.

As part of our commitment, we have rolled out a phishing email awareness campaign within our annual cybersecurity awareness programme. This includes regular phishing simulations that mimic real threats, such as two-factor authentication scenarios. These simulations provide immediate feedback, reinforcing learning and fostering both reactive and proactive responses to phishing attacks.

Global data protection and data privacy programme

Data privacy is a fundamental responsibility at QNB, and we adhere to strict ethical standards for all sensitive data collected by the Bank. Our privacy policy measures are integrated into our enterprise-wide risk and compliance framework. Our policies, data protection system, and data protection unit ensures all information is processed in an ethical and responsible manner by maintaining the integrity and confidentiality of the data.

We enforce a zero-tolerance policy towards any violations of our privacy policy or related data protection frameworks. Such violations may result in the termination of employment and reporting to law enforcement in accordance with relevant laws and regulations. Any disclosure or leak of confidential information constitutes a breach of the Bank's internal policies and code of conduct, and will be addressed in alignment with applicable legal provisions.

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

Integration of privacy policy and AI-based monitoring

Integrated into our enterprise-wide risk management framework and compliance systems, our privacy policy framework is further strengthened by OneTrust, our AI-powered data protection management system. This platform enhances our ability to detect and monitor compliance across our network, covering, but not limited to, products, services, internal systems, and third-party suppliers and partners, providing a robust layer of data protection.

Data privacy risk assessments and third-party supplier inspections

We conduct comprehensive risk assessments and inspections of our third-party suppliers to verify compliance with our standards and regulations. To strengthen our data protection efforts, we have integrated multiple AI-based systems to proactively detect potential data breaches across our operations, including those involving third-party suppliers and partners. These AI-based systems operate



under our AI Supervision Framework, which aligns with international standards and incorporates robust measures to safeguard data privacy. For high-risk AI solutions, we enforce policies and procedures that include human oversight and review, ensuring accountability and adherence to ethical standards.

Deployment of OneTrust for data protection management

QNB's deployment of OneTrust enables key data protection activities, such as monitoring policy violations through risk metrics and indicators, assessing General Data Protection Regulation (GDPR) compliance, managing third-party risks, and identifying potential data privacy breaches. It also facilitates viewing records of processing activities, confirming lawful data processing for third parties, and conducting privacy risk impact assessments.

As part of our dedicated third-party risk management framework, this system captures key privacy risks associated with all third-party relationships. Based on the privacy risk assessment outcomes, additional mitigating controls and measures are put in place to ensure continuous compliance from our vendors. As a minimum standard, data protection provisions including implementing technical and organisational measures, adhering to data subject rights, breach notification, and right-to-audit requirements through contractual obligations are inserted to all our supplier agreements, reserving our right to conduct inspections and due diligence using a risk-based approach.

Non-compliance issues identified within our network are escalated through the appropriate QNB forums, ensuring that both preventive and detective controls are effectively implemented.

3.5 Data security and privacy (Continued)

Integrating data protection safeguards into product and services development

To further integrate data protection safeguards directly into product and service development, the Data Protection team within Group Compliance has created a comprehensive Data Protection and Privacy Framework. This framework adopts the highest standards and considers multiple jurisdictions and privacy laws to ensure compliance with GDPR and other relevant regulations. Central to this framework is a “privacy by design and by default” approach, embedding data protection measures from the earliest stages of development. This commitment ensures that privacy-friendly settings are set by default, demonstrating our dedication to GDPR compliance and broader data protection obligations.

Moreover, we periodically conduct external audits on our data privacy practices and policies to ensure our technical and organisational measures meet the highest standards of data security. These measures include robust access controls, encryption, anonymisation, and physical measures to safeguard personal and sensitive data effectively.

Upholding data privacy and confidentiality

QNB’s internal processes and systems ensure customer confidentiality and the integrity of customer data, which are safeguarded through internal controls. QNB provides all individuals with the same right of access, rectification, deletion, portability, and right to object automated processing. We gather explicit consent using an opt-in method for using data other than what is necessary for

the service provided or legal purposes. We do not rent, sell or share personal data to third parties for purposes other than completing transactions and services. If you do provide personal information, such as address, e-mail, telephone, fax numbers, as well as demographic and customer identification, we will not disclose (share, sell, or divulge) it to third parties unless we have informed our customers and obtained their authorisation, or are required to do so by law. We will maintain this information, as well as your business activities and transactions, according to our usual strict security and confidentiality standards.

These data protection and information security measures are fully applied to all customer data that is outsourced for processing, via the Third Party Risk Management (TPRM) process and provisions related to onsite audits in the Bank’s contracts. QNB also incorporated a Data Protection Assurance Programme and Enterprise Health Check to the data protection landscape in an effort to integrate best practices, and assess ongoing compliance with the data protection regulations and ethical standards.

In 2024, there have been no material breaches or data protection fines with regards to data privacy on a Group level.



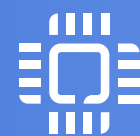

data security breaches

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



Governance

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



Technology

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



Specialised Data Protection Unit

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



Awareness

We provide annual updates and roll-out of data privacy training and awareness sessions to all employees, including contractors, through various channels covering role-based training, e-learning, social media campaigns, and informative lessons learnt. Furthermore, for contractors, we require service providers to meet our expectations by ensuring their employees receive appropriate data privacy, fostering compliance and a strong data privacy culture across all third-party relationships; and



Accountability Framework

We utilise an accountability framework, which is endorsed by multiple data protection supervisory authorities, such as the Information Commissioners Office in the UK. The framework ensures accountability throughout the lifespan of information from creation to deletion, in addition to monitoring and verifying customer data used for secondary purposes.

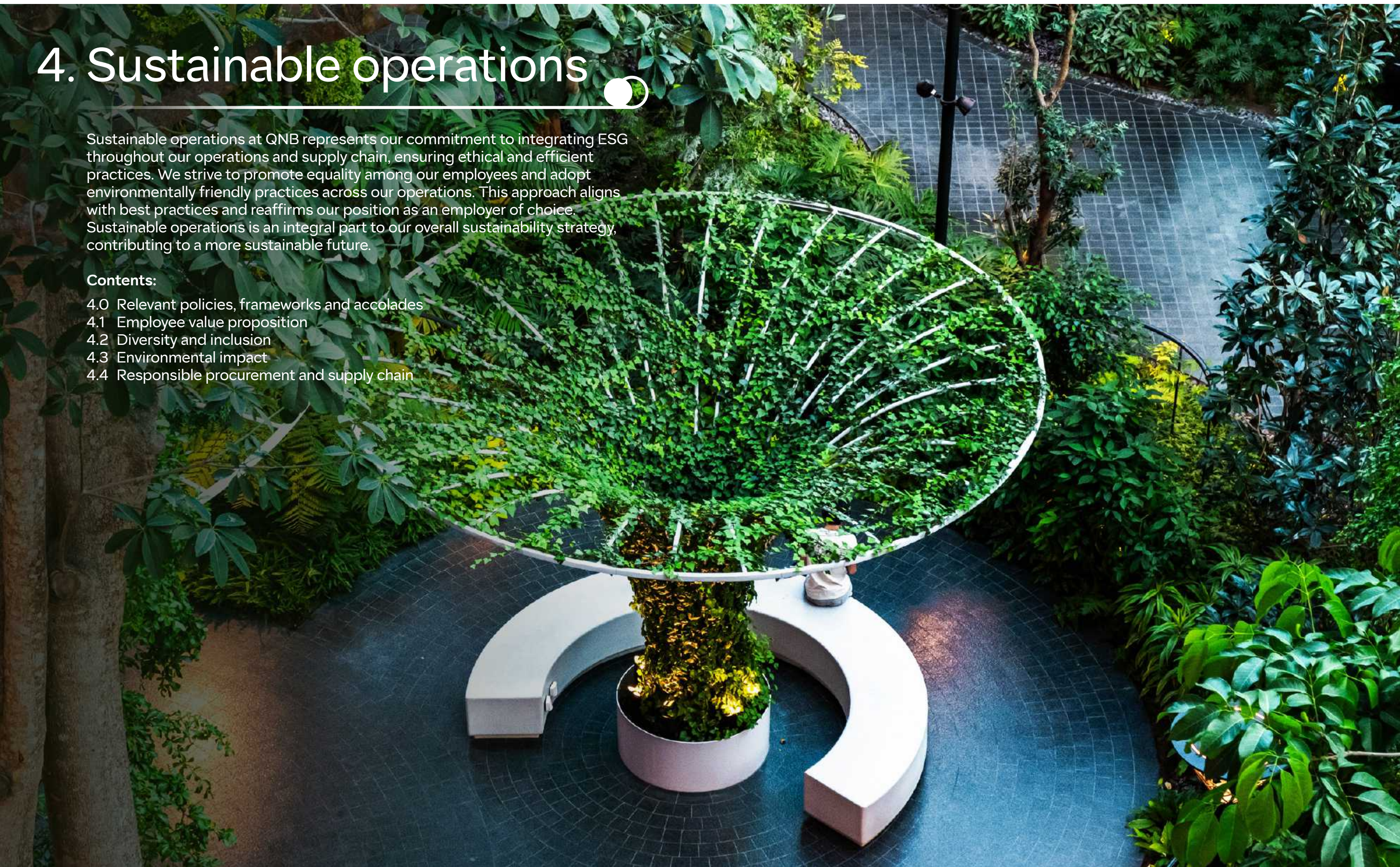
Relevant policies,
frameworks and accoladesEmployee value
propositionDiversity
and inclusionEnvironmental
impactResponsible procurement
and supply chain

4. Sustainable operations

Sustainable operations at QNB represents our commitment to integrating ESG throughout our operations and supply chain, ensuring ethical and efficient practices. We strive to promote equality among our employees and adopt environmentally friendly practices across our operations. This approach aligns with best practices and reaffirms our position as an employer of choice. Sustainable operations is an integral part to our overall sustainability strategy, contributing to a more sustainable future.

Contents:

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



4.0 Relevant policies, frameworks and accolades



Policies and frameworks

QNB Group Sustainability Policy	QNB Group Code of Ethics and Conduct	QNB Group Anti-Bribery and Corruption Policy Statement	QNB Group Human Rights Statement	Third Party Supplier Code of Conduct (TPSCC)	QNB Group Whistleblowing Statement
QNB Türkiye Gender Equality Guide	QNB Group Occupational Health and Safety (OHS) Policy Statement	Human Capital Global Policy <i>Internal</i>	Group Compliance Policy <i>Internal</i>	Group Procurement and Supplier Management Policy <i>Internal</i>	Third Party Risk Management Policy (TPRM) <i>Internal</i>



Principles and certifications

ISO 14001 Environmental Management System (EMS)			ISO 50001 Energy Management System	
QNB Türkiye Kristal Kule	QNB Türkiye Umraniye E Blok	QNB Türkiye Erzurum Operation Building	QNB Türkiye Kristal Kule	QNB Türkiye Umraniye E Blok
LEED Certificate (Silver)	ISO 26000 Social Responsibility ¹		ISO 45001 Occupational Health and Safety Management System	
QNB Türkiye Kristal Kule			ISO 9001 Quality Management System	



Selected awards and accolades

Euromoney Awards for Excellence 2024		
Middle East's Best Bank for ESG	Qatar's Best Bank for Diversity and Inclusion	Qatar's Best Bank for ESG
Globee Gold Awards (QNB Türkiye)		Brand Finance
Talent Management Achievement of the Year	Most Effective Internal Promotion and Growth Strategy	The Middle East and Africa's Most Valuable Banking Brand

4.1 Employee value proposition

Employee overview and engagement

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

The Middle East and Africa’s most valuable banking brand






Our brand reflects our purpose of promoting prosperity and sustainable growth in the communities we serve, fostering an inclusive culture where employees can thrive and make a difference. We aim to attract, nurture, and retain the best talent from the diversity our communities have to offer.

QNB strives to be an employer of choice, recognising employees as key to delivering exceptional customer service and driving

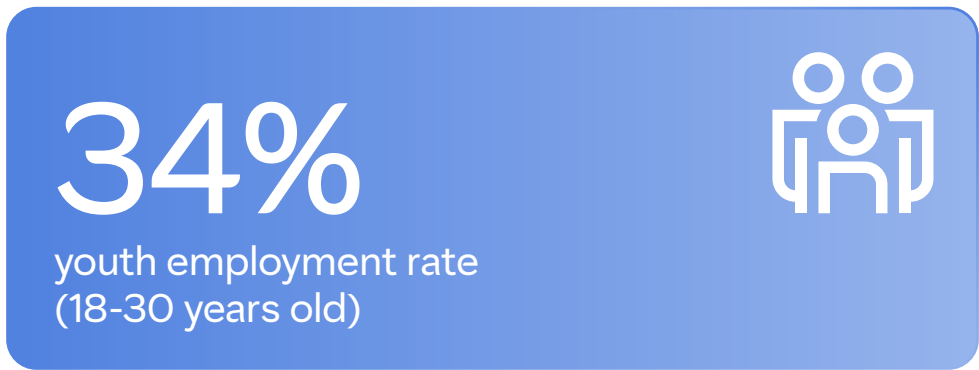
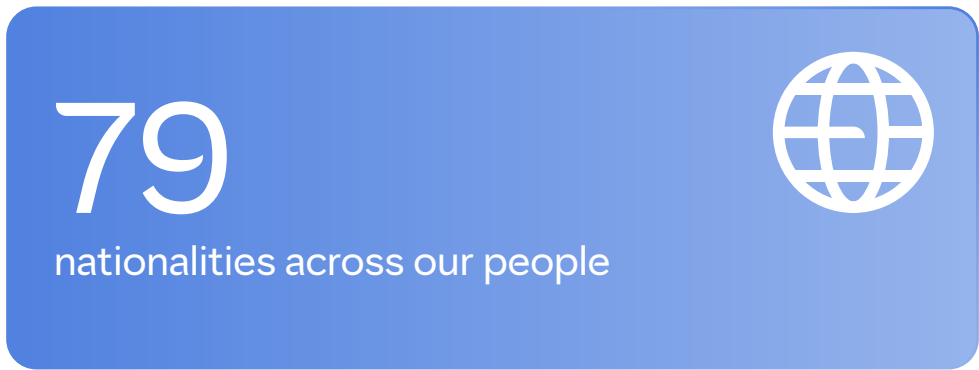
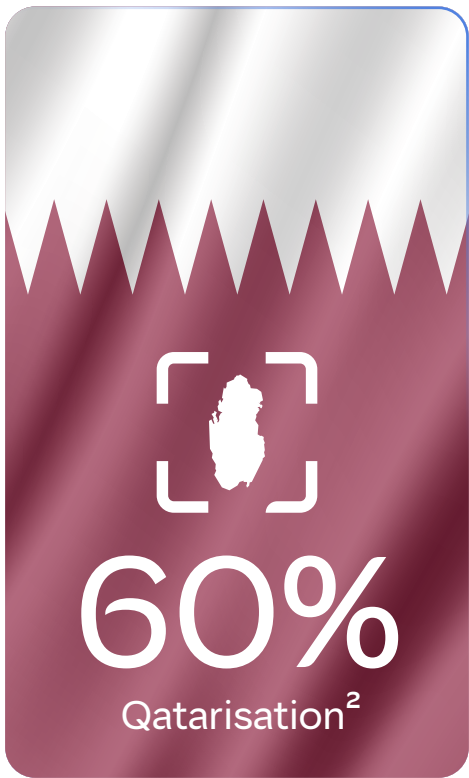
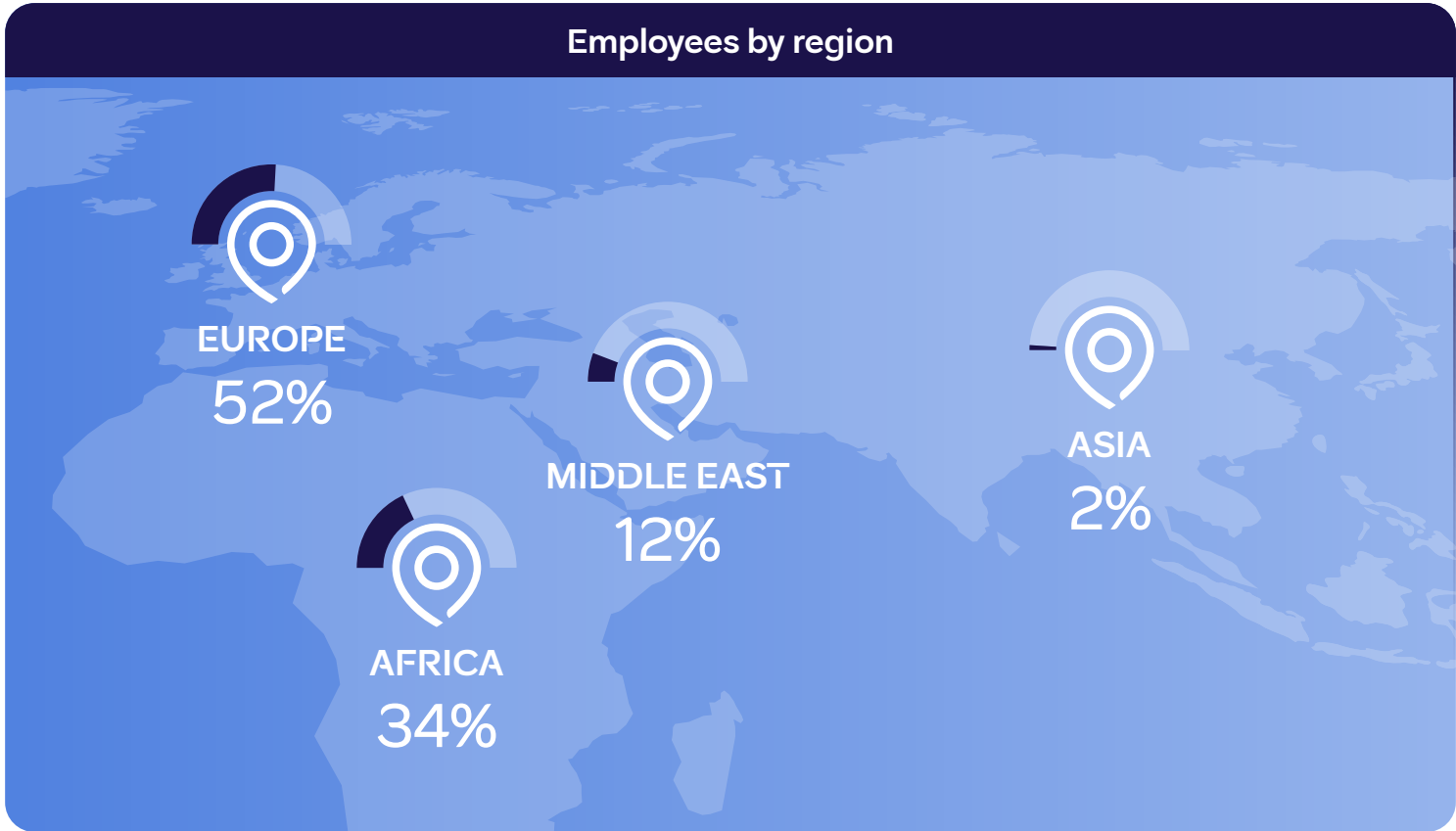
performance. We engage our people through talent development, regular and open communication, and commitment to people-first practices. We empower and reward our employees by fostering a diverse and inclusive culture, driving high performance, investing in training and development, and promoting loyalty and respect.

The Employee Engagement Survey (EES) is fundamental to our continued efforts towards being an employer of choice and is conducted with a specialised third-party provider. In Qatar and international branches, the latest survey completed in 2024 covered topics of key importance to employees such as management practices, learning and development, career growth, rewards and recognition, job satisfaction, wellbeing, happiness at work, motivation and purpose, as well as managing work-related stress.

The 2024 survey placed us in line with the GCC commercial banks benchmark. Following the publication of the EES results among all employees, the HR team conducted dedicated employee sessions to share insights from the survey to facilitate an open dialogue, and to define action plans tailored to each division.

Employee Engagement Survey (EES)	 Qatar and international branches	 Türkiye	 Egypt
Number of employees who participated in the survey	2,434	9,918	5,996 ¹
Participation rate	82%	83%	83%
Employee engagement score	57%	67%	45%
Survey frequency	Biennial	Annual	Biennial

¹ EES Survey was conducted in 2023.
² Local Qatari workforce in Qatar vs all employees in Qatar.



4.1 Employee value proposition (Continued)

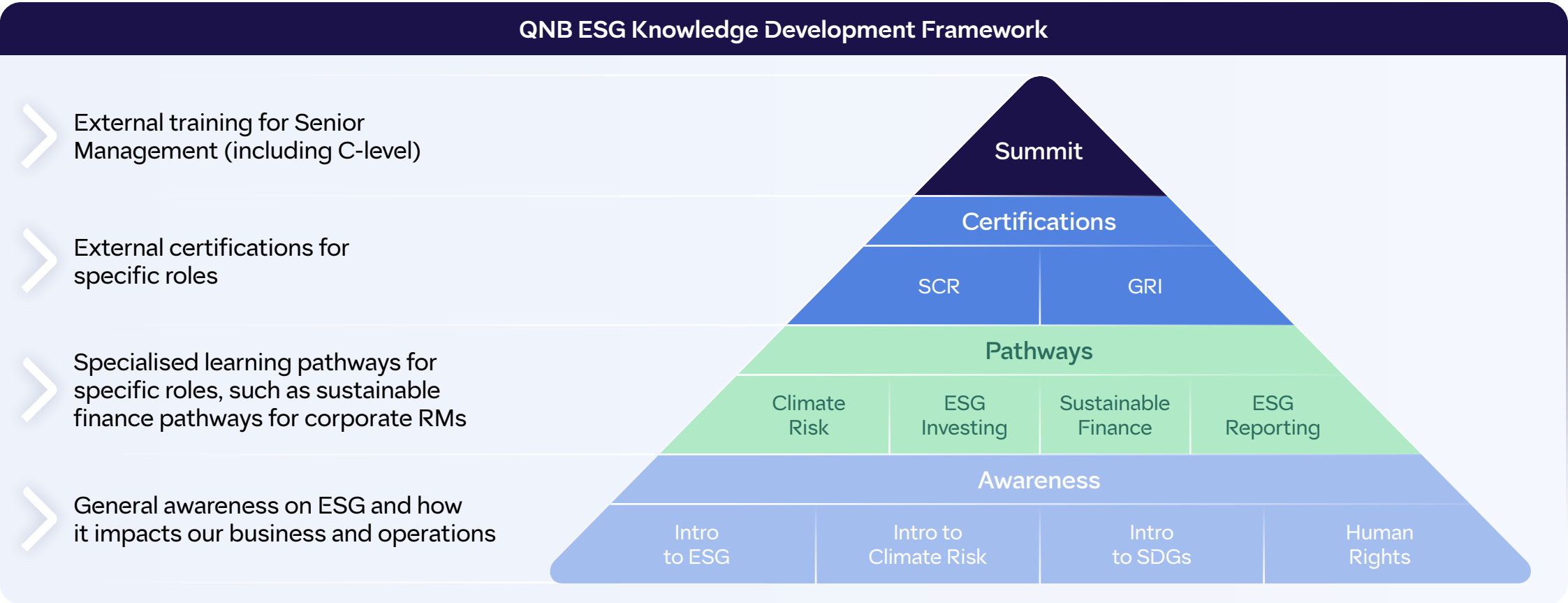
Learning and development (L&D)

People development is central to QNB's employee value proposition. We aim to drive high performance and build a pipeline of talent across the Group. Through our L&D activities, we equip employees with the skills and experience needed to execute upon our vision and strategy. Our multifaceted approach includes formal learning in technical and soft skills, delivered by external partners and internal experts, along with experiential learning through role rotations and secondments. We also support employees in obtaining industry-specific qualifications to advance their careers and leadership skills.

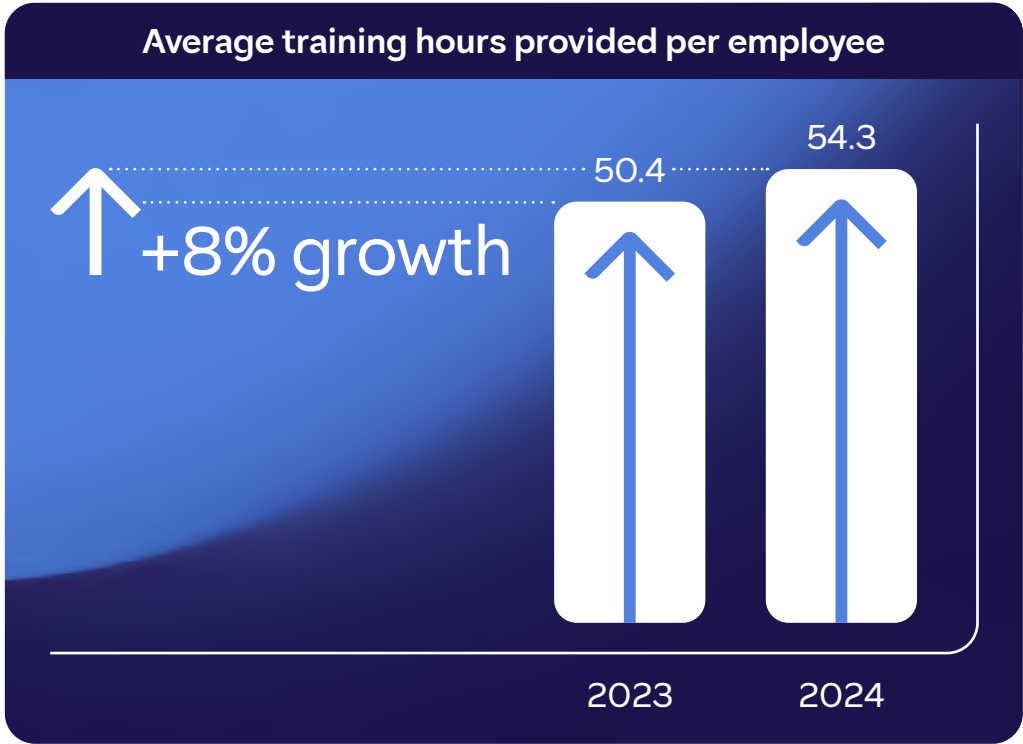
QNB offers diverse training and development options¹ through digital, blended, on-site, and off-site methods to enhance learning and impact. Our cloud-based platform, Ithraa, enables employees to manage their own learning process, while offering tools for the managers to support development of their teams. With over 1,900 courses, Ithraa offers a personalised, mobile-accessible learning experience, continually updated to meet business needs, trends, and regulatory requirements.

In 2024, the L&D team continued to enhance training and development opportunities across all domains, including further focus on ESG-specific training and professional sustainability certifications:

- Over 60 ESG courses available on demand through Ithraa;
- GRI Certified Sustainability Professionals;
- GARP² Sustainability and Climate Risk (SCR) certification;



- Hong Kong Institute of Bankers Green and Sustainable Finance certification;
- Bilateral ESG training engagements with external experts and academic institutions;
- Tailored sustainable finance training workshops for all Corporate Banking RMs, accompanied by customised online sustainable finance training sessions;
- ESG training for Board Members of QNB subsidiaries;
- Mandatory human rights awareness training, highlighting our potential impact and how we promote best practices, developed with content from UNGC and UNGPs;
- Dedicated annual Diversity and Inclusion training on Unconscious Bias, Sexual Violence, and Harassment Prevention in the workplace; and
- Implementation of QNB ESG Knowledge Development Framework with dedicated ESG learning paths matching the needs of different roles across QNB.



¹ Covering all permanent employees (excluding part-time employees and contractors).

² GARP = Global Association of Risk Professionals.

4.1 Employee value proposition (Continued)

Examples of annual Group-wide mandatory training in 2024			
AML and CTF (Anti-Money Laundering and Counter-Terrorist Financing)	Control Awareness for Domestic Branches	FATCA (Foreign Account Tax Compliance Act) and CRS (Common Reporting Standard) Awareness	Sanctions Awareness
Anti-Fraud and Anti-Corruption Awareness (including Anti-Bribery)	Corporate Governance Awareness	Fundamentals of Operational Risk Management	Security Awareness (including Office Safety)
Audit Awareness on Key Risk and Controls	Cybersecurity Awareness	Human Rights	Spirit of Compliance
Business Continuity Management	Group Policies and Procedures	Key IT Risks Controls Awareness	Third Party Risk Management
Code of Conduct ¹	Data Protection Awareness	Responsible Lending	Whistleblowing Process and Policy

1,268,849

total training hours provided in 2024

USD 8.7 Mn

invested in learning and development of our people in 2024



¹ In 2024, this training was delivered to all new joiners, including anti-discrimination and anti-harassment in the workplace as well as gender and culture sensitivity. From January 2025, this training will be delivered to all employees on an annual basis.

QNB Group Sustainability Report 2024 – 60

4.1 Employee value proposition (Continued)

Attracting and engaging new talent

QNB Group has solidified its position as a preferred employer, successfully attracting top talent in Qatar and across its international network. We employ best practices in candidate selection, emphasising a culture of performance excellence. We also continue to invest in ongoing training and development of our employees.

QNB is committed to support the pillar of human capital development of the QNV2030 and takes efforts to implement the workforce nationalisation plans, while attracting talent across the organisation.

The Financial Cadres national programme, launched by the Qatar Finance and Business Academy in partnership with QCB, offers an annual training programme for QNB's Qatari graduates to earn internationally accredited certificates, qualifying them for leadership positions in the financial services sector.

QNB actively and regularly participates in career fairs to engage students and attract talent at the onset of their career. Prospective candidates are offered a diverse international

We are committed to maintaining our position as a leading bank in the MEA region by engaging new talent through partnerships with top academic institutions. This ensures that our employees have strong financial skills and a forward-thinking mindset, key to upholding QNB's reputation for excellence and setting industry standards.

work environment, skills development, support and guidance from QNB professionals, and competitive compensation and benefits. Annually, QNB organises an open day for national recruitment, reaffirming its commitment to developing the national workforce and contributing to building a sustainable knowledge-based economy.

QNB also participates in Kawader, a national employment platform developed by the Ministry of Administrative Development, Social and Labour Affairs in Qatar that aims to

provide Qatari citizens with the opportunity to attain jobs that best suit their individual qualifications.

For new graduates QNB offers Ahlan – a dedicated orientation programme. It is designed to introduce the candidates to the core functions of a bank, while also focusing on personal development skills to ensure a smooth transition from the university to the professional world. It is divided into three modules: behavioural skills, introduction to finance and banking, and the future of banking.

In 2024, QNB also continued the renowned scholarship and internship programmes, offering opportunities to students to excel and achieve career growth. In Qatar, these programmes are open to high school

graduates and university students with outstanding academic records at leading universities (e.g., Carnegie Mellon University, Northwestern University, Qatar University).

In Türkiye, 90% of new hires are new graduates, and QNB is one of the leading banks in the employment of new graduates. In line with our HR recruitment strategy, candidate selection is based on high-potential performance, thereby nurturing career progression, internal promotion, and employee motivation.

In Egypt, QNB has continued to solidify strategic partnerships with prestigious educational institutions to attract top talent amongst graduates, as well as raise our profile through supporting community events, employment fairs, and career summits.

Sponsorship and internship programmes

	Qatar	Türkiye	Egypt
Number of students sponsored	63	6	120
Number of interns	57	613	2,213



QNB graduates of the Kawader programme



Graduates of the Ahlan induction programme

4.1 Employee value proposition (Continued)

Career and succession planning

QNB invests in enhancing capabilities and upskilling its talent base to strengthen their ability to meet future challenges effectively.

Our talent pipeline development strategy includes a succession planning framework to ensure leadership continuity for senior management and critical roles, maintaining the capabilities needed for the Bank’s long-term strategy. QNB Group aligns succession practices across its international branches and subsidiaries, focusing on attracting, retaining, and developing talent and future leaders.

In 2024, QNB revised its succession planning process. In addition to identifying successors, we have developed a process to assess their readiness to progress to more senior roles. This resulted in the identification of development goals and the creation of individual development plans.

Furthermore, QNB placed a strong focus on career planning for emerging Qatari leaders. HR team organised dedicated sessions with the business divisions to map the career paths of all these candidates for the next three years to ensure career development and merit-based promotion opportunities.

36%

of Emerging Qatari Leaders Programme promoted within the last 2 years



Employee development initiatives

QNB’s commitment to excellence includes dedicated development programmes that unlock each employee’s potential, fostering a culture of innovation and a shared vision for success. In 2024, QNB continued its well-established programmes, including:

Selected programmes	Programme overview	Number of participants in 2024
Falcon Programme	Dedicated transformational programme, leveraging QNB’s emerging leaders, aimed at accelerating innovation across the Bank for realising QNB’s business objectives by overseeing a portfolio of innovation projects and supporting their implementation using new ways of working.	25
High Impact Leadership and Management Acceleration Programme	Launched with HEC Paris in Qatar, to deliver leadership development programmes for Qatari talent, focusing on driving high-performing teams, complex decision-making, change management, leading across cultures, and strategic execution.	45
Strategic Planning Workshops	Designed with HUBRO, based on a competitive web-based business simulation, dedicated for senior executives to enhance their skills in strategy development.	53
Fitch Business of Banking Programme	Developed with Fitch Learning to equip leaders with an understanding of the banking business (including: financial markets, macroeconomics, credit analysis, corporate banking, and ESG) and the impact of their roles on QNB’s strategy.	41
Leadership Development Programme	Deployed with HULT, covering leader self-awareness, leading in a high performance environment, decision making, and response strategies to change.	16
Management Development Programme	Developed with Protraining, to enhance middle managers’ skills required for high performance to contribute to QNB’s strategy.	26
Supervisory Development Programme	Focused on developing management skills of first time managers and team leaders.	62
Personal Effectiveness Programme	Dedicated for junior and mid-level employees with leadership potential, enabling a smooth transition to a supervisor role.	57
Global Mobility Programme	Enabling employees to learn and apply best practices among QNB international branches and subsidiaries through internal transfers, assignments, and secondments.	13
Post-Graduate Sponsorship	Sponsoring of master’s degrees from accredited universities in Türkiye, Qatar, and Egypt.	32
Career Architecture Programme in Türkiye	Empowering employees to plan their own career development, broaden learning paths, and support them in achieving their professional objectives.	493

Relevant policies,
frameworks and accoladesEmployee value
propositionDiversity
and inclusionEnvironmental
impactResponsible procurement
and supply chain

4.1 Employee value proposition (Continued)

Selected development programme impact

Falcon Programme - implemented 11 projects across eight divisions led by emerging leaders, their respective agile squads, and supported by Falcon Transformation Management, within the following areas: elevating customer experiences, building better understanding of customer relationships, attracting and retaining top talent, streamlining processes to achieve operational efficiencies, and driving new ways of working.

High Impact Leadership and Management Acceleration Programme - completed six assignments, aimed at improving business processes. These included approaches to reduce cognitive bias in decision-making strategies to raise team performance, managing change, effective negotiation to reduce spend, and enhancing stakeholder relationships.

Strategic Planning Workshops and Fitch Business of Banking Programme - created strategic plans with 84 recommended initiatives, which formed a key input into Divisional 2025 Business Plans. The initiatives are focused on improvements to operational efficiency, customer service, resource augmentation, business revenue, recruitment, and increasing team engagement.



Graduates of the Leadership Development Programme with QNB Senior Management



QNB signing flagship deal with the Chartered Institute of Marketing to develop best practice marketing skills among Group Communications employees

Performance appraisal

As part of QNB's performance management framework through the balanced scorecard methodology, we promote meritocracy as one of the guiding principles to assess and measure the performance of our employees. We have integrated the balanced scorecard into the individual performance management and development process. Through KPIs, each employee is appraised twice a year with relevant weights across multiple dimensions: financial, organisation, customer, and process. This approach helps employees to receive regular performance-related feedback from their direct managers, including discussions about their strengths and development areas, as well as reviewing their career journeys and development paths.

On top of the half-year performance evaluation process, managers follow ongoing agile performance conversations with their employees, focused on real-time feedback and continuous development. These conversations enable timely adjustments,

open communication, and address challenges as they arise, promoting adaptability and making performance management more dynamic.

Additionally, for selected managers, a 360-degree feedback process is conducted, as a comprehensive approach to employee performance management, that involves receiving feedback from multiple stakeholders, including their peers, subordinates, team members, and managers.

Employee support programmes

Employee benefits - in Qatar and international branches, QNB offers a wide array of benefits to its employees including life insurance, and private health insurance for the employee, their spouse, and up to three children under 21. Moreover, QNB offers school allowance for its employees to support their children's education up to 21. Additionally, employees are eligible for vehicle, personal, and mortgage loans at a preferential rate.



93%

of employees received regular performance and career development reviews¹

Employee Rewards Programme

In 2024, we launched the QNB Rewards application, offering global benefits to employees across all regions where we operate, including discounts and special products across hotels, restaurants, airlines, clinics, sport facilities, entertainment, automobiles, and education.

¹ Breakdown of performance review by gender and career level can be found on p. 86 of this Report.

4.1 Employee value proposition (Continued)

Parental leave (fully paid)	Qatar	Türkiye	Egypt	Selected international branches
Maternity leave	7 weeks plus nursing leave (1 hour per day) for one year	16 weeks plus nursing leave (1.5 hours per day) for one year	13 weeks	<ul style="list-style-type: none"> UK - 52 weeks France - 16 weeks Singapore - 16 weeks KSA - 10 weeks
Paternity leave	-	4 weeks	-	<ul style="list-style-type: none"> UK - 2 weeks France - 4 weeks Singapore - 2 weeks KSA - 3 days

Return to work rate
82%

Female return to work rate
78%

Male return to work rate
99%

Other leave - apart from parental leave, QNB offers other types of leaves for its employees, which include patient accompanying leave, marriage leave, Hajj pilgrimage leave, as well as study leave.¹

Work conditions - in Türkiye, QNB implemented a hybrid working model with three days in the office and two days of remote work, as well as flexible working hours.

Moreover, during summer and mid-term school holidays, parents whose duties are suitable for remote work, are offered the opportunity to work remotely during the school breaks.

Sport and health initiatives - in Qatar, numerous initiatives were organised in 2024, focusing on the promotion of sport and health among QNB employees, e.g.,

- QNB Whoop Group - a community fitness platform with sport competitions and rewards;
- 10 km running challenge organised in celebration of Qatar National Sports Day;
- International Happiness Week to promote employee wellbeing;
- In cooperation with Qatar Red Crescent, a first-aid and automated external defibrillator training; and
- In cooperation with The View Hospital, a Health and Wellness initiative with doctors and medical specialists providing consultations for QNB employees at our premises.



Health and Wellness initiative organised in cooperation with The View Hospital



Eco-friendly planting day at Expo Doha organised for QNB employees



International Week of Happiness at Work

¹ The type and duration of these leaves depend on the local regulations and laws in the respective countries.

4.1 Employee value proposition (Continued)

In Türkiye, social, cultural, and sports activities are offered to keep employee satisfaction and motivation high and to support employees mentally and physically. In 2024, a total of 511 events were organised, including outdoor activities, Yoga Club, Running Club, rowing, football, tennis, basketball, volleyball, and Wellbeing Day. In total, 8,635 employees participated in these events.

In Egypt, several sport events, health campaigns, and initiatives were organised for employees in 2024, including:

- A monthly wellbeing calendar on sport activities, including cross-Egyptian banks competition;
- Health awareness sessions covering various topics of interest, e.g., on-campus mammogram scans in coordination with the Ministry of Health and seasonal vaccinations;
- Desk therapy sessions on maintaining a healthy posture;
- Monthly online nutrition programmes;
- Stress Management for Her sessions; and

- Positive Parenting sessions with certified parenting coaches.

Managing impacts on our people

Through our approach to Freedom of Association and the actions we take through our grievance and whistleblowing procedures (covering Diversity and Inclusion), we prevent, mitigate, and address impacts, as well as provide structured guidance for remediation.

In addition, our external ISO 9001 certification for comprehensive HR processes helps us manage impacts in a systematic way.

Freedom of Association and collective bargaining

As an employer of choice, QNB aims to create a safe environment of transparency and to establish mechanisms and processes to address concerns and provide clarification.

Qatar legalised through Article (127) of Qatar Labour Law the formation of Collective Bargaining Agreements in 2019. In addition, the Ministry of Administrative Development,



Labour, and Social Affairs in conjunction with ILO enabled the formation of joint labour committees. In Qatar and in all markets that QNB operates in, QNB supports freedom of association and collective bargaining in line with local labour laws. We continue to report on the percentage of total employees across our footprint covered by collective bargaining agreements (see section 6. ESG data and further information).

Grievances

Our focus on employees remains a priority, as does our effort to create a workspace and corporate culture that promotes fairness, equality, and respect. The established HR Investigation Committee - composed of members from Legal, Compliance, Human Capital, and any other invitees deemed appropriate - is the independent body that ensures in the event of any instances of harassment, discrimination or other misconduct, employee grievances are handled fairly, timely, and in an impartial manner. All employee grievances reported during the year were investigated and resolved.¹

Whistleblowing

QNB Group has established the [Whistleblowing Policy](#) and related channels to ensure employees feel safe and supported,

when reporting any wrongdoings or violations. This whistleblowing policy promotes accountability at all levels, empowering employees to speak up against misconduct and protecting the organisation from reputational and financial risks. Employees are encouraged to report concerns anonymously, with all reports treated confidentially and investigated thoroughly. A whistleblowing circular is communicated to all employees, and concerns and suspicions can be reported through established whistleblowing channels, available 24/7. All reported offences are investigated, with all information related to the investigation of any actual or suspected offences treated confidentially.

In QNB Paris, a [Whistleblowing Framework](#) was developed with a dedicated online platform, to report any wrongdoings or a breach of the [QNB Group Code of Ethics and Conduct](#). This platform is open to QNB employees, customers, contractors, subcontractors and suppliers, or any third parties.

Quality management

Human Capital Division in QNB Qatar maintains the ISO 9001 certification, the world's most widely recognised Quality Management System (QMS). It helps us continually monitor and manage quality across all operations, as well as benchmark consistent performance and service by putting in place processes that allow us to improve the way we operate at all levels.

Social media engagement

In Qatar and Türkiye, QNB Employee Instagram accounts serve as an additional channel for regular communication and engagement with employees. These allow our people to stay informed on a daily basis on the latest news, achievements, Bank products and campaigns, quizzes, talks, special offers, as well and important QNB milestones.

	 Qatar	 Türkiye
Number of followers on QNB Employees Instagram	3,097	7,366

¹ For Qatar and all international branches, all employee grievances are treated confidentially and documented with minutes of meeting and an action plan on their resolution that is shared with the employee. The Manager of Human Capital Relations conducts follow-ups on a weekly basis on the status of the resolution of the grievances. Each division has a dedicated HR Business Partner, with whom employees can raise their concerns or share their feedback. QNB Türkiye established a dedicated Ombudsman position to resolve relevant issues. The complaints are treated with the highest degree of confidentiality. QNB Egypt maintains a formal grievance mechanism system for employees to voice any concerns to HR confidentially.

4.1 Employee value proposition (Continued)

Occupational health and safety (OHS)

QNB Group is committed to maintaining a safe and secure physical environment for its employees, clients, vendors, and visitors across its offices and branches. It maintains policies, processes, procedures, training, action plans (including emergency plans), and safeguards in accordance with global OHS standards.

We are committed to providing a safe, secure, and healthy working environment taking into account the highest international standards on OHS to ensure our employees wellbeing, whilst promoting the effective management of safety and health aspects of our operations.

OHS Policy - [QNB Group OHS Policy](#) covers safety and security of our employees, stakeholders, clients, visitors, and aims to maintain safe and healthy work facilities through appropriate operational controls and methods for prevention of work-related injury to eliminate hazards and reduce OHS risks. This policy was approved by the Executive Management, and developed in consultation with employees, contractors, and others who work under our control. We set up quantitative OHS targets to enhance our

ISO 45001 certification obtained by QNB Qatar for its OHS management system as our commitment to ongoing improvement and reaffirmation of QNB remaining at the forefront of safety and security practices.



performance and we adopt appropriate operational practices and action plans to address areas for improvement. Furthermore, we conduct regular internal audits to evaluate and improve the effectiveness of our OHS systems, and we also encourage open communication and feedback on OHS issues and incidents, as well as near misses to promote continual improvement of the OHS management system. We ensure that all equipment, assets, and the tools used in banking operations are safe, maintained, and tested regularly. We also provide adequate training and resources to all our employees and contractors to enable them to work safely, securely, and efficiently.

OHS programmes - in 2024, QNB Group, in cooperation with the General Directorate of Civil Defence at the Ministry of Interior, organised a fire warden training workshop to build the preparedness and response capabilities of its employees regarding emergencies and potential risks and hazards. More than 200 employees completed this training programme and received a certificate in Emergency Response accredited by Qatar Civil Defence, after gaining essential knowledge and understanding of fire safety management.

Additionally, QNB conducted a successful series of fire drill activities, in cooperation with the Operations Department of the General Directorate of Civil Defence in a number of its buildings in Qatar, as part of the Bank's continuous efforts to raise security awareness of safety protocols among employees during emergencies.

In Türkiye, in accordance with the OHS, QNB employs a dedicated Workplace Physician and OHS specialist. Furthermore, Health



Fire warden training workshop

Centres are available in QNB buildings and Operation Centre facilities. All employees can benefit from these health centres and consult with workplace physicians by calling the dedicated Health Helplines.



Fire drill activities in cooperation with the General Directorate of Civil Defence in Qatar

In Egypt, to ensure safety in the workplace, HR and related departments collaborate to designate focal point employees responsible for fire warnings and first aid issues at each location.

ISO 26000 social responsibility

As part of our efforts to promote social responsibility, QNB applied the ISO 26000 standard across the organisation. As documented throughout this report, our dedication to social responsibility reflects our goal to contribute positively to society and minimise our environmental impact, in line with the guidance provided by ISO 26000. This is demonstrated through integrating the principles of governance, respect for human rights, responsible labour practices, environmental stewardship, fair operating practices, consumer responsibility, and community involvement into our business and operations.

4.2 Diversity and inclusion

QNB places special importance on diversity and inclusion practices, reflected in its diverse workforce comprising employees of 79 nationalities, working in 28 countries, across three continents. We maintain a high percentage of female participation and a strong presence in top leadership positions throughout the Group's management. QNB fully respects human rights and ensures dignity and equality for all, regardless of a person's race, religion, nationality, gender, age, disability, or language. Through our policies ensuring diversity and supporting initiatives, we actively promote a culture of respect, equality, and mutual trust across our network.¹

Female employment

At the end of 2024, 48% of our employees are women. This reflects our ongoing gender focus in alignment with the QNV2030 and the UNSDGs.

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

Where QNB has a direct influence on Board positions, at the end of 2024, female directors occupied 17% of Board membership across our subsidiaries. We aspire to further increase female Board members in our subsidiaries to minimum 30% by 2030.

QNB Group female employment rate and the share of female Board members in our subsidiaries externally verified and received independent limited assurance.

At QNB Türkiye, the Executive Vice President HR and the Sustainability Committee Chairperson are the senior Executives responsible for diversity and inclusion. The Bank has gender equality working groups, carrying out improvement activities on equality and diversity issues.

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

Following QNB Türkiye's partnership with Kadir Has University, the [Gender Equality Guide](#) was published in 2023. It defines gender equality banking principles and an action plan with short term and medium term commitments to reduce potential gender pay gap and to promote further diversity in the workforce and supply chain. In 2024, QNB Türkiye participated in the Bloomberg Gender Equality score, obtaining the score of




6.14 (on a 0 to 10 scale), recognising our efforts as an organisation that supports, acts, and delivers upon gender equality goals.

In 2024, QNB Türkiye became a member of the 30% Club, a business-led global campaign coordinated locally by Sabancı University's Corporate Governance Forum to enhance

gender diversity across all levels, particularly at the Board level in Türkiye. This initiative aligns with our objective of achieving 30% female board members across our subsidiaries, reinforcing our commitment to fostering inclusive leadership and achieving meaningful progress.

Diversity and inclusion impact metrics


48%
Female employment rate


64%
Female employment rate among national employees²


25%
Women at senior management roles


17%
Female Board members in our subsidiaries


20%
Women at Executive management roles


53%
Women in new hires


0.93
Gender pay ratio³


12%
Women voluntary turnover


39%
Women promoted to higher positions in 2024⁴

¹ As per [QNB Group Sustainability Policy](#), p. 7.

² Qatari women among all Qatari employees.

³ Median female salary to median male salary.

⁴ Total number of women promoted in 2024 in Qatar and international branches vs total number of promotions in 2024.

4.2 Diversity and inclusion (Continued)

Female development programmes and support initiatives

In 2024, QNB continued its collaboration with HEC Paris in Qatar to design and deliver two customised leadership development programmes to Qatari talents, in line with our commitment to QNV2030. The objective of these programmes was to empower emerging leaders to enhance their management capabilities at organisational

Our senior female leaders continue to speak at events and share their experiences and the leadership opportunities offered to them to grow and develop in their careers.

and individual levels. 45% of participants in these programmes were women.

In Türkiye, female senior executives participated in the mentoring programme organised by the Women on Board Association Türkiye to support their development. They received training delivered by professionals from the business and academic world. The chairpersons of the country's leading companies had the opportunity to get to know female executives with different qualifications to discuss their career opportunities and potential.

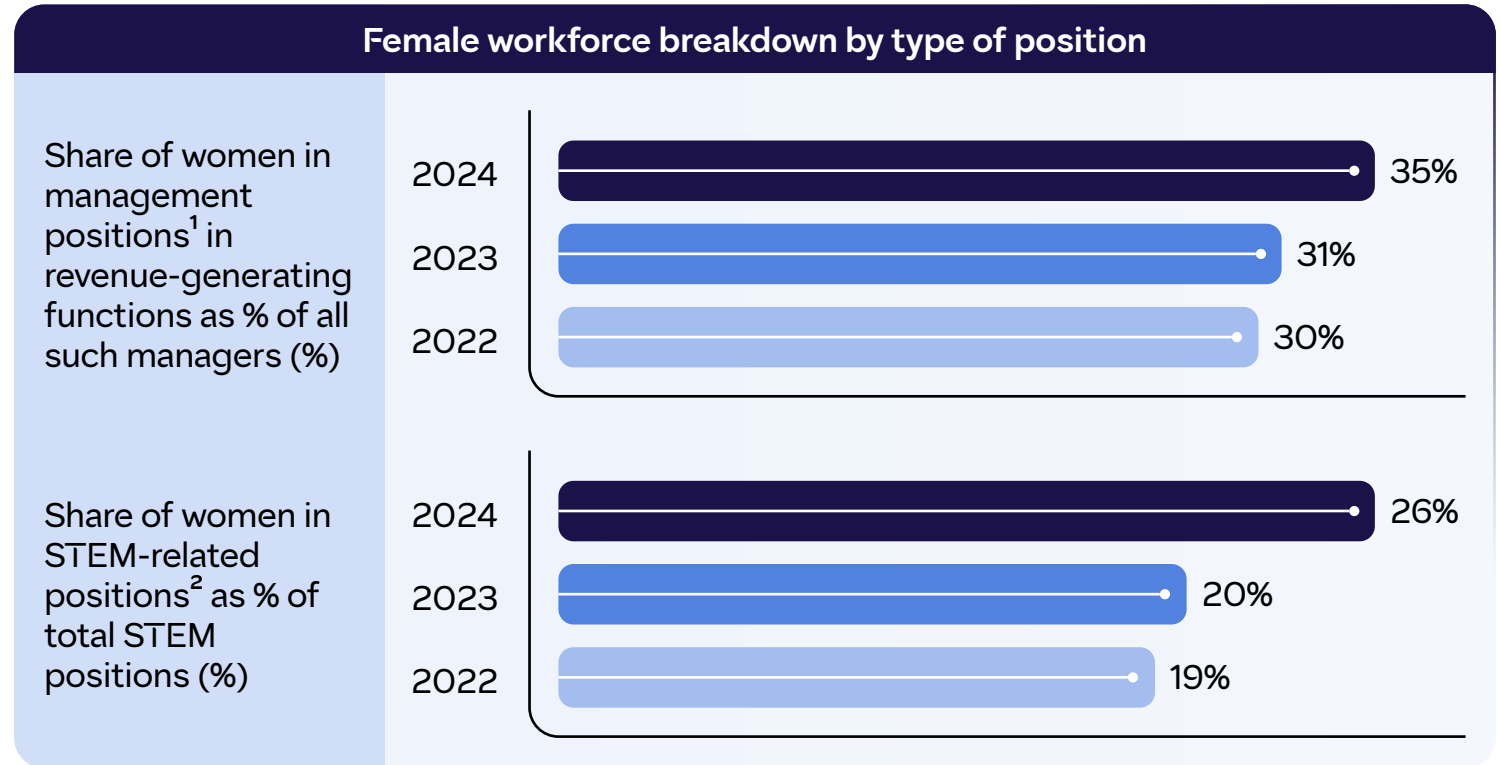
Furthermore, QNB Türkiye supports women empowerment by enabling sales and marketing team managers to participate in the Women in Sales project, in order to ensure a balance between men and women in the sales world. The Bank follows these and similar

international platforms, and contributes to the implementation of various programmes to support the internal policies in this field.

In 2024, QNB Türkiye launched the Export Academy for Women Project in collaboration with IKADE (The Women Exporters Association) to provide training and mentoring for women entrepreneurs in e-commerce. The

Bank also offers financial support through the Digital Bridge application and foreign trade packages, integrating women entrepreneurs into the supply chain to foster an inclusive business network.

Additionally, QNB Türkiye currently employs 11 internal female coaches who are accredited by the International Coaching Federation.



¹ Sales positions in corporate, SME, and retail banking.
² Such as IT and engineers.

Web Summit

An annual global innovation and technology conference focusing on internet technologies, emerging technologies, and venture capitalism. In 2024, the Web Summit was held for the first time in Qatar to bring new opportunities to an already fast growing tech scene in the region. Fatima Al Baker, QNB Executive Vice President, IT Division participated in the summit as a speaker, delivering a masterclass: Women shaping the future of technology.



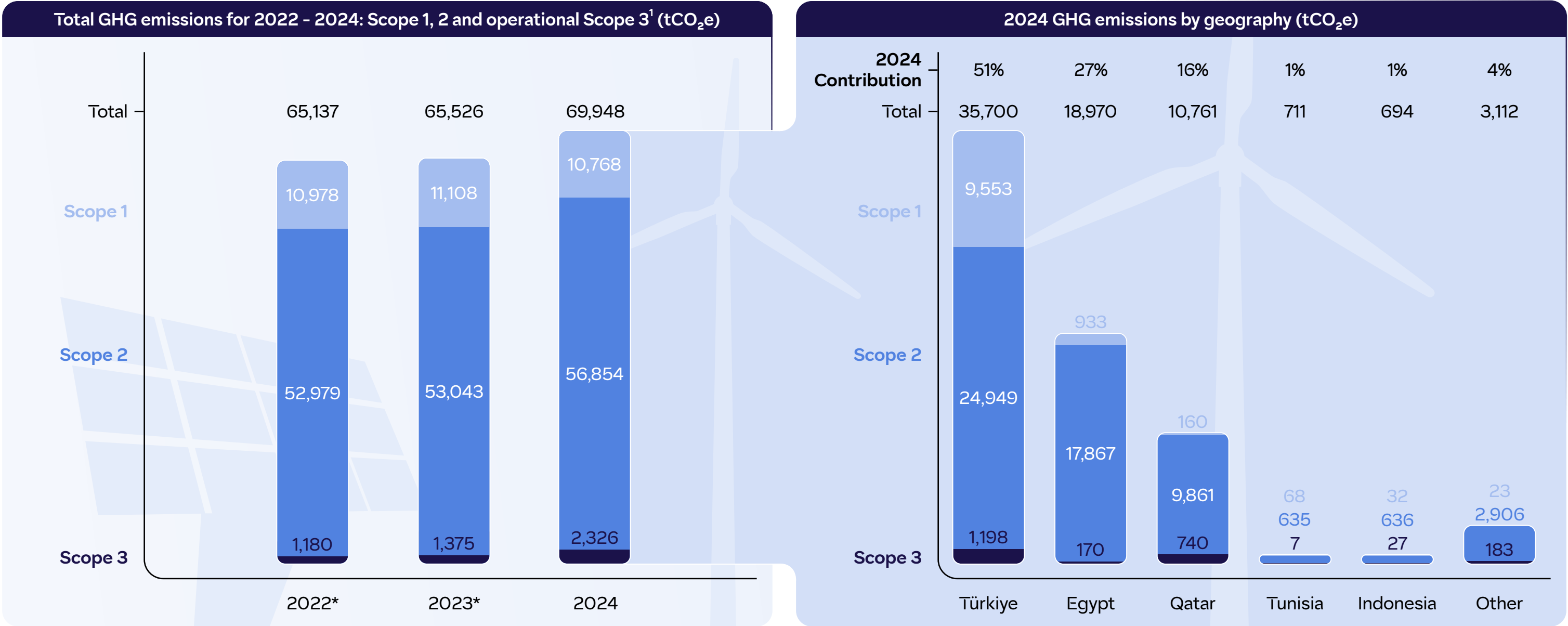
Women in Leadership

As part of QNB's contributions to the Qatar National Dialogue on Climate Change 2024, QNB Group Chief Risk Officer, Dr Fatima Abdulla Al-Suwaidi, participated in the Women's Leadership in Climate Change panel. Dr Al-Suwaidi shared her expertise on embedding climate risk into our financing approach and how women leaders can contribute to sustainable development in finance. Joined by dignitaries including former diplomats, UN representatives, and climate experts, the panel discussed the vital role of gender-inclusive leadership in achieving climate resilience, highlighting the power of diverse perspectives in shaping effective and equitable climate strategies.




4.3 Environmental impact

QNB evaluates and mitigates climate risk primarily through its financing activities, as detailed in section [3.1 Climate change and risk](#). Whilst our environmental footprint as a financial service provider is limited compared to other industries, we recognise our responsibility to proactively reduce our consumption and minimise any negative impacts across our operations.



*Figures have been revised and restated due to the addition of three international branches. For previous figures, see [QNB Group Sustainability Report 2023](#), p. 69.
¹ Operational Scope 3 includes GHG emissions from Business Travel and Waste Management.



Group Scope 1, Scope 2, and operational Scope 3 (Business Travel) GHG emissions externally verified and received independent limited assurance.

4.3 Environmental impact (Continued)

QNB continued to assess its operations to understand energy consumption and the sources of emissions, ensuring adherence to established GHG reporting protocols.

GHG Scope 1 and 2 emissions at end 2024 vs baseline years (excluding operational Scope 3 as not measured for baseline years)		
GHG reporting protocol	Location-based	Market-based proxy Based upon Group calculation and application of I-REC certificates (since 2022) ¹
2024 (tCO ₂ e)	67,622	42,448
2019 Qatar NDC baseline year (tCO ₂ e)	70,617	
2017 QNB legacy baseline year (tCO ₂ e)	77,270	
Support of GHG reduction initiatives	Reflects reductions achieved and supports identification of opportunities for enhancement	Reflects achievement through combination of GHG initiatives and purposeful purchase of renewable energy

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


- Location-based calculation method reflects the average emissions intensity of grids on which energy consumption occurs. QNB's GHG reporting using location-based method has received independent limited assurance; and
- Market-based calculation method reflects emissions from electricity that organisations intentionally choose, promoting the use of green energy tariffs, such as International Renewable Energy Certificates (I-REC). It highlights our proactive approach to sourcing energy from renewable sources.

Physical climate risk adaptation at QNB

QNB maintains a comprehensive adaptation plan as part of its business continuity management, covering 95% of its operations across Qatar, Türkiye, and Egypt to address potential physical climate risks. The assessment for this plan evaluated risks such as flooding, earthquakes, and extreme weather events across these key areas of operation. Based on the specific locations of our assets, we have identified no immediate risks that require urgent adaptation measures. Consequently, our approach focuses on ongoing monitoring to address any emerging vulnerabilities promptly.

QNB's climate-related scenario analysis and business continuity planning assesses the resilience of the Bank's operations to adapt to physical risks. This process enables us to identify potential vulnerabilities, ensuring

suitable preparations under hypothetical climate conditions. Adaptation plans integrate climate adaptation measures for new assets during planning stages and include protocols to monitor climate-related indicators across operations.



100%











of electricity from renewable sources across the Bank's operations in Türkiye, India, and United Kingdom, covering 47% of our total energy consumption across QNB operations

¹ Total energy consumption within the organisation from renewable sources in 2024 was 57,939 MWh, covering 100% of Türkiye, India, and United Kingdom operations.

4.3 Environmental impact (Continued)

Environmental action in our operations

QNB Group is committed to environmental stewardship and aligns its practices with national ESG initiatives. Our efforts include energy-efficient measures in our offices, branches, and data centres, use of renewable energy, and promoting environmental awareness among employees. These support QNB’s commitment to the State of Qatar’s NDC target to reduce GHG emissions by 25% by 2030.² Our cross-divisional and multi-country taskforce continues to share learnings, best practices, and launch initiatives to promote sustainable actions to reduce energy consumption and GHG emissions.

Examples of environmental initiatives and practices		 Qatar	 Türkiye	 Egypt
Number of employees		2,524 (11% of QNB Group operations)	11,949 (51% of QNB Group operations)	7,462 (32% of QNB Group operations)
 Energy reduction/energy efficiency	Continual optimisation of offices and branches, including energy-efficient lighting/ chillers/ heating/ air conditioning and ventilation/ occupancy sensors/ lift and electromechanical operations/ computing equipment and peripherals/ water aerator taps.			
	Cross-divisional and multi-country taskforce to identify and drive initiatives and share lessons learnt.			
	Obtained GSAS certification (4 stars) for the under construction new Head Office building.	Obtained ISO 14001 Environmental Management System certification and ISO 50001 Energy Management System certification.	CBE national benchmarking exercise, with Head Office rated “A” for low emission intensity and electricity intensity.	
 Renewable energy		100% energy from renewable sources in all operations, via I-REC certificates. 25% decrease in total Scope 1 and 2 emissions since 2017. ¹	Seven photovoltaic power stations installed in owned buildings, providing total solar capacity of 194 kW per year.	
 Data centres	Continued to identify and leverage opportunities for lower-carbon impact cloud-based data centre and application solutions.			
		Replaced data centre cooling system with new generation Free Cooling Integrated DC Inverter Precision Air Conditioning, saving 400,000 kWh per year.		
 Recycling	Launched e-waste recycling with a local company, with over 8000 kg of e-waste recycled in 2024.	138,299 kg paper recycled in 2024. 11,424 kg plastic recycled in 2024. 3,098 kg metal recycled in 2024.		403,325 kg paper recycled in 2024, including one-off archive recycling.
 Paperless	Established digital-by-default approach across multiple operational, customer servicing, payment, and vendor processes, to reduce and eliminate paper. 89% of all transactions performed by customers in QNB Group in 2024 were digital.			
	Implemented mandatory electronic tender process via supplier e-portal and launched e-signature for internal documents.	95% of customers used digital statements in 2024, contributing to saving 80 Mn sheets of paper. 92% digital approval rate of documents resulting in saving 45 Mn sheets of paper.		Transition in progress to paperless operations, utilising QR smart scanning for marketing materials, accounts, and e-statements.
 Supply chain	Embedded responsible supply chain management practices, such as supporting vendors with positive environmental practices, environmentally friendly products, and local entrepreneurs.			
 Electric vehicles	Installed electric vehicle charging stations across multiple office parking locations. Employee exclusive deals to promote adoption of electric vehicles.	Continued replacing company’s vehicle fleet with more environmentally friendly options (electric/ hybrid). 312 green vehicles in Bank’s fleet in 2024.		Promoted employee initiative aligned with CBE to substitute cars to work with dual fuel to help in reducing air pollution and related health hazards.

¹ Calculation is based on market-based method for local emissions in Türkiye.
² State of Qatar MoECC NDC: reduce 25% of its GHG emissions by the year 2030, relative to baseline scenario (BAU scenario, reference base year 2019).

4.3 Environmental impact (Continued)

Case study



Pioneering sustainable shipping solutions with DHL's GoGreen Plus initiative in Qatar

QNB has become the first bank in Qatar to adopt DHL Express' GoGreen Plus initiative, showcasing our commitment to reducing carbon emissions and driving sustainable business practices across its operations and supply chain.

Through this partnership, DHL guarantees Sustainable Aviation Fuel powered air transport for express shipments utilised by QNB, reducing CO₂ emissions of transport by up to 50% via air freight. This enables the Bank to offer clients climate-neutral shipping options, supported by precise and transparently reported CO₂ emissions calculations. These calculations are aligned with global carbon reporting standards and are supplemented with externally verified emissions data certified by an independent auditor, SGS. Moreover, the partnership guarantees the use of electric delivery vehicles for all GoGreen Plus shipments within Qatar, further minimising environmental impact and enhancing operational sustainability.

GoGreen Plus not only supports QNB's broader sustainability goals but also demonstrates its leadership in integrating innovative, responsible solutions into its operations. By embedding sustainability into its logistics processes, QNB continues to align with global environmental goals and deliver impactful change throughout its network.

Signing Ceremony: QNB & DHL Express

GoGreen Plus Agreement





حفل توقيع اتفاقية GoGreen Plus للتعاون في مجال الشحن المستدام بين QNB و DHL Express

QNB Group Sustainability Report 2024 – 72

4.4 Responsible procurement and supply chain

Centralised procurement

Our centralised procurement aligns our operating model with best practices in governance, supply chain efficiency, and vendor engagement. Our dedicated Procurement division is reporting directly to the Group Chief Operating Officer and the Tender Committee is overseeing the RFP¹ processes, with a delegated authority to award contracts above QAR 1 Mn.

QNB Group's Procurement division features a robust governance mechanism, comprehensive policy framework, dedicated team, and technological solutions. It is organised into four departments, adhering to industry best practices.

As part of our centralised procurement approach, we recognise our responsibility to promote sustainable practices and mitigate negative social and environmental impacts

within our supply chain. Engaging with our diverse network of suppliers, from SMEs to multinational corporations, we aim to enhance collective positive impact, whilst managing operational, financial, regulatory, and reputational risks through responsible procurement.

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



Supplier evaluation and oversight

The process of engaging, assessing, and monitoring of suppliers is a collaborative effort involving Procurement, Operational Risk, and relationship owners, including Sustainability and other teams as required. This is administered and driven through the following:

Third Party Supplier Code of Conduct (TPSCC)

Our [TPSCC](#) establishes clear expectations for current and prospective suppliers, emphasising our zero tolerance for unethical conduct and requires compliance with all applicable laws, regulations, and policies when conducting business with QNB. Developed to enhance due diligence and promote ESG principles, it is overseen by our senior management, and we expect all of our

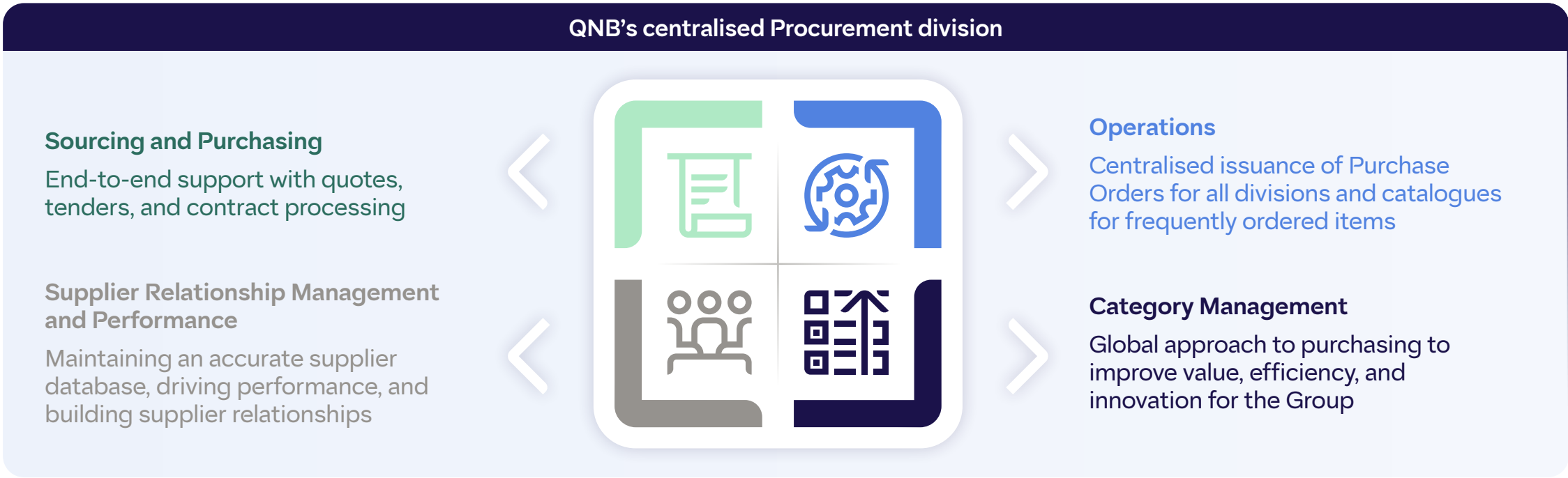
suppliers to meet and (when requested) evidence the requirements.

As of 2024, all suppliers are required to commit to the standards and requirements set by the TPSCC, with all provisions becoming binding once a contract or order is in place.

Key TPSCC minimum expectations, including but not limited to:

- Anti-bribery and anti-corruption measures;
- Conflict of interest assessments;
- Money laundering and sanctions prevention;
- Adherence to human rights standards, including preventing discrimination and unfair treatment;
- Prohibition of child and forced labour;
- Ethical recruitment and freely chosen employment;
- Fulfilment of labour rights and labour practices (including minimum wage, conditions of living/ work, grievance process, etc.);
- Consideration of environmental practices and impact of climate change; and
- Adherence to all applicable laws and regulations.

The TPSCC ensures that our suppliers uphold the highest ethical and legal standards in their dealings with QNB. We engage in supplier performance and focus on continuous improvement initiatives. While we reserve the right to terminate relationships for breaches, we prefer to collaborate with our partners to foster long-term ethical and sustainable business practices.



¹ RFP = Request for Proposal.

4.4 Responsible procurement and supply chain (Continued)

Third Party Risk Management (TPRM)

TPRM is an essential aspect of operational risk management for any organisation. As a result, risks associated with the vendors can have a significant impact on our operations and reputation. We leverage our TPRM framework to systematically identify, assess, mitigate, control, and monitor third-party risks across QNB Group.

The TPRM framework was designed and developed with clearly defined policies, roles and responsibilities, procedures, systems, and resources to support our third-party risk objectives.

All third-party engagements are assessed against seven key risk dimensions: Resilience and Continuity, Financials, Information Security, Data Privacy, Compliance and Litigation, Strategy, and Sustainability. These dimensions are vital for assessing and mitigating the Bank's risk exposure, particularly due to the interconnected nature of these risks. In 2024, we screened over 450 third-party supplier contracts, ensuring compliance with regulatory requirements and reinforcing QNB's proactive approach to mitigating risk exposure across our supply chain.

Our TPRM risk assessment follows a three-stage, risk-seeking methodology:

- 1. High-Level Review** – identify existing risks and assess whether the engagement requires further analysis;
- 2. Quantification** – determine the inherent risk exposure to the Bank; and
- 3. Controls Assessment** – if significant, conduct a detailed control assessment by a third-party, followed by the Bank's review.

Through regular stakeholder engagement and training initiatives, we aim to enhance our suppliers' understanding of ESG standards. We

report our TPRM processes and outcomes to senior management, reinforcing our commitment to continuous improvement in risk management.

Site visits and inspections conducted for



100%

of manpower suppliers in Qatar

Protecting and promoting worker welfare in our supply chain

QNB recognises its duty to respect and advance human rights throughout the value chain. Our Vendor Worker Welfare Assessment (VWWA) evaluates the working and living conditions, benefits, and overall wellbeing of workers employed by suppliers, focusing on fair wages, safe working environment, provision of healthcare, and paid leave. These assessments guide our supplier engagement and due diligence efforts, aligning with Qatar's labour reform initiatives, ILO standards, and our commitments to the UNGP and UNGC.

During 2024, we extended our VWWA approach to our international branches and subsidiaries in areas with heightened worker welfare risks, reinforcing our commitment to ethical labour practices in all communities we serve. We also established service levels to improve response times and assess supplier risks earlier. The number of in-scope suppliers has grown to 28 since launching the VWWA in 2022, with nine suppliers in Qatar and 19 suppliers across international branches.

We aim for transparent and regular engagement with our suppliers to ensure they understand and meet our standards. If expectations are not met, we have clear remediation and escalation protocols (including senior management) in place to help suppliers improve. Remediation plans may include, e.g., enhancing health and safety, upgrading living conditions and recreational areas, ensuring payments of wages on time, etc. Our preference is dialogue to support suppliers in achieving compliance, with the option of contract termination as a last resort.

This year, QNB conducted nine site inspections covering 100% of key manpower suppliers in Qatar, including maintenance, cleaning, security, and hospitality services. Across the Group, seven action plans were developed to address identified gaps, with six resolved by year-end, validated through evidence and follow-up site visits to confirm remediation had taken place.



Case study



5. Beyond banking

Our purpose is to promote prosperity and sustainable growth across the markets we serve. In line with this purpose, our CSR activities through Beyond banking aim to make a positive contribution towards wider society with an emphasis on education and financial literacy. In addition, we support and deliver a range of initiatives within our focus areas of social and humanitarian affairs, health and environment, youth, art and culture, and sport.

Contents:

5.1 Community investment and socio-economic development





5.1 Community investment and socio-economic development

In its 60 years of heritage and legacy, QNB Group has been dedicated to promoting prosperity and sustainable growth for its people, customers, and the communities in which we all live and work. As a large organisation with a broad international reach and a diverse workforce, we have the power to make a real difference and positively impact our societies wherever we operate.

QNB Group is recognised as a sustainability champion and industry expert. We participate at national, regional, and international events and forums. We consider this part of our responsibility and approach to support industry and regional transition, whilst supporting national and international decarbonisation ambitions:

- **Direct engagement and raising awareness** – engagements with clients and value chain partners for dialogue on ESG-related topics and to integrate sustainability into ongoing relationships and opportunities;
- **Showcasing best practices** – sharing our sustainability journey and experiences for promoting ESG in financing, which can inspire others to adopt similar initiatives;
- **Building key partnerships** – ESG conferences bringing together stakeholders in the sustainable finance space, allowing to form partnerships that can drive collective sustainability efforts forward; and



- **Driving industry change** – a platform to advocate for change and push for more widespread adoption of sustainable practices, helping to share industry insights, trends, and policies.

A growing number of our employees volunteer each year to support a wide range of community projects in every location where the Bank has a presence. These reach from simple fundraising to education on financial literacy. We also offer sponsorship deals that

help underpin the success of many important causes, such as better healthcare, diversity and inclusion, sustainability, technology, as well as knowledge sharing.

The Bank's CSR activities are centred on our ability to foster opportunities for individuals, corporations, and communities, enabling them to raise living standards and strengthen the nation's social fabric. We focus on five broad themes, where our CSR initiatives have the most significant impact: social and humanitarian affairs, health and environment, youth and education, art and culture, and sport.

Social and humanitarian affairs

Social and humanitarian work is material to our broader CSR engagement. Communities, corporations, and individuals are direct recipients of our commitment to building better societies.

In 2024, we worked with the Qatar Society for Rehabilitation of Special Needs to organise an Eid outfit campaign for people with disabilities to enjoy the special occasion and celebrate the festivities with QNB. In another initiative, we organised and sponsored a Ramadan Iftar for the senior patients and their families at Hamad Medical Corporation's Daam and Enaya Specialised Care Centre.

46,665

employee volunteering hours
in 2024

1,090

employees involved
in volunteering activities



Eid outfit campaign organised with Qatar Society for Rehabilitation of Special Needs

5.1 Community investment and socio-economic development (Continued)

Continuing our support from last year, we were the Official Sponsor of the Qatar CSR Summit 2024, as part of our ambition to encourage different audiences across society to engage with CSR. This event brought together keynote speakers and hosted workshops to provide a comprehensive platform for local and international experts in the field of social responsibility. The intention was to discuss ways for institutions to employ this responsibility to integrate economic and social goals within their work.

This year, QNB Group signed a Partnership Agreement with the Qatari Autism Society to empower people with autism disorder, supporting Qatar’s efforts of being an autism-friendly nation. This paves the way for greater social awareness of the topic of autism, in line with QNV2030. Our engagement culminated with the launch of the National Autism Plan

and the adoption by the UN General Assembly of the State of Qatar’s proposal to declare April 2nd as Word Autism Awareness Day.

In Türkiye, we initiated the +1 for the Future Academy project in cooperation with the Turkish Association for Individuals with Down Syndrome by establishing a specialised support centre in Hatay. This centre provides psychological support and consultation for children with down syndrome and for their families and we plan to continue this project for two years, to reach 2,000 individuals.

After the devastating earthquake in Türkiye in 2023, we developed a Small Hands Big Dreams Education Scholarship programme in coordination with Turkish Education Association and Turkish Education Foundation. This scholarship provides TRY 36 Mn of financial support, dedicated for 350 students affected by the earthquake. Additionally, we

launched Women Physicians Association for Support of Education, providing scholarships for 45 students from high school and university, including 30 who lost their parents in the earthquake.

In Egypt, we continued to support persons with disabilities by providing them with prosthetic devices. Our activities also included renovating water networks and the renovation of housing in disadvantaged rural areas. Furthermore, we delivered training to 100 women, followed by the employment of 70 of them in the Sustainability Centre for Rural Women in Aswan.

Health and environment

We believe that promoting healthcare, healthy behaviours, and protecting the environment are vital to our social responsibility mandate. One of QNB’s many health-related CSR

initiatives is blood donation. This year, QNB employees contributed to the blood bank stock at Hamad Medical Corporation’s Blood Donor Centre, raising awareness of the importance and benefits of blood donations in the community.

Similarly in Egypt, we supported multiple health-related initiatives, sponsoring medical units and providing medical equipment to several hospitals across the country.

Demonstrating our commitment to the environment, QNB was a strategic sponsor of the Qatar National Dialogue on Climate Change 2024, sharing our experience and insights on contributing to national and international initiatives to address climate challenges. This year’s discussions focused on the opportunities for energy transition, circular economy principles, women in leadership, and nature-based solutions, amongst other topics.



5.1 Community investment and socio-economic development (Continued)

As a bank, we actively raise awareness about environmental impact. Internally, we engage employees through training and internal campaigns focused on practices to reduce environmental impact. We work with our suppliers to encourage environmentally friendly practices, and we maintain open communication with clients and partners, offering sustainable financing solutions and dialogue on emissions reporting. By fostering transparency and collaboration, we aim to lead by example in promoting sustainability across all levels of our operations.

Fostering a culture of environmental care, QNB was the main sponsor of Tarsheed Carnival, organised by the Qatar General Electricity and Water Corporation (Kahramaa). This week-long event raises awareness about sustainable development goals, as well as energy and water conservation, in line with the objectives of QNV2030.

We also recognise the importance of mobilising the younger generation to promote sustainable practices. With this in mind, this year we held a Sustainability Arts

Summer Camp, with participation of more than 600 children and supported Kids for a Greener World with KidZania Doha, the leading local “edutainment” destination for children. The collaboration aimed to raise awareness about critical environmental issues, encouraging eco-friendly behaviour, and fostering sustainability awareness.

In Türkiye, in the context of the World Environment Day and in line with its One with the World sustainability vision, QNB hosted the second National Youth Conference in collaboration with the Turkish Ministry of National Education and the World Wildlife Fund (WWF). The conference featured sustainable future initiatives from students and awarded projects from 14 teams. This helped to shed light on simple solutions that can contribute to better environmental practices and stronger communities.

As ambassadors of WWF’s campaign to highlight the climate crisis and nature loss, we turned off all lights in the QNB Kristal Kule in Istanbul for one hour on March 23rd, as part of the Give an Hour for the Earth initiative.



We also organised activities in collaboration with Gymy Kids in Belgrad Forest, lying adjacent to Istanbul. These activities included a nature walk, seed balls, music workshops, and various educational games for our employees and their children.

This year, we continued our cooperation with the Education Volunteers Foundation of Türkiye (TEGV) as part of the Climate Protectors are Growing project. This initiative involved more than one thousand children in 19 provinces in the last two years, who received training on combating climate change and who created their own projects. As a result, children not only became aware of climate and

environment issues but also gained experience and skills in many areas, such as project development and problem solving.

Youth and education

Nurturing a knowledge-based economy and society is built on a solid foundation of holistic education and financial literacy. We focus on improving the employability and financial skills needed to help our communities thrive and empower our next generation of leaders. We also aim to educate the new generation on the importance of financial values such as saving, investing, money management, and sharing.



5.1 Community investment and socio-economic development (Continued)

🔊 We aim to highlight the importance of money management and investing concepts to the younger generation.

We celebrated the back-to-school season with the Qatar Foundation for Education, Science and Community Development and distributed gifts to students at Qatar Academy Wakrah, Tariq Bin Ziad School, Awsaj Academy, and Renad Academy. This initiative helped young students to build basic financial literacy skills. We also supported university students with a specially designed workshop at Qatar University's College of Business and Economics Centre for Entrepreneurship and Organisational Excellence. It covered various topics, including personal finance management as well as budgeting and investment basics, providing students with

the skills and knowledge necessary for making informed financial decisions as they embark on their professional journeys.

In 2024, as part of our commitment to fostering innovation and supporting the next generation of tech-savvy leaders, we were the official sponsor of the Qatar Collegiate Programming Contest, organised by Carnegie Mellon University in Qatar. This prestigious competition brought together talented university and high school students nationwide to demonstrate their programming expertise and problem-solving abilities. Meanwhile, we sponsored INJAZ Al-Arab, an education innovation initiative from a non-profit organisation, that provides education and youth training for workforce readiness, financial literacy, and entrepreneurship in the region.

Within the framework of Scratch Cup 2024, held in cooperation with Habitat Association under our Tiny Hands are Coding project in Türkiye, we showcased to the new generations



Climate Protectors are Growing project participants

how to be future-proof by mixing valuable technological skills with environmental awareness and design. Dozens of children, selected from more than one thousand applications from 53 cities, coded games that promote more environmentally-friendly urban

development for sustainable living spaces. The Tiny Hands are Coding project is a flagship initiative from QNB Türkiye that has already provided training and programming skills for more than 45 thousand children, amounting to 400 thousand-hours trainings.



QNB's Sustainability Arts Summer Camp



Tiny Hands are Coding project closure ceremony



5.1 Community investment and socio-economic development (Continued)



Art and culture

Our traditions and culture are integral to who we are and aspire to be. This belief is at the core of our cultural engagement, which aims to preserve our traditions and heritage across the communities we serve. We are committed to supporting diversity, inclusion, and societal development through our cultural initiatives.

This year, as part of our longstanding partnership with Qatar Racing and Equestrian Club, we continued to support the H.H. The Amir Sword Festival. Some of the world's best Arabian horses competed for the coveted sword in one of the world's most prestigious races for purebred Arabians. By attracting participants and spectators from around the world, the festival places Qatar on the global equestrian map, promoting cultural exchange and enhancing international appreciation for Arabian horses.

QNB Group has an unparalleled opportunity to make every community in which we are present a better place.

In Egypt, QNB continued to work in a number of areas to promote the country's heritage and culture while creating opportunities for financial inclusion. The Creative Design Incubator Hub, NilePreneurs initiative, has successfully served entrepreneurs, owners of creative ideas, SMEs, and local communities. Through six cycles of initiatives, the programme supported more than 50 start-ups with innovative products in different fields ranging from furniture design, creative products, reviving heritage and culture, as well as sustainable products.

Sport

Sport bridges the gap between social, economic, and human development. We are proud to support local and international sporting events and promote health and mental wellbeing provided by sport. Our focus also supports Qatar's vision to become a global hub for sport.

In 2024, we continued to be Paris Saint-Germain's (PSG) premium partner. This collaboration transcends traditional sponsorship by focusing on initiatives that promote social development, community engagement, and youth empowerment through football. Together with PSG, we have launched programmes that provide access to sports to underprivileged youth, support educational workshops, and encourage healthy lifestyles. These joint efforts exemplify how our partnership is not just about brand alignment but also about making a meaningful difference in the communities we serve.

This year, QNB proudly honoured the Qatar National Football team for their outstanding

achievement in winning the Asian Cup. Our support aligns with the Bank's ongoing dedication to fostering sports development in the country and reflecting QNB's broader strategy to contribute to Qatar's vision of becoming a leading sports hub.



¹ Investments are tracked and measured on a minimum basis (as per QNB Group Sustainability Report 2024). Respective campaign owners will have debrief/ wrap-up/ lessons learnt sessions, as appropriate.

6. ESG data and further information



To promote transparency in the banking sector we are committed to publicly disclosing our annual sustainability performance in accordance with the GRI Standards, QSE Guidance on ESG Reporting, UNGC COP, SASB and SFDR. From 2024 onwards we have also included ISSB IFRS S1 and S2 disclosures.

Contents:

- 6.1 QNB sustainability performance summary
- 6.2 GRI Standards Content Index
- 6.3 UNGC COP index
- 6.4 QSE ESG performance metrics
- 6.5 ISSB IFRS S1 and S2
- 6.6 SASB index for commercial banks
- 6.7 SFDR index
- 6.8 QNB calculation methodology
- 6.9 Abbreviations

6.1 QNB sustainability performance summary

KPIs: Corporate governance	2022	2023	2024
Incidents of non-compliance with laws and regulations (number)	0	0	0
Non-monetary sanctions (number)	0	0	0
Total amount of legal and regulatory fines and settlements (QAR Mn)	0	0	0
Confirmed incidents of bribery or corruption (number)	0	0	0
Board seats occupied by independent directors (%)	50%	50%	50%
Board seats occupied by men (%)	100%	100%	100%
Board seats occupied by women (%)	0%	0%	0%
Group BOD members under 30 years old (%)	0%	0%	0%
Group BOD members between 30-50 years old (%)	30%	30%	30%
Group BOD members over 50 years old (%)	70%	70%	70%
Group CEO pay ratio	34	35	36
Ratio of the percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	1.4	1.8	1.9
KPIs: Reporting on breaches	2022	2023	2024
Total number of breaches reported regarding conflicts of interest	0	0	0
Total number of breaches reported regarding money laundering	0	0	0
Total number of breaches reported regarding insider trading	0	0	0
KPIs: Risk management	2022	2023	2024
Capital adequacy ratio (CAR) (%)	19.6%	19.8%	19.2%
Basel III liquidity coverage ratio (LCR) (%)	104%	206%	179%

KPIs: Anti-corruption ¹	2022	2023	2024
Number of operations assessed for risks related to corruption	0	0	0
Percentage of operations assessed for risks related to corruption	0%	0%	0%
Total number of confirmed incidents of bribery or corruption	0	0	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	0	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	0	0	0
Number of public legal cases regarding corruption brought against the organisation or its employees during the reporting period	0	0	0
Total number of employees that have received training on anti-corruption, broken down by career level and region:	14,040	15,103	15,583
Senior management employees	36	66	95
Middle management employees	1,834	1,874	2,009
Non-management employees	12,170	13,163	13,479
Employees by region: Middle East	2,409	2,320	2,580
Employees by region: Asia	572	490	514
Employees by region: Africa	426	450	389
Employees by region: Europe	10,633	11,843	12,100
Total percentage of employees that have received training on anti-corruption, broken down by career level and region:	93%	97%	98%
Senior management employees	20%	35%	46%
Middle management employees	100%	87%	89%
Non-management employees	93%	99%	100%
Employees by region: Middle East	17%	15%	17%
Employees by region: Asia	4%	3%	3%
Employees by region: Africa	3%	3%	2%
Employees by region: Europe	76%	78%	78%

¹ The figures in this table cover Qatar, international branches, QNB Türkiye, QNB Indonesia, and QNB Tunisia only.

6.1 QNB sustainability performance summary (Continued)

KPIs: Sustainable investments, lending, products and services	2022	2023	2024
Total sustainable lending portfolio (Green, Social and Sustainability-linked transactions, QAR Mn)	32,627*	32,726*	34,937
Lending portfolio financing environmentally-friendly, low carbon activities (QAR Mn) ¹	10,424*	12,987*	13,100
Products or services helping customers to meet an environmental or social challenge (number)	33	37	39
KPIs: Supporting SMEs and entrepreneurship	2022	2023	2024
Microenterprise ² customers (number)	1,516,163	1,626,174	1,765,148
SME ³ customers (number)	157,189	164,169	175,200
Credit facilities extended to microenterprises (QAR Mn)	3,723	2,973	4,036
Credit facilities extended to SMEs (QAR Mn)	14,470	11,337	10,005
Total credit facilities extended to microenterprises and SMEs (QAR Mn)	18,193	14,310	14,041
Lending portfolio extended to microenterprises and SMEs (%)	2.3%	1.7%	1.5%
KPIs: Customer experience	2022	2023	2024
Net promoter score ⁴ : QNB Qatar	72	79	68
Net promoter score: QNB Türkiye	55	58	53
Net promoter score: Enpara	78	78	77
Net promoter score: Bebasata	n/a	n/a	54
Digital transactions (online and mobile as a % of total)	84%	87%	89%
Total number of incidents of non-compliance with regulations and/ or voluntary codes concerning product and service information and labeling:	0	0	1
Incidents of non-compliance with regulations resulting in a fine or penalty	0	0	1
Incidents of non-compliance with regulations resulting in a warning	0	0	0
Incidents of non-compliance with voluntary codes	0	0	0

KPIs: Customer experience	2022	2023	2024
Total number of incidents of non-compliance with regulations and/ or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship:	0	3	1
Incidents of non-compliance with regulations resulting in a fine or penalty	0	0	1
Incidents of non-compliance with regulations resulting in a warning	0	3	0
Incidents of non-compliance with voluntary codes	0	0	0

KPIs: Data security and customer privacy	2022	2023	2024
Data security breaches (number)	0	0	0
Amount of fraudulent transaction activity (QAR Mn) ⁵	9.7	17.1	45.0
Total number of substantiated complaints received concerning breaches of customer privacy: ⁶	0	0	0
Complaints received from outside parties and substantiated by the organisation	0	0	0
Complaints from regulatory bodies	0	0	0

KPIs: Employment	2022	2023	2024
Total number of employees, broken down by gender and region:	22,269	22,811	23,367
Male employees	11,714	11,851	12,090
Female employees	10,555	10,960	11,277
Employees by region: Middle East	2,566	2,669	2,758
Employees by region: Asia	508	515	521
Employees by region: Africa	7,601	7,704	7,934
Employees by region: Europe	11,594	11,923	12,154

*Figures have been restated to include retail green loans. For previous figures, see [QNB Group Sustainability Report 2023](#), p. 84.

¹ Only includes assets which meet the eligibility criteria set out in [QNB's SFPF](#). As at 31-Dec-24, our lending portfolio financing environmentally friendly and low carbon activities stood at QAR 13,100 Mn.

² The definition of a microenterprise varies among QNB and its subsidiaries; each entity was allowed to utilise its own definition in compiling data for this table. A microenterprise is generally described as a business with fewer than ten employees, and having a balance sheet or turnover less than a certain amount.

³ The definition of a SME varies among QNB and its subsidiaries; each entity was allowed to utilise its own definition in compiling data for this table.

⁴ NPS is a globally recognised metric for measuring customer experience and the overall perception of a company brand. The NPS is calculated as the difference between the percentage of promoters and detractors. The NPS is expressed as an absolute number lying between -100 and +100.

⁵ Figures consist of total net losses as a result of external fraud, card, and non-card fraud.

⁶ In 2024, QNB has not identified any substantiated complaints concerning breaches of customer privacy, neither breaches leaks, thefts, or losses of customer data.

6.1 QNB sustainability performance summary (Continued)

KPIs: Employment	2022	2023	2024
Total number of full time employees, broken down by gender and region:	22,259	22,809	23,364
Male employees	11,711	11,851	12,089
Female employees	10,548	10,958	11,275
Employees by region: Middle East	2,566	2,669	2,758
Employees by region: Asia	508	515	521
Employees by region: Africa	7,601	7,704	7,934
Employees by region: Europe	11,584	11,921	12,151
Total number of part-time employees, broken down by gender and region:	10	2	3
Male employees	3	0	1
Female employees	7	2	2
Employees by region: Middle East	0	0	0
Employees by region: Asia	0	0	0
Employees by region: Africa	0	0	0
Employees by region: Europe	10	2	3
Total number of employees on indefinite or permanent contracts, broken down by gender and region:	22,225	22,771	23,285
Male employees	11,690	11,824	12,044
Female employees	10,535	10,947	11,241
Employees by region: Middle East	2,564	2,667	2,756
Employees by region: Asia	488	493	493
Employees by region: Africa	7,579	7,688	7,882
Employees by region: Europe	11,594	11,923	12,154
Total number of employees on fixed term or temporary contracts, broken down by gender and region: ¹	44	40	82
Male employees	24	27	46
Female employees	20	13	36
Employees by region: Middle East	2	2	2
Employees by region: Asia	20	22	28
Employees by region: Africa	22	16	52
Employees by region: Europe	0	0	0

*Figures have been restated due to calculation methodology update according to S&P Global definition. For previous figures, see [QNB Group Sustainability Report 2023](#), p. 86.

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

KPIs: Employment	2022	2023	2024
Employees broken down by career level (number):			
Senior management employees ²	205	217	230
Middle management employees ³	3,077	3,445	3,678
Non-management employees	18,987	19,149	19,459
Employees broken down by age:			
Employees age 18-30 (number)	7,915	7,956	8,020
Employees age 31-50 (number)	13,230	13,559	13,901
Employees age 51+ (number)	1,124	1,296	1,446
Youth employment (%)	36%	35%	34%
Employees broken down by nationality:			
Turkish (%)	51%	53%	54%
Egyptians (%)	32%	33%	34%
Qataris (%)	6%	6%	7%
Nationalisation:			
Qatarisation (%) ⁴	59%	59%	60%
Nationalisation among management positions:			
Share of Turkish in all management positions in QNB Türkiye (%)	100%	100%	100%
Share of Egyptians in all management positions in QNB Egypt (%)	100%	100%	100%
Share of Qataris in all management positions in QNB Qatar (%)	37%	40%	41%

KPIs: Outsourced employees ^{5, 6}	2022	2023	2024
Total number of workers who are not employees and whose work is controlled by the organisation	1,059	1,147	2,226

KPIs: Talent retention	2022	2023	2024
Employee engagement (%): ⁷			
Employee engagement score	55%	n/a	57%
Absenteeism rate	3.7%*	2.5%*	2.3%

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

³ Middle management defined as grade 11-14.

⁴ As a percentage of total QNB Qatar employees.

⁵ Data in this table covers Qatar only.

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

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

6.1 QNB sustainability performance summary (Continued)

KPIs: Talent retention	2022	2023	2024
Turnover: ¹			
Total employee turnover (number)	3,680	3,480	3,544
Total employee turnover (%)	17%	15%	15%
Voluntary employee turnover (number)	2,739	2,661	2,618
Voluntary employee turnover (%)	12%	12%	11%
Turnover (voluntary and involuntary) broken down by gender and region:			
Male (number)	1,772	1,720	1,702
Female (number)	1,908	1,760	1,842
Middle East (%)	7%	6%	6%
Asia (%)	3%	2%	2%
Africa (%)	13%	14%	16%
Europe (%)	76%	78%	75%
Turnover (voluntary and involuntary) broken down by age (number):			
Employees age 18-30	2,399	2,324	2,295
Employees age 31-50	1,154	1,022	1,101
Employees age 51+	127	134	148
Turnover (voluntary) broken down by management level (number):			
Senior management employees	Disclosed for first time in 2024		10
Middle management employees			137
Non-management employees			2,471
New hires:			
Total new employee hires (number)	4,348	4,021	4,107
Total new employee hires compared to total employees (rate)	20%	18%	18%
New hires broken down by gender and region:			
Male (number)	2,100	1,859	1,947
Female (number)	2,248	2,162	2,160
Middle East (%)	7%	8%	8%
Asia (%)	1%	2%	2%
Africa (%)	17%	15%	20%
Europe (%)	76%	75%	70%

KPIs: Talent retention	2022	2023	2024
New hires broken down by age (number):			
Employees age 18-30	3,879	3,418	3,393
Employees age 31-50	447	577	679
Employees age 51+	22	26	35
New hires broken down by management level (number):			
Senior management employees	Disclosed for first time in 2024		16
Middle management employees			180
Non-management employees			3,911
Parental leave:			
Total number of employees who were entitled to parental leave:	2,933	2,869	2,882
Male employees who were entitled to parental leave	700	714	768
Female employees who were entitled to parental leave	2,233	2,155	2,114
Total number of employees who took parental leave:	981	880	836
Male employees who took parental leave	210	184	169
Female employees who took parental leave	771	696	667
Total number of employees who returned to work after parental leave ended:	800	707	688
Male employees who returned to work after parental leave ended	210	184	168
Female employees who returned to work after parental leave ended	590	523	520
Return to work rate (%):	82%	80%	82%
Male return to work rate	100%	100%	99%
Female return to work rate	77%	75%	78%
Total number of employees who returned from parental leave who were still employed twelve months after return to work:	735	666	633
Male employees who returned from parental leave who were still employed twelve months after return to work	198	176	153
Female employees who returned from parental leave who were still employed twelve months after return to work	537	490	480
Retention rate (%):	75%	76%	76%
Male retention rate	94%	96%	91%
Female retention rate	70%	70%	72%

¹ Programmes for upgrading employee skills and transition programmes depending on jurisdiction, according to local labour laws.

6.1 QNB sustainability performance summary (Continued)

KPIs: Training and development	2022	2023	2024
Total training hours (number)	1,142,805	1,148,611	1,268,849
Average training hours provided per employee (number)	51.3	50.4	54.3
Training hours broken down by career level (number):			
Average training hours of senior management	32.9	16.7	13.3
Average training hours of middle management	31.5	51.7	60.6
Average training hours of non-management	54.7	50.5	53.6
Training hours broken down by gender (number):			
Average training hours of male employees	45.6	43.6	48.1
Average training hours of female employees	57.7	57.6	62.8
Investment in learning and development:			
Spend on learning and development of our people (QAR Mn)	18.8	24.7	31.6
Performance reviews:			
Employees who received a performance and career development review (%)	92%	92%	93%
Performance reviews broken down by gender (%):			
Male employees who received a performance and career development review	94%	95%	98%
Female employees who received a performance and career development review	91%	92%	93%
Performance reviews broken down by career level (%):			
Senior management employees receiving regular performance and career development reviews	68%	70%	81%
Middle management employees receiving regular performance and career development reviews	96%	99%	97%
Non-management employees receiving regular performance and career development reviews	91%	93%	94%
KPIs: Collective bargaining ¹			
Percentage of employees covered through collective bargaining agreements	4.0%	3.8%	2.1%

*Figures have been restated due to correction. For previous figures, see [QNB Group Sustainability Report 2023](#), p. 88.

** Figures have been restated due to the addition of three international branches. For previous figures, see [QNB Group Sustainability Report 2023](#), p. 89.

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

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

³ Middle management defined as grade 11-14.

⁴ Median male salary to median female salary.

⁵ Sales positions in Corporate, SME, and Retail branches (i.e., excluding support functions such as HR, IT, Legal, etc.).

KPIs: Grievances	2022	2023	2024
Number of grievances filed in the reporting period	1,753	657	522
Number of these grievance addressed or resolved	1,753	657	522
KPIs: Incidents of discrimination			
Total number of incidents of discrimination	0	0	0
KPIs: Female employment			
Female employment rate (%)	47%	48%	48%
Women in senior management (%) ²	23%	24%	25%
Women in middle management (%) ³	34%	34%	34%
Women in non-management (%)	50%*	51%*	51%
Gender pay ratio ⁴	0.92	0.92	0.93
KPIs: Female workforce breakdown by type of position			
Share of women in management positions in revenue-generating functions ⁵ as % of all such managers (%)	30%	31%	35%
Share of women in STEM-related positions ⁶ as % of total STEM positions (%)	19%	20%	26%
KPIs: Environmental and climate impact			
Energy:			
Total petrol consumption (litres)	3,225,036**	3,664,538**	3,586,033
Total diesel consumption (litres)	493,031	313,729**	222,680
Natural gas consumption (m³)	1,459,580	1,292,012	1,318,418
Total electricity consumption (kWh)	115,605,322**	115,024,954**	123,762,549
Total energy consumption (GJ) ⁷	602,430**	601,915**	628,201
Total energy consumption from renewable sources (MWh)	51,658	52,859	57,939
Total energy consumption from non-renewable sources (MWh)	115,684**	114,340**	116,562
Total energy consumption from fuel (GJ)	186,251**	187,826**	182,656
Total energy consumption from electricity (GJ)	416,179**	414,090**	445,545
Energy intensity (GJ/ employee) ⁸	27.2**	26.5**	27.0
Total energy consumption reduction (GJ)	2,249**	-515**	26,286

⁶ Such as IT and Engineers.

⁷ Total energy from fuel including petrol, diesel, and natural gas. [Conversion factors](#) used to convert consumption to GJ.

⁸ Types of energy include petrol, diesel, natural gas, and electricity. Ratio uses energy consumption within the organisation only.

6.1 QNB sustainability performance summary (Continued)

KPIs: Environmental and climate impact	2022	2023	2024
Greenhouse Gas Emissions (GHG):^{1, 2}			
Scope 1 direct GHG emissions (tCO ₂ e)	10,978*	11,108*	10,768
Scope 2 indirect GHG emissions (tCO ₂ e)	52,979*	53,043*	56,854
Scope 3 other indirect GHG emissions resulting from business travel (tCO ₂ e) ³	1,164	1,359	2,312
Scope 3 other indirect GHG emissions resulting from waste disposal (tCO ₂ e) ⁴	16.4*	16.0*	13.9
Total Scope 1 and Scope 2 GHG emissions (tCO ₂ e) ⁵	63,957*	64,151*	67,622
GHG emissions intensity (tCO ₂ e/ employee) ⁶	2.9	2.8	2.9
GHG emissions reduction since target baseline 2017 (%) ⁷	-17%*	-17%*	-12%
CO₂ Emissions (tonnes):			
Direct CO ₂ from petrol	6,764*	7,686*	7,522
Direct CO ₂ from diesel	1,239	788	559
Direct CO ₂ from natural gas	2,975	2,634	2,687
Indirect CO ₂ from electricity	52,979*	53,043*	56,854
Water:			
Water consumption (m ³)	482,530*	528,979*	503,305
Water intensity (m ³ / employee)	21.8	23.3	21.6
Materials and waste:			
Total paper consumption (kg)	764,537*	741,491*	628,896
Total paper consumption intensity (kg/ employee)	34.5*	32.6*	27.0
Total paper recycled (kg)	134,078	295,099	579,907
Paper recycling rate (%)	18%	40%	92%
Total plastics waste consumption (kg)	n/a	4,527	11,424
Total plastic waste recycled (kg)	1,227	4,527	11,424
Total metals waste consumption (kg)	4,000	2,814	3,098
Total metals waste recycled (kg)	500	2,814	3,098
Total electronic waste consumption (kg)	1,035	900	9,110
Total electronic waste recycled (kg)	0	0	8,010

KPIs: Responsible procurement and supply chain ⁸	2022	2023	2024
Local procurement spend (%) ⁹	88%**	89%**	92%
Percentage of new suppliers that were screened using social criteria	0%	0%	0%
Number of suppliers assessed for social impacts	0	26	28
Number of suppliers identified as having significant actual and potential negative social impacts	0	0	0
Percentage of suppliers identified as having significant actual and potential negative social impacts with action plans agreed upon as a result of assessment	0%	0%	0%
Percentage of suppliers identified as having significant actual negative social impacts with which relationships were terminated as a result of assessment	0%	0%	0%

KPIs: Community investment	2022	2023	2024
Total value of community investments (QAR Mn)	562	494	432
Community investment as a percentage of pre-tax profits	3.3%	2.7%	2.2%
Total number of employees participating in the Bank's volunteer programmes	1,147	550	1,090
Total number of employee volunteering hours	277,742***	18,203***	46,665

*Figures have been restated due to the addition of QNB Egypt and three international branches. For previous figures, see [QNB Group Sustainability Report 2023](#), p. 89.

**Figures have been restated due to the addition of QNB Türkiye. For previous figures, see [QNB Group Sustainability Report 2023](#), p. 89.

***Figures have been restated due to the addition of QNB Egypt. For previous figures, see [QNB Group Sustainability Report 2023](#), p. 89.

¹ QNB's greenhouse gas emissions are calculated in accordance with the International GHG Protocol Corporate Accounting and Reporting Standard. QNB reports on a CO₂e basis which incorporates all types of gases.

² Global Warming Potential (GWP) values reference.

³ Only CO₂ emissions were included in the calculations. Conversion factors used: ([Carbon Emission Calculator](#)) - this calculator provides the CO₂/ journey in kg for each passenger.

⁴ Waste data is converted to GHG emissions via application of publicly available emission factors from UK DEFRA (Waste disposal: Paper; Paper and board: paper; Closed-loop/ Combustion; Metal - scrap metal; Closed-loop/ Combustion; Plastic - average plastic; Closed loop/ combustion; Electronic waste - WEE mixed; Closed-loop/ Combustion): 21.28 total kg CO₂e per unit tonnes.

⁵ GHG emissions based on gross location method. GHG inventory consolidated using the Financial Control approach.

⁶ Direct (Scope 1) and indirect (Scope 2) emissions included only.

⁷ 2017 baseline has been recalculated using new emission factors.

⁸ Data in this table covers Qatar and International branches only.

⁹ Local supplier defined as organisations providing a product or service to QNB that are based in the same country as those mentioned in our scope of reporting only. Data covers QNB Group.

6.2 GRI Standards Content Index

QNB Group has reported in accordance with the GRI Standards for the period 1st January 2024 to 31st December 2024.

Disclosure number and title		Reference	Omissions
GRI 2: General disclosures 2021			
General Disclosures	2-1 Organisational details	1.1 About this report, p .6 QNB Group Annual Report 2024, p. 90, 179 Location of headquarters - Doha, Qatar	
	2-2 Entities included in the organisation's sustainability reporting	1.1 About this report, p. 6 QNB Group Annual Report 2024, section Financial Statements	
	2-3 Reporting period, frequency and contact point	1.1 About this report, p. 6	
	2-4 Restatements of information	1.1 About this report, p. 6 4.3 Environmental impact, p. 69-70 6.1 QNB sustainability performance summary, p. 82-87 6.4 QSE ESG performance metrics, p. 98	
	2-5 External assurance	1.1 About this report, p. 6 7.1 Independent limited assurance report, p. 112-113	
	2-6 Activities, value chain and other business relationships	1.2 QNB at a glance, p. 7 3. Sustainable finance, p. 32-49 4.4 Responsible procurement and supply chain, p. 73-74 QNB Group Third Party Supplier Code of Conduct, p. 4-10	
	2-7 Employees	4.1 Employee value proposition, p. 58-59, 64 4.2 Diversity and inclusion, p. 67 6.1 QNB sustainability performance summary, p. 83-85	
	2-8 Workers who are not employees	4.1 Employee value proposition, p. 58, 65 4.4 Responsible procurement and supply chain, p. 73-74 6.1 QNB sustainability performance summary, p. 84	
	2-9 Governance structure and composition	2.1 Governance, compliance and risk management, p. 14-16 2.4 Sustainability governance, p. 20 QNB Group Corporate Governance Report 2024, p. 6-9, 22-30, 31-36, 50-53 QNB Group Annual Report 2024, p. 90-91, 96-98	
	2-10 Nomination and selection of the highest governance body	QNB Group Articles of Association, p. 11-15 QNB Group Corporate Governance Report 2024, p. 22-25	
	2-11 Chair of the highest governance body	QNB Group Corporate Governance Report 2024, p. 25-27, 30, 44, 50 QNB Group Annual Report 2024, p. 90-91	
	2-12 Role of the highest governance body in overseeing the management of impacts	2.1 Governance, compliance and risk management, p. 14-16 2.4 Sustainability governance, p. 20 QNB Group Corporate Governance Report 2024, p. 13-14 QNB Group Annual Report 2024, p. 35-41, 90-93	
	2-13 Delegation of responsibility for managing impacts	2.4 Sustainability governance, p. 20	
	2-14 Role of the highest governance body in sustainability reporting	2.4 Sustainability governance, p. 20	

6.2 GRI Standards Content Index (Continued)

Disclosure number and title		Reference	Omissions
GRI 2: General disclosures 2021			
General Disclosures	2-15 Conflicts of interest	QNB Group Corporate Governance Report 2024, p. 8, 44 QNB Group Corporate Governance Manual 2022, p. 9, 12, 15-17, 25 QNB Group Conflict of Interest Policy, p. 4-6 QNB Group Third Party Supplier Code of Conduct, p. 5 QNB Group Code of Ethics and Conduct, p. 11	
	2-16 Communication of critical concerns	QNB Group Corporate Governance Report 2024, p. 25-28, 32-36, 43 2.1 Governance, compliance and risk management, p. 15-16 3.4 Responsible engagement, p. 51 4.1 Employee value proposition, p. 65 QNB Group Whistleblowing Statement, p. 4-5 QNB Group Third Party Supplier Code of Conduct, p. 10	All critical activities are diligently reported to the BOD through GBACC through comprehensive quarterly reports. This consistent and structured reporting mechanism ensures that the BOD is always informed about critical concerns. The number and type of reported concerns is not publicly disclosed due to confidentiality constraints
	2-17 Collective knowledge of the highest governance body	2.1 Governance, compliance and risk management, p. 14 2.4 Sustainability governance, p. 20 2.6 Materiality assessment, p. 23 QNB Group Annual Report 2024, p. 38-39, 90 QNB Group Corporate Governance Report 2024, p. 22-25, 50-51	
	2-18 Evaluation of the performance of the highest governance body	2.1 Governance, compliance and risk management, p. 14 2.4 Sustainability governance, p. 20 QNB Group Corporate Governance Report 2024, p. 8, 24, 28-29 QNB Group Annual Report 2024, p. 90-96	
	2-19 Remuneration policies	2.1 Governance, compliance and risk management, p. 14 QNB Group Corporate Governance Report 2024, p. 28-29, 31 QNB Group Annual Report 2024, p. 92-96, 198, 207-210	
	2-20 Process to determine remuneration	2.1 Governance, compliance and risk management, p. 14 QNB Group Corporate Governance Report 2024, p. 8, 24, 28-31 QNB Group Annual Report 2024, p. 92-96, 198, 207-210	
	2-21 Annual total compensation ratio	2.1 Governance, compliance and risk management, p. 14 6.1 QNB sustainability performance summary, p. 82	
	2-22 Statement on sustainable development strategy	Message from the Chairman of the Board of Directors, p. 2 Message from the GCEO, p. 3 2.2 QNB Group's strategy, p. 17 2.3 QNB sustainability framework and strategy, p. 18-19	
	2-23 Policy commitments	2.7 External initiatives, memberships and standards, p. 24-25 3.0 Relevant polices, frameworks and accolades, p. 27-28 4.0 Relevant polices, frameworks and accolades, p. 57 QNB Group Sustainability Policy, p. 7-8 QNB Group Human Rights Statement, p. 5-10 QNB Group Financial Crime Statement, p. 4-5 QNB Group Anti-Bribery and Corruption Policy Statement, p. 1-2	

6.2 GRI Standards Content Index (Continued)

Disclosure number and title		Reference	Omissions
GRI 2: General disclosures 2021			
General Disclosures	2-24 Embedding policy commitments	2.1 Governance, compliance and risk management, p. 14-16 2.4 Sustainability governance, p. 20 2.7 External initiatives, memberships and standards, p. 24-25 3.1 Climate change and risk, p. 29-30 3.2 Mitigating risk and capturing opportunities through sustainable finance, p. 32-35 3.3 Sustainable financing by business division, p. 37-38, 48 3.4 Responsible engagement, p. 50-51 3.5 Data security and privacy, p. 52-55 4.1 Employee value proposition, p. 58-60, 65-66	4.2 Diversity and inclusion, p. 67-68 4.4 Responsible procurement and supply chain, p. 73-74 6.4 QSE ESG performance metrics, p. 97 QNB Group Corporate Governance Report 2024, p. 8-13, 22, 43-45 QNB Group Sustainability Policy, p. 5-7 QNB Group Human Rights Statement, p. 5-10 QNB Group Third Party Supplier Code of Conduct, p. 4-10 QNB Group Financial Crime Statement, p. 4-5
	2-25 Processes to remediate negative impacts	2.1 Governance, compliance and risk management, p. 14-16 4.1 Employee value proposition, p. 65 4.4 Responsible procurement and supply chain, p. 73-74 6.1 QNB sustainability performance summary, p. 86 QNB Group Human Rights Statement, p. 7-9 QNB Group Whistleblowing Statement, p. 4 QNB Group Corporate Governance Report 2024, p. 42-43	
	2-26 Mechanisms for seeking advice and raising concerns	2.1 Governance, compliance and risk management, p. 15-16 3.4 Responsible engagement, p. 50-51 4.1 Employee value proposition, p. 62-63, 65 4.4 Responsible procurement and supply chain, p. 73-74 QNB Group Corporate Governance Report 2024, p. 43 QNB Group Whistleblowing Statement, p. 4-5	
	2-27 Compliance with laws and regulations	2.1 Governance, compliance and risk management, p. 14-16 2.4 Sustainability governance, p. 20 3.2 Mitigating risk and capturing opportunities through sustainable finance, p. 32-35 6.1 QNB sustainability performance summary, p. 82-83 QNB Group Sustainability Policy, p. 6-8 QNB Group Code of Ethics and Conduct, p. 10-14 QNB Group Third Party Supplier Code of Conduct, p. 4-10 QNB Group Financial Crime Statement, p. 4	
	2-28 Membership associations	2.7 External initiatives, memberships and standards, p. 24-25	
	2-29 Approach to stakeholder engagement	2.1 Governance, compliance and risk management, p. 14-16 2.5 Stakeholder engagement, p. 21-22 2.6 Materiality assessment, p. 23	
	2-30 Collective bargaining agreements	4.1 Employee value proposition, p. 65 6.1 QNB sustainability performance summary, p. 86	Not applicable for employees not covered by collective bargaining agreements; their working conditions and terms of employment are based on local labour laws at a minimum

6.2 GRI Standards Content Index (Continued)

Disclosure number and title		Reference	Omissions
GRI 3: Material topics 2021			
Material Topics	3-1 Process to determine material topics		2.5 Stakeholder engagement, p. 21-22 2.6 Materiality assessment, p. 23
	3-2 List of material topics		2.6 Materiality assessment, p. 23
	3-3 Management of material topics		1.1 About this report, p. 6 2.1 Governance, compliance and risk management, p. 14-16 2.6 Materiality assessment, p. 23 2.7 External initiatives, memberships and standards, p. 24-25 3.2 Mitigating risk and capturing opportunities through sustainable finance, p. 32-36 3.3 Sustainable financing by business division, p. 37-49 3.4 Responsible engagement, p. 50-51 4.4 Responsible procurement and supply chain, p. 73-74 5.1 Community investment and socio-economic development, p. 76-80 QNB Group Annual Report 2024, p. 36-43
	GRI 201: Economic performance 2016		
	Economic Performance	201-1 Direct economic value generated and distributed	2.3 QNB sustainability framework and strategy, p. 19 3.2 Mitigating risk and capturing opportunities through sustainable finance, p. 36 3.3 Sustainable financing by business division, p. 37-43, 46, 49 5.1 Community investment and socio-economic development, p. 76-80 6.1 QNB sustainability performance summary, p. 83, 87 QNB Group Annual Report 2024, p. 2, 127-132, 149-151, 154-191
	3-3 Management of material topics		3.1 Climate change and risk, p. 29-31 3.2 Mitigating risk and capturing opportunities through sustainable finance, p. 32-36 3.3 Sustainable financing by business division, p. 37-49 3.4 Responsible engagement, p. 50-51 4.3 Environmental impact, p. 69-72 4.4 Responsible procurement and supply chain, p. 73-74 5.1 Community investment and socio-economic development, p. 76-80
	GRI 203: Indirect Economic Impacts 2016		
	Indirect Economic Impacts	203-1 Infrastructure investments and services supported	3.1 Climate change and risk, p. 29-31 3.2 Mitigating risk and capturing opportunities through sustainable finance, p. 32-36 3.3 Sustainable financing by business division, p. 37-49 5.1 Community investment and socio-economic development, p. 76-80
		203-2 Significant indirect economic impacts	3.1 Climate change and risk, p. 29-31 3.2 Mitigating risk and capturing opportunities through sustainable finance, p. 32-33 3.4 Responsible engagement, p. 50-51 4.4 Responsible procurement and supply chain, p. 73-74 5.1 Community investment and socio-economic development, p. 76-80
	3-3 Management of material topics		4.4 Responsible procurement and supply chain, p. 73-74 QNB Group Third Party Supplier Code of Conduct, p. 4-10

6.2 GRI Standards Content Index (Continued)

Disclosure number and title		Reference	Omissions
GRI 3: Material topics 2021			
Material Topics	GRI 204: Procurement Practices 2016		
	Procurement Practices	204-1 Proportion of spending on local suppliers	4.4 Responsible procurement and supply chain, p. 73 6.1 QNB sustainability performance summary, p. 87
	3-3 Management of material topics		2.1 Governance, compliance and risk management, p. 14-16 4.4 Responsible procurement and supply chain, p. 73-74 QNB Group Anti-Bribery and Corruption Policy Statement, p. 1-2
	GRI 205: Anti-corruption 2016		
	Anti-corruption	205-1 Operations assessed for risks related to corruption	2.1 Governance, compliance and risk management, p. 14-16 6.1 QNB sustainability performance summary, p. 82 QNB Group Annual Report 2024, p. 104-106 QNB Group Corporate Governance Report 2024, p. 9-11
		205-2 Communication and training about anti-corruption policies and procedures	2.1 Governance, compliance and risk management, p. 14-16 2.4 Sustainability governance, p. 20 4.1 Employee value proposition, p. 60 4.4 Responsible procurement and supply chain, p. 73-74 6.1 QNB sustainability performance summary, p. 82 QNB Group Anti-Bribery and Corruption Policy Statement, p. 1-2 QNB Group Annual Report 2024, p. 104-106
		205-3 Confirmed incidents of corruption and actions taken	2.1 Governance, compliance and risk management, p. 15 6.1 QNB sustainability performance summary, p. 82
	3-3 Management of material topics		4.3 Environmental impact, p. 69-72
	GRI 301: Materials 2016		
	Materials	301-1 Materials used by weight or volume	4.3 Environmental impact, p. 69-72 6.1 QNB sustainability performance summary, p. 86-87
	3-3 Management of material topics		3.1 Climate change and risk, p. 29-31 4.3 Environmental impact, p. 69-72
	GRI 302: Energy 2016		
	Energy	302-1 Energy consumption within the organisation	1.4 2024 Sustainability at a glance, p. 11 4.3 Environmental impact, p. 69-72 6.1 QNB sustainability performance summary, p. 86-87
		302-2 Energy consumption outside of the organisation	4.3 Environmental impact, p. 69-72 6.1 QNB sustainability performance summary, p. 86-87
		302-3 Energy intensity	4.3 Environmental impact, p. 70 6.1 QNB sustainability performance summary, p. 86-87
		302-4 Reduction of energy consumption	4.3 Environmental impact, p. 69-72 6.1 QNB sustainability performance summary, p. 86-87
	3-3 Management of material topics		2.1 Governance, compliance and risk management, p. 14-16 3.1 Climate change and risk, p. 29-31 3.2 Mitigating risk and capturing opportunities through sustainable finance, p. 32-36 3.3 Sustainable financing by business division, p. 37-49 4.3 Environmental impact, p. 69-72

6.2 GRI Standards Content Index (Continued)

Disclosure number and title		Reference	Omissions
GRI 3: Material topics 2021			
Material Topics	GRI 305: Emissions 2016		
	Emissions	305-1 Direct (Scope 1) GHG emissions	4.3 Environmental impact, p. 69-70 6.1 QNB sustainability performance summary, p. 87
		305-2 Energy indirect (Scope 2) GHG emissions	4.3 Environmental impact, p. 69-70 6.1 QNB sustainability performance summary, p. 87
		305-3 Other indirect (Scope 3) GHG emissions	2.1 Governance, compliance and risk management, p. 14-16 2.3 QNB sustainability framework and strategy, p. 19 3.1 Climate change and risk, p. 30-31 4.3 Environmental impact, p. 69-71 6.1 QNB sustainability performance summary, p. 87
		305-4 GHG emissions intensity	1.4 2024 Sustainability at a glance, p. 11 4.3 Environmental impact, p. 70 6.1 QNB sustainability performance summary, p. 87
		305-5 Reduction of GHG emissions	2.3 QNB sustainability framework and strategy, p. 19 3.1 Climate change and risk, p. 30-31 3.2 Mitigating risk and capturing opportunities through sustainable finance, p. 32-36 3.3 Sustainable financing by business division, p. 39 4.3 Environmental impact, p. 69-71 6.1 QNB sustainability performance summary, p. 86-87 QNB Group Third Party Supplier Code of Conduct, p. 7-8
	3-3 Management of material topics		4.1 Employee value proposition, p. 58-66 4.2 Diversity and inclusion, p. 67-68
	GRI 401: Employment 2016		
	Employment	401-1 New employee hires and employee turnover	4.1 Employee value proposition, p. 61 4.2 Diversity and inclusion, p. 67 6.1 QNB sustainability performance summary, p. 84-85
		401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	4.1 Employee value proposition, p. 63-65 6.1 QNB sustainability performance summary, p. 84-85
		401-3 Parental leave	4.1 Employee value proposition, p. 64 6.1 QNB sustainability performance summary, p. 85
	3-3 Management of material topics		4.1 Employee value proposition, p. 58-66
	GRI 401: Training and Education 2016		
Material Topics	Training and Education	404-1 Average hours of training per year per employee	4.1 Employee value proposition, p. 60 6.1 QNB sustainability performance summary, p. 86
		404-2 Programs for upgrading employee skills and transition assistance programs	4.1 Employee value proposition, p. 59-63
		404-3 Percentage of employees receiving regular performance and career development reviews	4.1 Employee value proposition, p. 63 6.1 QNB sustainability performance summary, p. 86
	3-3 Management of material topics		4.2 Diversity and inclusion, p. 67-68

6.2 GRI Standards Content Index (Continued)

Disclosure number and title		Reference	Omissions
GRI 3: Material topics 2021			
Material Topics	GRI 405: Diversity and equal opportunity 2016		
	Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	1.4 2024 Sustainability at a glance, p. 11 2.3 QNB sustainability framework and strategy, p. 18-19 4.2 Diversity and inclusion, p. 67-68 6.1 QNB sustainability performance summary, p. 83-86
		405-2 Ratio of basic salary and remuneration of women to men	1.4 2024 Sustainability at a glance, p. 11 4.2 Diversity and inclusion, p. 67 6.1 QNB sustainability performance summary, p. 86 Confidentiality constraints: QNB is capturing the data for QNB Qatar, international branches, and subsidiaries and will continue to assess whether to disclose it in the future
	3-3 Management of material topics		4.1 Employee value proposition, p. 58-66 4.4 Responsible procurement and supply chain, p. 73-74 QNB Group Human Rights Statement, p. 6 QNB Group Third Party Supplier Code of Conduct, p. 6
	GRI 406: Non-discrimination 2016		
	Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	4.1 Employee value proposition, p. 65 6.1 QNB sustainability performance summary, p. 86
	3-3 Management of material topics		2.1 Governance, compliance and risk management, p. 14-16 4.4 Responsible procurement and supply chain, p. 73-74 QNB Group Third Party Supplier Code of Conduct, p. 7, 10
	GRI 414: Supplier Social Assessment 2016		
	Supplier Social Assessment	414-1 New suppliers that were screened using social criteria	4.4 Responsible procurement and supply chain, p. 73-74 6.1 QNB sustainability performance summary, p. 87
		414-2 Negative social impacts in the supply chain and actions taken	4.4 Responsible procurement and supply chain, p. 74 6.1 QNB sustainability performance summary, p. 87
	3-3 Management of material topics		2.1 Governance, compliance and risk management, p. 14-16 3.4 Responsible engagement, p. 50-51
	GRI 417: Marketing and labeling 2016		
	Marketing and Labelling	417-1 Requirements for product and service information and labeling	3.2 Managing risk and capturing opportunities through sustainable finance, p. 34 3.4 Responsible engagement, p. 50-51 6.1 QNB sustainability performance summary, p. 83
		417-2 Incidents of non-compliance concerning product and service information and labeling	3.4 Responsible engagement, p. 50-51 6.1 QNB sustainability performance summary, p. 83
		417-3 Incidents of non-compliance concerning marketing communications	3.4 Responsible engagement, p. 50-51 6.1 QNB sustainability performance summary, p. 83
	3-3 Management of material topics		2.1 Governance, compliance and risk management, p. 14-16 3.5 Data security and privacy, p. 52-55
	GRI 418: Customer Privacy 2016		
	Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	1.4 2024 Sustainability at a glance, p. 11 3.5 Data security and privacy, p. 55 6.1 QNB sustainability performance summary, p. 83

6.3 UNGC COP index

Main category	Principle	Relevant section in the Report/ Disclosure/ Policy
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	QNB Group Sustainability Report 2024 2.1 Governance, compliance and risk management 2.6 Materiality assessment 2.7 External initiatives, memberships and standards 3.3 Sustainable financing by business division 4.1 Employee value proposition 4.4 Responsible procurement and supply chain Other publicly available documents QNB Group Code of Ethics and Conduct QNB Group Sustainability Policy QNB Group Sustainable Finance and Product Framework QNB Group ESRM Policy Framework QNB Group Third Party Supplier Code of Conduct QNB Group Human Rights Statement Modern Slavery and Human Trafficking Transparency Statement
	Principle 2: Businesses make sure that they are not complicit in human rights abuses	QNB Group Sustainability Report 2024 2.1 Governance, compliance and risk management 2.6 Materiality assessment 2.7 External initiatives, memberships and standards 3.3 Sustainable financing by business division 4.1 Employee value proposition 4.4 Responsible procurement and supply chain Other publicly available documents QNB Group Code of Ethics and Conduct QNB Group Sustainability Policy QNB Group Sustainable Finance and Product Framework QNB Group ESRM Policy Framework QNB Group Third Party Supplier Code of Conduct QNB Group Human Rights Statement Modern Slavery and Human Trafficking Transparency Statement

Main category	Principle	Relevant section in the Report/ Disclosure/ Policy
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	QNB Group Sustainability Report 2024 3.2 Mitigating risk and capturing opportunities through sustainable finance 4.1 Employee value proposition 6.1 QNB sustainability performance summary Other publicly available documents QNB Group Human Rights Statement
	Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour	QNB Group Sustainability Report 2024 2.7 External initiatives, memberships and standards 3.2 Mitigating risk and capturing opportunities through sustainable finance 4.4 Responsible procurement and supply chain Other publicly available documents QNB Group Sustainability Policy QNB Group Sustainable Finance and Product Framework QNB Group ESRM Policy Framework QNB Group Human Rights Statement Modern Slavery and Human Trafficking Transparency Statement
	Principle 5: Businesses should uphold the effective abolition of child labour	QNB Group Sustainability Report 2024 2.7 External initiatives, memberships and standards 3.2 Mitigating risk and capturing opportunities through sustainable finance 4.4 Responsible procurement and supply chain Other publicly available documents QNB Group Sustainability Policy QNB Group Sustainable Finance and Product Framework QNB Group Human Rights Statement QNB Group ESRM Policy Framework

6.3 UNGC COP index (Continued)

Main category	Principle	Relevant section in the Report/ Disclosure/ Policy
Labour	Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation	QNB Group Sustainability Report 2024 2.1 Governance, compliance and risk management 2.7 External initiatives, memberships and standards 4.1 Employee value proposition 4.2 Diversity and inclusion Other publicly available documents QNB Group Code of Ethics and Conduct QNB Group Human Rights Statement QNB Group Sustainability Policy
	Principle 7: Businesses should support a precautionary approach to environmental challenges	QNB Group Sustainability Report 2024 2.7 External initiatives, memberships and standards 3.1 Climate change and risk 3.2 Mitigating risk and capturing opportunities through sustainable finance 3.3 Sustainable financing by business division Other publicly available documents QNB Group Sustainability Policy QNB Group Sustainable Finance and Product Framework QNB Group ESRM Policy Framework
Environment	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility	QNB Group Sustainability Report 2024 2.7 External initiatives, memberships and standards 3.1 Climate change and risk 3.2 Mitigating risk and capturing opportunities through sustainable finance 3.3 Sustainable financing by business division Other publicly available documents QNB Group Sustainability Policy QNB Group Sustainable Finance and Product Framework QNB Group ESRM Policy Framework

Main category	Principle	Relevant section in the Report/ Disclosure/ Policy
Environment	Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies	QNB Group Sustainability Report 2024 2.7 External initiatives, memberships and standards 3.1 Climate change and risk 3.2 Mitigating risk and capturing opportunities through sustainable finance 3.3 Sustainable financing by business division 4.3 Environmental impact Other publicly available documents QNB Group Sustainability Policy QNB Group Sustainable Finance and Product Framework QNB Group ESRM Policy Framework
	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	QNB Group Sustainability Report 2024 2.1 Governance, compliance and risk management 4.1 Employee value proposition 4.4 Responsible procurement and supply chain Other publicly available documents QNB Group Anti-Bribery and Corruption Policy Statement QNB Group Financial Crime Statement QNB Group Code of Ethics and Conduct QNB Group Human Rights Statement QNB Group Sustainability Policy QNB Group Third Party Supplier Code of Conduct

6.4 QSE ESG performance metrics

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

Environment KPIs	2022	2023	2024
Does the company publish and follow an environmental policy? Yes/No	No	No	No
Energy used (GJ/ employee)	27.2*	26.5*	27.0
Specify the primary source of energy used by the company	Electricity	Electricity	Electricity
Total amount of energy used (GJ)	602,430*	601,915*	628,201
Total greenhouse gas emissions (tonnes) ¹	63,957*	64,151*	67,622
Total waste produced (kg) ²	78,483	43,283	66,523
Total water use (m³)	482,530*	528,979*	503,305

Social KPIs	2022	2023	2024
Average hours of training per employee	51.3	50.4	54.3
Disclosure and adherence to a Human Rights Policy? Yes/No	No	No	Yes
Does the company prohibit the use of child or forced labor throughout the supply chain? Yes/ No	Yes	Yes	Yes
Does the company publish and follow a policy for occupational and global health issues? Yes/No	No	No	No
Employee turnover rate (%)	17%*	15%*	15%
Employee wages and benefits (USD Mn)	1,001	1,129	1,345
Nationalisation rate (%) ³	59%	59%	60%
Number of grievances about human rights issues filed, addressed and resolved	0	0	0
Pre-tax profits invested in the community (%)	3.3%	2.7%	2.2%
Spending on locally-based suppliers (%)	88%**	89%**	92%
Total number of injuries and fatal accidents (contractors) ⁴	0	0	0
Total number of injuries and fatal accidents (employees and contractors) ⁵	0	0	0
Total number of injuries and fatal accidents (employees) ⁶	0	0	0
Total workforce (FTE)	22,269	22,811	23,367
Women in the workforce (%)	47%	48%	48%

Governance KPIs	2022	2023	2024
CEO pay ratio	34	35	36
Disclosure of the voting results of the latest AGM. Yes/No	Yes	Yes	Yes
Does the company publish and follow a Bribery/ Anti-Corruption Code? Yes/No	Yes	Yes	Yes
Does the company publish and follow an Ethics Code of Conduct? Yes/No	Yes	Yes	Yes
Executive compensation linked to performance indicators. Yes/No	Yes	Yes	Yes
Female directors on the board (%)	0%	0%	0%
Independent directors on the board (%)	50%	50%	50%
Median male salary to median female salary	1.09	1.08	1.07
Role separation of Chairman and CEO. Yes/No	Yes	Yes	Yes
Sustainability report published. Yes/No	Yes	Yes	Yes

*Figures have been restated due to the addition of three international branches. For previous figures, see [QNB Group Sustainability Report 2023](#), p. 98.

**Figures have been restated due to the addition of QNB Türkiye. For previous figures, see [QNB Group Sustainability Report 2023](#), p. 98.

¹ Scope 1 and Scope 2 GHG emissions.

^{2 3 4 5 6} Qatar only.

6.5 ISSB IFRS S1 and S2

S1 – Sustainability Disclosure

Index	Disclosure content	IFRS S1 + S2 Category		Reference
S1.27	a) Governance body b) Management role	Governance		2.4 Sustainability governance
S1.30	Sustainability-related risks and opportunities a) Describe sustainability-related risks and opportunities expected to affect QNB b) Define time horizon – short/ medium/ long c) Explain time horizon selection and link to planning horizons and strategic decision-making	Strategy		3.2 Mitigating risk and capturing opportunities through sustainable finance QNB Group Annual Report 2024, Financial Statements – IFRS Sustainability Disclosures
S1.32	Business model and value chain a) Describe current/ anticipated sustainability-related risks and opportunities on business model and value chain b) Specify concentration of risk and opportunities			
S1.33	Strategy and decision-making a) Response, and plans to respond, to sustainability-related risks and opportunities b) Progress on activity plans reported earlier c) Explain trade-offs between sustainability-related risks and opportunities			
S1.35	Financial position, financial performance and cash flows a) Identify affects on financials for reporting period b) Positions with significant impact on financials c/d) Expected financial change across time horizons due to sustainability-related strategy implementation			
S1.41	Resilience a) Describe resilience of strategy and business model in relation to sustainability-related risks			
S1.44	Risk Management a) Processes/ related policies to identify, assess, prioritise and monitor sustainability-related risks b) Processes/ related policies to identify, assess, prioritise and monitor sustainability-related opportunities c) Describe integration into the overall risk management process	Risk Management		2.6 Materiality assessment 3.2 Mitigating risk and capturing opportunities through sustainable finance QNB Group Annual Report 2024, section Risk – Risk Management, Strategic Report – Sustainability
S1.46	Metrics and targets: Disclose Sustainability-related risk and opportunity affecting QNB a) Required metrics by applicable IFRS Sustainability Disclosure Standard b) Metrics used to measure and monitor sustainability-related risk and opportunities	Metrics and Targets		6.1 QNB sustainability performance summary
S1.51	Targets and monitor progress a) Disclose information about the targets, which enable monitoring the progress towards achieving strategic goals and targets required by law/ regulation			2.3 QNB sustainability framework and strategy

6.5 ISSB IFRS S1 and S2 (Continued)

S2 - Sustainability Disclosure

Index	Disclosure content	IFRS S1 + S2 Category	Reference
S2.6	a) Governance body b) Management role	Governance	2.4 Sustainability governance 3.1 Climate change and risk
S2.10	Climate-related risks and opportunities a) Describe climate-related risks and opportunities expected to affect QNB b) Climate-risk differentiation: physical or transition risk c) Define time horizon for each climate-risk/ opportunity d) Explain time horizon selection and link to planning horizons and strategic decision-making	Strategy	3.1 Climate change and risk QNB Group Annual Report 2024, Financial Statements - IFRS Sustainability Disclosures
S2.12	Industry-based Disclosure IFRS S2 Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis		6.6 SASB index for commercial banks QNB Group Annual Report 2024, Financial Statements - IFRS Sustainability Disclosures, section Risk - Risk Management
S2.13	Business model and value chain a) Describe climate-related risks and opportunities on business model and value chain b) Specify concentration of risk and opportunities		3.1 Climate change and risk QNB Group Annual Report 2024, Financial Statements - IFRS Sustainability Disclosures
S2.14	Strategy and decision-making a) Response to climate-related risks and opportunities b) Funding of response actions to climate-related risks and opportunities c) Information on progress		
S2.15	Financial position, financial performance and cash flows a) Identify affects on financials for reporting period b) Identify anticipated affect on financials for reporting period		
S2.16	Financial position, financial performance and cash flows - Quantitative and Qualitative information a) Identify affects on financials for reporting period b) Positions with significant impact on financials c/d) Expected financial change across time horizons due to climate-related strategy implementation		
S2.22	Climate resilience a) Climate resilience for reporting period b) Climate-related scenario analysis		
S2.25	Risk Management a) Processes/ related policies to identify, assess, prioritise and monitor climate-related risks b) Processes/ related policies to identify, assess, prioritise and monitor climate-related opportunities c) Describe integration into the overall risk management process	Risk Management	2.6 Materiality assessment 3.2 Mitigating risk and capturing opportunities through sustainable finance QNB Group Annual Report 2024, section Risk - Risk Management
S2.29	Metrics and targets a) Scope 1/2/3 GHG (Scope 3 operational) b/c/d) Climate-related transition/ physical risks and opportunities	Metrics and Targets	3.1 Climate change and risk 4.3 Environmental impact 6.1 QNB sustainability performance summary
S2.B62	Financed emissions a) Classification by assets b) Classification by industry	Appendix	3.1 Climate change and risk 6.5 ISSB IFRS S1 and S2 QNB Group Annual Report 2024, Financial Statements - IFRS Sustainability Disclosures
S.2.33	Climate-related targets - Quantitative and qualitative climate-related targets	Metrics and Targets	2.3 QNB sustainability framework and strategy 4.3 Environmental impact
S.2.34	Climate-related targets - Approach of setting, reviewing each target and monitoring progress		
S.2.35	Climate-related targets - Performance against each climate-related target		

6.5 ISSB IFRS S1 and S2 (Continued)

Financed emissions by industry

		Financial exposure (QAR '000)		Gross financed GHG emissions (tCO ₂ e)			
GICS code	GICS code description	Gross financial exposure	% of gross exposure	Scope 1	Scope 2	Scope 3	Total
Sectors with emissions disclosed							
101010	Energy Equipment & Services	13,064,501	1%	879,396	139,041	1,622,757	2,641,194
101020	Oil, Gas & Consumable Fuels	32,944,943	2%	5,245,215	692,087	4,420,829	10,358,131
151010	Chemicals	7,608,147	1%	517,844	106,089	877,871	1,501,804
151020	Construction Materials	1,327,022	0%	81,805	3,997	40,028	125,830
151030	Containers & Packaging	1,215,436	0%	21,611	3,383	46,874	71,868
151040	Metals & Mining	5,422,649	0%	610,718	225,062	734,265	1,570,045
151050	Paper & Forest Products	1,805,462	0%	28,941	92,560	112,105	233,606
201010	Aerospace & Defence	84,902	0%	123	22	524	669
201020	Building Products	105,049	0%	697	10	7,223	7,930
201030	Construction & Engineering	7,966,725	1%	127,298	16,125	941,671	1,085,094
201040	Electrical Equipment	589,054	0%	9,139	5,544	28,830	43,513
201060	Machinery	263,001	0%	642	361	5,747	6,750
201070	Trading Companies & Distributors	34,928,690	2%	1,368,613	1,029,519	4,861,992	7,260,124
202010	Commercial Services & Supplies	2,561,800	0%	35,215	15,491	152,446	203,152
202020	Professional Services	36,440,914	3%	22,202	17,381	3,033,672	3,073,255
203010	Air Freight & Logistics	12,107	0%	181	20	162	363
203020	Passenger Airlines	104,187,238	7%	14,644,638	203,226	12,651	14,860,515
203030	Marine Transportation	1,079,401	0%	36,889	8,968	23,161	69,018
203040	Ground Transportation	34,141,659	2%	167,120	22,688	2,389,952	2,579,760
203050	Transportation Infrastructure	19,388	0%	440	49	415	904
251010	Automobile Components	296	0%	-	-	1	1
252010	Household Durables	84,068,252	6%	124,489	50,210	7,303,245	7,477,944
252030	Textiles, Apparel & Luxury Goods	3,288,406	0%	83,890	23,110	426,024	533,024
253010	Hotels, Restaurants & Leisure	31,218,743	2%	54,025	34,726	1,073,252	1,162,003
253020	Diversified Consumer Services	839,845	0%	10,408	25,046	37,572	73,026
255010	Distributors	62,896,824	4%	66,241	38,805	5,159,483	5,264,529
255030	Broadline Retail	251,192	0%	821	191	4,183	5,195
255040	Specialty Retail	8,423,310	1%	143,702	128,667	848,652	1,121,021
301010	Consumer Staples Distribution & Retail	21,268,928	1%	221,711	157,325	2,296,102	2,675,138
302010	Beverages	151,177	0%	2,990	4,903	32,017	39,910

GICS code	GICS code description	Financial exposure (QAR '000)		Gross financed GHG emissions (tCO ₂ e)			
		Gross financial exposure	% of gross exposure	Scope 1	Scope 2	Scope 3	Total
302020	Food Products	3,928,892	0%	367,557	65,683	1,281,107	1,714,347
303020	Personal Care Products	19,569	0%	913	64	1,451	2,428
351010	Health Care Equipment & Supplies	12,367	0%	3,077	573	778	4,428
351020	Health Care Providers & Services	12,673,667	1%	11,442	15,743	945,288	972,473
352010	Biotechnology	49,497	0%	665	90	928	1,683
401010	Banks	3,296,259	0%	-	-	-	-
402010	Financial Services	187,308,311	13%	151,305	21,707	157,944	330,956
402030	Capital Markets	34,384,376	2%	13,394	25,940	101,227	140,561
403010	Insurance	61,027	0%	146	39	449	634
451020	IT Services	131,037	0%	234	45	544	823
451030	Software	809,438	0%	33	2	208	243
452020	Technology Hardware, Storage & Peripherals	181,988	0%	7	292	22,372	22,671
452030	Electronic Equipment, Instruments & Components	7,265	0%	-	12	893	905
501010	Diversified Telecommunication Services	3,860,215	0%	18,964	13,185	75,131	107,280
502010	Media	895,497	0%	1,171	2,235	9,624	13,030
551010	Electric Utilities	8,116,163	1%	2,359,397	143,752	623,878	3,127,027
551030	Multi-Utilities	9,227,042	1%	3,461,596	102,831	461,144	4,025,571
551040	Water Utilities	37,520	0%	1,688	203	1,828	3,719
551050	Independent Power and Renewable Electricity Producers	637,709	0%	208,277	780	34,694	243,751
601010	Diversified REITs	28,511	0%	-	-	70	70
602010	Real Estate Management & Development	123,062,931	8%	234,577	77,468	6,072,034	6,384,079
	Exposures Not expressly classified in GICS - Public sector	205,908,800	15%	4,782,727	382,519	18,792,951	23,958,197
	Exposures Not expressly classified in GICS - Non-Public Sector	130,428,121	9%	7,682,055	3,004,200	12,148,741	22,834,996
Sectors with emissions not known or disclosed		231,253,854	17%				
Total		1,454,495,117	100%	43,806,229	6,901,969	77,226,990	127,935,188

6.6 SASB index for commercial banks

Industry	Accounting metric	Category	Unit of measure	Code	2024
Topic: Data Security					
CB	Number of data breaches	Quantitative	Number	FN-CB-230a.1	0
CB	Percentage involving personally identifiable information (PII)	Quantitative	Percentage	FN-CB-230a.1	0%
CB	Number of account holders affected	Quantitative	Number	FN-CB-230a.1	0
CB	Description of approach to identifying and addressing data security risks	Discussion and Analysis	N/A	FN-CB-230a.2	3.5 Data security and privacy QNB Group Annual Report 2024, section Operational Risk and Cybersecurity, p. 82-97
Topic: Financial Inclusion and Capacity Building					
CB	Number of loans outstanding qualified to programs designed to promote small business and community development	Quantitative	Number	FN-CB-240a.1	592,518
CB	Amount of loans outstanding qualified to programs designed to promote small business and community development	Quantitative	Reporting currency	FN-CB-240a.1	20,447,089,386
CB	Number of past due and nonaccrual loans qualified to programs designed to promote small business and community development	Quantitative	Number	FN-CB-240a.2	85,386
CB	Amount of past due and nonaccrual loans qualified to programs designed to promote small business and community development	Quantitative	Reporting currency (000s)	FN-CB-240a.2	603,229
CB	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers	Quantitative	Number	FN-CB-240a.3	4,644,394
CB	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	Quantitative	Number	FN-CB-240a.4	42,100
Topic: Incorporation of Environmental, Social, and Governance Factors in Credit Analysis					
CB	Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis	Discussion and Analysis	N/A	FN-CB-410a.2	3.2 Mitigating risk and capturing opportunities through sustainable finance QNB Group Annual Report 2024, Financial Statements IFRS, Sustainability Disclosures, section Risk Management
Topic: Financed Emissions					
CB	Absolute gross financed emissions, disaggregated by scope 1	Quantitative	Metric tons (tCO ₂ e)	FN-CB-410b.1	43,806,229
CB	Absolute gross financed emissions, disaggregated by scope 2	Quantitative	Metric tons (tCO ₂ e)	FN-CB-410b.1	6,901,969
CB	Absolute gross financed emissions, disaggregated by scope 3	Quantitative	Metric tons (tCO ₂ e)	FN-CB-410b.1	77,226,990
CB	Gross exposure for each industry by asset class	Quantitative	Reporting currency (000s)	FN-CB-410b.2	6.5 ISSB IFRS S1 and S2
CB	Percentage of gross exposure included in the financed emissions calculation	Quantitative	Percentage	FN-CB-410b.3	100%
CB	Description of the methodology used to calculate financed emissions	Discussion and Analysis	N/A	FN-CB-410b.4	3.1 Climate change and risk

6.6 SASB index for commercial banks (Continued)

Industry	Accounting metric	Category	Unit of measure	Code	2024
Topic: Business Ethics					
CB	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	Quantitative	Reporting currency	FN-CB-510a.1	0
CB	Description of whistleblower policies and procedures	Discussion and Analysis	N/A	FN-CB-510a.2	2.1 Governance, compliance and risk management 4.1 Employee value proposition
Topic: Systemic Risk Management					
CB	Global Systemically Important Bank (G-SIB) score, by category	Quantitative	Basis points (bps)	FN-CB-550a.1	Not applicable
CB	Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	Discussion and Analysis	N/A	FN-CB-550a.2	QNB Group Annual Report 2024, section Strategic Risk, p. 80-81
Activity Metrics					
CB	Number of checking and savings accounts by segment: (a) personal (b) small business	Quantitative	Number	FN-CB-000.A	20,283,377 712,160
CB	Value of checking and savings accounts by segment: (a) personal (b) small business	Quantitative	Reporting currency (000s)	FN-CB-000.A	17,774,844 4,797,503
CB	Number of loans by segment: (a) personal (b) small business (c) corporate	Quantitative	Number	FN-CB-000.B	11,999,023 762,446 100,218
CB	Value of loans by segment: (a) personal (b) small business (c) corporate	Quantitative	Reporting currency (000s)	FN-CB-000.B	100,032,313 21,407,040 789,318,399

6.7 SFDR index¹

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

Adverse sustainability indicator			Reference
Mandatory climate and other environment-related indicators			
Greenhouse gas emissions	1. Scope 1 GHG emissions		6.1 QNB sustainability performance summary, p. 87
	Scope 2 GHG emissions		6.1 QNB sustainability performance summary, p. 87
	Scope 3 GHG emissions		6.1 QNB sustainability performance summary, p. 87
	Total GHG emissions		6.1 QNB sustainability performance summary, p. 87
	2. Carbon footprint		Not applicable
	3. GHG intensity of investee companies		GHG emissions: see 1. above Revenue: QNB Group Annual Report 2024, Financial statements
	4. Exposure to companies active in the fossil fuel sector		Not applicable, QNB Group NACE code: 64.19
	5. Share of non-renewable energy consumption and production	a) Consumption	a) 6.1 QNB sustainability performance summary, p. 86
		b) Production	b) Not applicable
	6. Energy consumption intensity per high impact climate sector		Not applicable, QNB Group NACE code: 64.19
Biodiversity	7. Activities negatively affecting biodiversity-sensitive areas		Not applicable, QNB Group NACE code: 64.19
Water	8. Pollution to water		Not applicable, QNB Group NACE code: 64.19
Waste	9. Hazardous waste ratio		Not applicable, QNB Group NACE code: 64.19

Adverse sustainability indicator			Reference
Mandatory indicators for social and employee, respect for human rights, anti-corruption and anti-bribery matters			
Social and employee matters	10. Non-respect of OECD Guidelines for Multinational Enterprises or the UN Guiding Principles including the principles and rights set out in the eight fundamental conventions identified in the ILO Declaration and the International Bill of Human Rights		No violations
	11. Unadjusted gender pay gap between female and male employees		6.1 QNB sustainability performance summary, p. 86
	12. Management and supervisory board gender diversity		4.2 Diversity and inclusion, p. 67
	13. Amount of accumulated earnings in non-cooperative tax jurisdictions applying to investee companies where the total consolidated revenue on their balance sheet date for each of the last two consecutive financial years exceeds a total of EUR 750 Mn		As at 08/10/2024, Türkiye is part of Annex II of EU list of non-cooperative jurisdictions for tax purposes
	14. Exposure to controversial weapons		Not applicable, QNB Group NACE code: 64.19
	15. Exposure to companies involved in the cultivation and production of tobacco		Not applicable, QNB Group NACE code: 64.19
	16. Share of employees of investee companies earning less than the adequate wage		QNB Group workforce are paid an adequate wage and comply with wage requirements as per local labour laws across jurisdictions where we operate QNB Group Human Rights Statement

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

6.7 SFDR index (Continued)

Adverse sustainability indicator			Reference
Additional climate and other environment-related indicators			
Emissions	1. Emissions of inorganic pollutants		Not applicable
	2. Emissions of air pollutants		Not applicable (GHG emissions: see 1 above)
	3. Emissions of ozone-depleting substances		Not applicable
	4. Investments in companies without carbon emission reduction initiatives		4.3 Environmental impact, p. 69-72
Energy performance	5. Breakdown of energy consumption by type of non-renewable sources of energy		6.1 QNB sustainability performance summary, p. 86, 87
Water, waste and material emissions	6. Water usage and recycling	a) Amount of water consumed (in cubic meters)	a) 6.1 QNB sustainability performance summary, p. 87
		b) Percentage of water recycled and reused	b) Not applicable
	7. Investments in companies without water management policies		Not applicable
	8. Exposure to areas of high water stress		1.1 About this report, p. 6
	9. Investments in companies producing pesticides and other agrochemical products		Not applicable
	10. Land degradation, desertification, soil sealing		Not applicable
	11. Investments in companies without sustainable land/ agriculture practices or policies		Not applicable
	12. Investments in companies without sustainable oceans/ seas practices or policies		Not applicable
	13. Non-recycled waste ratio		6.1 QNB sustainability performance summary, p. 87
	14. Radioactive waste ratio		Not applicable

Adverse sustainability indicator			Reference
Water, waste and material emissions	15. Natural species and protected areas	a) Operations affect threatened species	a) Not applicable
		b) Companies without a biodiversity protection policy covering operational sites owned, leased, managed in, or adjacent to, a protected area or an area of high biodiversity value outside protected areas	b) Not applicable
	16. Deforestation	Not applicable	
Green securities	17. Share of corporate debt securities not issued under Union legislation on environmentally sustainable bonds	Not applicable	
Additional indicators for social and employee, respect for human rights, anti-corruption and anti-bribery matters			
Social and employee matters	1. Investments in companies without workplace accident prevention policies or management systems	4.1 Employee value proposition, p. 66 (ISO 45001)	
	2. Rate of recordable work-related injuries	6.4 QSE ESG performance metrics, p. 97	
	3. Number of days lost to work-related injuries, accidents, ill health and fatalities	6.4 QSE ESG performance metrics, p. 97	
	4. Low coverage of collective bargaining agreements	6.1 QNB sustainability performance summary, p. 86	
	5. Lack of a supplier code of conduct	4.4 Responsible procurement and supply chain, p. 73-74 QNB Group Third Party Supplier Code of Conduct	
	6. Lack of grievance/ complaints handling mechanism related to employee matters	4.1 Employee value proposition, p. 65	
	7. Insufficient whistleblower protection	2.1 Governance, compliance and risk management, p. 15	
	8. Incidents of discrimination and incidents of discrimination related to any type of discrimination leading to monetary and non-monetary sanctions in investee companies	a) 6.1 QNB sustainability performance summary, p. 86 b) 6.1 QNB sustainability performance summary, p. 86	

6.7 SFDR index (Continued)

Adverse sustainability indicator		Reference
Social and employee matters	9. Excessive CEO pay ratio	6.1 QNB sustainability performance summary, p. 82
	10. Excessive use of non-guaranteed-hour employees in investee companies	6.1 QNB sustainability performance summary, p. 84
	11. Excessive use of temporary contract employees in investee companies	6.1 QNB sustainability performance summary, p. 84
	12. Excessive use of non-employee workers in investee companies	6.1 QNB sustainability performance summary, p. 84
	13. Insufficient employment of persons with disabilities within the workforce	QNB Group is an inclusive employer, disability data is not reported
Human rights	14. Lack of processes and compliance mechanisms to monitor compliance with OECD Guidelines for Multinational Enterprises or the UN Guiding principles including the principles and rights set out in the eight fundamental conventions identified in the ILO Declaration and the International Bill of Human Rights	2.7 External initiatives, memberships and standards, p. 24-26 3.2 Mitigating risk and capturing opportunities through sustainable finance, p. 33 4.2 Diversity and inclusion, p. 67-68 4.4 Responsible procurement and supply chain, p. 73-74
	15. Lack of human rights policies	QNB Group Human Rights Statement 3.2 Mitigating risk and capturing opportunities through sustainable finance, p. 33

Adverse sustainability indicator		Reference
Human rights	16. Lack of processes and measures for preventing trafficking in human beings	3.2 Mitigating risk and capturing opportunities through sustainable finance, p. 33 Modern Slavery and Human Trafficking Transparency Statement 4.4 Responsible procurement and supply chain, p. 73-74
	17. Operations and suppliers using workforce qualifying as child labour	Not applicable - QNB Group explicitly prohibits child labour in its operations and third-party relationships QNB Group Human Rights Statement QNB Group Third Party Supplier Code of Conduct
	18. Operations and suppliers at significant risk of forced or compulsory labour	4.4 Responsible procurement and supply chain, p. 73-74
	19. Number of identified cases of severe human rights issues and incidents	6.4 QSE ESG performance metrics
	20. Lack of remediation mechanism for affected communities relating to the operations of the investee companies	3.4 Responsible engagement, p. 51 4.1 Employee value proposition, p. 65
	21. Lack of remediation handling mechanism for consumers/ end-users of the investee company	3.4 Responsible engagement, p. 51
Anti-corruption and anti-bribery	22. Lack of anti-corruption and anti-bribery policies	QNB Group Anti-Bribery and Corruption Policy Statement
	23. Lack of action taken to address breaches of standards of anti-corruption and anti-bribery	6.1 QNB sustainability performance summary, p. 82
	24. Convictions and fines for violation of anti-corruption and anti-bribery laws	6.1 QNB sustainability performance summary, p. 82

6.8 QNB calculation methodology

KPI	Unit of measurement	Boundaries	Calculation	Source
Female employment rate (%)	Percentage (%)	<p>The scope of this KPI covers Qatar, our international branches including QNB Suisse, and major subsidiaries: QNB Türkiye, QNB Egypt, QNB Indonesia, and QNB Tunisia.</p> <p>The calculation of this KPI is based on headcount as at 31 December 2024. Female employees include both full-time and part-time as well as permanent and temporary employees. Total employees refers to both full-time and part-time as well as permanent and temporary employees.</p>	<p>Total number of female employees divided by the total number of employees.</p> <p>No estimations or assumptions have been made.</p>	Employee and gender data for each of the in-scope entities was sourced from the respective Human Resource (HR) Management Information Systems (MIS).
Female Board members in the subsidiaries (%)	Percentage (%)	<p>The scope of this KPI covers QNB Türkiye, QNB Egypt, QNB Indonesia, QNB Tunisia, and QNB Suisse.</p> <p>The calculation of this KPI is based on headcount as at 31 December 2024.</p>	<p>Total number of female Board members in the subsidiaries divided by the total number of Board members in the subsidiaries. A single individual can serve as a Board representative within different subsidiaries, and in such cases, each representation is counted separately.</p> <p>No estimations or assumptions have been made.</p>	The data was sourced from QNB Group Overseas Subsidiaries Factbook, International Business Division, Q4-2024 and from the regulatory approvals of female Board members for each country under scope.

KPI	Category	Definition	Unit of measurement	Boundaries	Activity data	Calculation and source
Scope 1 GHG emissions	Stationary combustion	Emissions related to natural gas combustion within generators/boilers	tCO ₂ e	<p>The scope of the KPI covers:</p> <ul style="list-style-type: none"> - QNB Türkiye - QNB Egypt - QNB Indonesia - QNB Tunisia - QNB Qatar and international branches¹ 	<p>Türkiye - gas consumption for Head Office buildings (in m³) is received directly from supplier invoices. Gas consumption for branches (in m³) is calculated according to the monthly invoice payment amounts divided by the unit price of natural gas in the relevant month. Unit prices are obtained from Energy Market Regulatory Authority of the Republic of Türkiye website.</p> <p>Tunisia - gas consumption (in m³) is calculated by taking the amount paid from the supplier invoices divided by the non-residential price of m³, defined by STEG (Societe Tunisienne del Electricitee et du Gaz).</p> <p>India - gas consumption (in m³) is based on the calculation that considers the total number of employees in India branch, the number of working days in a month (excluding weekends, holidays, and leaves), the average daily usage of natural gas by these employees, and the efficiency of gas consumption.</p> <p>Yemen - gas consumption (in m³) is calculated based on the price provided by the supplier for 40 litres per month.</p> <p>Egypt, Qatar, Indonesia, China, Hong Kong, KSA, Kuwait, Lebanon, London, Oman, Paris, Singapore, South Sudan, Switzerland, Vietnam - no consumption of natural gas.</p>	<p>Total natural gas consumption in m³ * conversion factor for natural gas (kgCO₂e/m³)/ 1000</p> <p>Conversion factor: www.gov.uk</p>
		Emissions related to diesel consumption within generators	tCO ₂ e	<p>The scope of the KPI covers:</p> <ul style="list-style-type: none"> - QNB Türkiye - QNB Egypt - QNB Indonesia - QNB Tunisia - QNB Qatar and international branches¹ 	<p>Türkiye - diesel consumption (in litres) is calculated by dividing the total cost for diesel as extracted from the finance system with a unit price per litre, as found in the energy market regulatory website.</p> <p>Egypt - diesel consumption (in litres) for generators in the branches is based on data received for a sample of generators (total amount paid to the vendor based on the receipt, divided by the unit price from the finance system). The data is then extrapolated to all generators, based on their capacity.</p> <p>Indonesia - data is collected based on the schedule of warming up the generator system and generator preventive maintenance schedule. Calculation is using assumption for generator as recommended by the government: www.interjaya.com.</p> <p>Qatar - diesel consumption (in litres) is calculated based on generator's specifications regarding diesel consumption rate at a given period of running time. The total consumption is estimated based on the generator's time of operation.</p> <p>China, Hong Kong, India, KSA, Kuwait, Lebanon, London, Oman, Paris, Singapore, South Sudan, Switzerland, Yemen, Vietnam - no diesel consumption for generators.</p>	<p>Total diesel consumption in litres * conversion factor for diesel stationary combustion (kgCO₂e/L)/ 1000</p> <p>Conversion factor: www.gov.uk</p>

¹ International branches include: China, Hong Kong, India, KSA, Kuwait, Lebanon, London, Oman, Paris, South Sudan, Singapore, Switzerland, Vietnam, and Yemen.

6.8 QNB calculation methodology (Continued)

KPI	Category	Definition	Unit of measurement	Boundaries	Activity data	Calculation and source
Scope 1 GHG emissions	Stationary combustion	Emissions related to diesel consumption within company cars	tCO ₂ e	The scope of the KPI covers: <ul style="list-style-type: none"> - QNB Türkiye - QNB Egypt - QNB Indonesia - QNB Tunisia - QNB Qatar and international branches¹ 	<p>Türkiye - diesel consumption (in litres) is based on total spend on fuel as extracted from the internal logs of the supplier. These logs include fuel consumption and the cost of fuel per litre in each location. The unit price for every vehicle fuel purchasing in every location in Türkiye is determined by the supplier.</p> <p>Egypt, Tunisia - diesel consumption (in litres) is received directly from supplier invoices.</p> <p>India - diesel consumption (in litres) is based on the calculation that considers the employees who use diesel-powered vehicles, the number of working days in a month (excluding weekends, holidays, and leaves), the average kilometres travelled by these employees, and the average mileage per litre of diesel.</p> <p>Qatar, Indonesia, China, Hong Kong, KSA, Kuwait, Lebanon, London, Oman, Paris, Singapore, South Sudan, Switzerland, Yemen, Vietnam - no diesel consumption for company cars.</p>	<p>Total diesel consumption in litres * conversion factor for diesel mobile combustion (kgCO₂e/L)/ 1000</p> <p>Conversion factor: www.gov.uk</p>
		Emissions related to petrol combustion within company cars	tCO ₂ e	The scope of the KPI covers: <ul style="list-style-type: none"> - QNB Türkiye - QNB Egypt - QNB Indonesia - QNB Tunisia - QNB Qatar and international branches¹ 	<p>Türkiye - petrol consumption (in litres) is based on total spend on fuel as extracted from the internal logs of the supplier, which include fuel consumption and the cost of fuel per litre in each location. The unit price for every vehicle fuel purchasing in every location in Türkiye is determined by the supplier.</p> <p>Egypt, Tunisia , Qatar, Kuwait, South Sudan - petrol consumption (in litres) is received directly from supplier invoices.</p> <p>Indonesia - for Head Office (HO) cars, petrol consumption (in litres) is based on fuel invoices to calculate the total fuel usage by dividing total fuel payment with the current fuel price per litre. To determine the total petrol consumption, the invoices of the HO cars are used to estimate the average price per car, which is then divided by a fixed price to determine the average consumption per car. Then this is applied to the average number of corporate cars during the year (HO and branch cars).</p> <p>India - petrol consumption (in litres) is calculated based on employees using petrol-powered vehicles, factoring in the number of working days in a month (excluding weekends, holidays, and leaves), the average kilometres travelled by these employees, and the average mileage per litre of petrol.</p> <p>China, Hong Kong, KSA, Lebanon, London, Oman, Paris, Singapore, Switzerland, Yemen, Vietnam - no petrol consumption for company cars.</p>	<p>Total petrol consumption in litres * conversion factor for petrol vehicle (kgCO₂e/L)/ 1000</p> <p>Conversion factor: www.gov.uk</p>

¹ International branches include: China, Hong Kong, India, KSA, Kuwait, Lebanon, London, Oman, Paris, South Sudan, Singapore, Switzerland, Vietnam, and Yemen.

6.8 QNB calculation methodology (Continued)

KPI	Category	Definition	Unit of measurement	Boundaries	Activity data	Calculation and source
Scope 2 GHG emissions	Purchased electricity	Emissions related to purchased electricity for own use	tCO ₂ e	The scope of the KPI covers: <ul style="list-style-type: none"> - QNB Türkiye - QNB Egypt - QNB Indonesia - QNB Tunisia - QNB Qatar and international branches¹ 	Türkiye - for the General Management buildings, electricity consumption (in kWh) is based on invoices received directly from the supplier. For branches, there are four different unit prices depending on the area and size of the branch. Tariffs are set by the Energy Market Regulatory Authority of the Republic of Türkiye and are specified on the invoices. For ATMs, two unit prices apply depending on the location. To determine the total electricity consumption (in kWh), the finance department extracts the total billing report and applies the relevant unit prices to each branch or ATM.	Total electricity consumption in kWh * conversion factor for electricity grid for the country (kgCO ₂ e/kWh)/ 1000 Conversion factors: - Qatar: www.statista.com - Egypt: EgyptEra Egyptian Electric Utility & Consumer Protection - Türkiye: IEA database www.iea.org - Indonesia: www.statista.com - Tunisia: ANME (National Agency of Energy Management) Report 2014 Edition - International branches: Ecoinvent database
					Egypt - electricity consumption (in kWh) is calculated by dividing the total cost, extracted from the finance system, by the price per kWh (unit price). Unit price is calculated using a sample of invoices from 12 branches representing all geographical regions to arrive at the average unit price.	
					Indonesia - electricity consumption (in kWh) is based on invoices received directly from the supplier. The total cost is based on an extract from the finance system, including all electricity invoices paid, using a standardised prices per kWh from the vendor's website.	
					Tunisia - for selected buildings and branches, electricity consumption (in kWh) is based on invoices received directly from the supplier. For the remaining buildings and branches, electricity consumption (in kWh) is based on the total amount paid through direct debits, which is extracted from the finance system, divided by the price per kWh (unit price). The price per kWh is calculated using the invoices received directly from the supplier and dividing the total amount paid by the total kWh consumption for all invoices.	
					Qatar - electricity consumption (in kWh) is based on site meter readings and invoices received directly from the supplier. Both readings are used to compare and confirm the actual electricity consumption for each month.	
					China, Hong Kong, India, Switzerland, Oman, Paris, Singapore, Vietnam, Yemen - electricity consumption (in kWh) is based on electricity bills received directly from the supplier.	
					KSA - electricity consumption (in kWh) is based on electricity bills received directly from the supplier. Additionally, there are chiller consumption invoices in kWh for the Riyadh branch.	
					Lebanon - electricity consumption (in kWh) is derived from two sources: government-supplied electricity and electricity generated from the building's generator. Due to delays in receiving government electricity bills (10 to 12 months late), estimates are made based on previous months' consumption.	
					London - electricity consumption in kWh is based on periodic half-hour readings from the meter, which provide more accurate data than the monthly electricity bills. In cases where discrepancies arise, electricity supplier corrects the invoices, and credit notes are issued accordingly.	
					Kuwait - n/a as Kuwait does not manage utility bills directly - these are included in the monthly rental cost.	
					South Sudan - electricity consumption (in kWh) is based on assumptions as consumption data is included in the rental cost. Figures in kWh are used from the previous office under the assumption that employee numbers and electronic devices have remained the same, leading to similar electricity usage.	

¹ International branches include: China, Hong Kong, India, KSA, Kuwait, Lebanon, London, Oman, Paris, South Sudan, Singapore, Switzerland, Vietnam, and Yemen.

6.8 QNB calculation methodology (Continued)

KPI	Category	Definition	Unit of measurement	Boundaries	Activity data	Calculation and source
Scope 3 GHG emissions - Business travel by air	Category 6: Business travel	Emissions related to employee business travel by air	tCO ₂ e	The scope of the KPI covers: <ul style="list-style-type: none">- QNB Türkiye- QNB Egypt- QNB Indonesia- QNB Tunisia- QNB Qatar and international branches¹	Qatar - flight details for each employee (including origin of travel, country of destination, reason for travel, and venue) were obtained from the HR MIS system. Following business trip approval through the HR MIS system, air tickets are booked through the approved list of travel agencies, in line with QNB business trip policy. The ticket class was provided based on employee's grade. Flight routes, including stopovers and connections, were derived from the country of destination, travel venue, and reason for travel, as flight routes are not captured in the HR MIS system, and later verified manually through invoices received from the travel agencies. Emissions were calculated using the Carbon Emissions Calculator from the International Civil Aviation Organisation (ICAO).	Total distance travelled by air (km) and travel class * emission factor for business air travel (kg/CO ₂ e)/ 1000 Conversion factor: ICAO Carbon Emissions Calculator (ICEC)
					International branches, Türkiye, Tunisia, Indonesia - flight details for each employee (based on origin of travel and destination, including stopovers and connections availed, and the class: first, business, or economy) for business air travel were obtained from travel agency invoices, in accordance with QNB business trip policy. Emissions were calculated using the Carbon Emissions Calculator from the International Civil Aviation Organisation (ICAO).	
					Egypt - flight details for each employee (based on origin of travel and destination, including stopovers and connections availed, and the class: first, business, or economy) for business air travel were obtained from the Oracle system. Emissions were calculated using the Carbon Emissions Calculator from the International Civil Aviation Organisation (ICAO).	

¹ International branches include: China, Hong Kong, India, KSA, Kuwait, Lebanon, London, Oman, Paris, South Sudan, Singapore, Switzerland, Vietnam, and Yemen.

6.9 Abbreviations

ABC	Anti-Bribery and Corruption	GCEO	Group Chief Executive Officer	kW	Kilowatts	SCR	Sustainability and Climate Risk
AGM	Annual General Meeting	GCSC	Group Cybersecurity Committee	kWh	Kilowatt Hour	SDG	Sustainable Development Goals
AI	Artificial Intelligence	GDP	Gross Domestic Product	L&D	Learning and Development	SDS	Sustainability Disclosure Standards
AML	Anti-Money Laundering	GDPR	General Data Protection Regulation	LEED	Leadership in Energy and Environmental Design	SFC	Sustainable Finance Committee
API	Application Programming Interface	GEFF	Green Economy Financing Facility			SFDR	Sustainable Finance Disclosure Regulation
ATM	Automated Teller Machine	GEI	Gender Equality Index	LMA	Loan Market Association	SFPF	Sustainable Finance and Product Framework
BAU	Business as Usual	GHG	Greenhouse Gases	MEA	Middle East and Africa	SGD	Singaporean Dollar
BCM	Business Continuity Management	GJ	Gigajoule	MEASEA	Middle East, Africa and Southeast Asia	SLBP	Sustainability-Linked Bond Principles
BDS	Business Development Services	GLP	Green Loan Principles	MEED	Middle East Economic Digest	SLLP	Sustainability-Linked Loan Principles
Bn	Billion	GMRC	Group Management Risk Committee	MENA	Middle East and North Africa	SLP	Social Loan Principles
BOD	Board of Directors	GRI	Global Reporting Initiative	MIS	Management Information Systems	SMC	Senior Management Committee
Capex	Capital Expenditure	GSAS	Global Sustainability Assessment System	Mn	Million	SME	Small and Medium Enterprise
CBE	Central Bank of Egypt	HDFC	Housing Development Finance Corporation	MOECC	Ministry of Environment and Climate Change	SOC	Security Operations Centre
CBI	Climate Bonds Initiative	HE	His/ Her Excellency	MSCI	Morgan Stanley Capital International	SOFR	Secured Overnight Financing Rate
CDP	Carbon Disclosure Project	HH	His/ Her Highness	MWh	Megawatts per hour	SoQ	State of Qatar
CIPM	Certified Information Privacy Manager	HKD	Hong Kong Dollar	NCCAP	National Climate Change Action Plan	SPO	Second Party Opinion
CIPP	Certified Information Privacy Professional	HR	Human Resources	NCSA	National Cyber Security Agency	SPTs	Sustainable Performance Targets
CIPT	Certified Information Privacy Technologist	IAPP	International Association of Privacy Professionals	NDC	Nationally Determined Contribution	STEM	Science, Technology, Engineering, and Mathematics
COI	Conflict of Interest			NFC	Near-Field Communication		
COP	Communication on Progress (as part of UNGC commitment)	ICAO	International Civil Aviation Organisation	NGFS	Network for Greening the Financial System	TCFD	Task Force on Climate-related Financial Disclosures
COP27	Conference of the Parties 27	ICC	International Chamber of Commerce	NGOs	Non-Governmental Organisation	tCO ₂ e	Tonnes (t) of Carbon Dioxide (CO ₂) Equivalent [e]
CRS	Common Reporting Standard	ICEC	ICAO Carbon Emissions Calculator	NPAC	New Product Approval Committee	TEGV	Turkish Education Volunteers Foundation
CSR	Corporate Social Responsibility	ICF	International Coaching Federation	NPAP	New Product Approval Process	TNFD	Taskforce on Nature-related Financial Disclosures
CTF	Counter-Terrorism Financing	ICMA	International Capital Market Association	NPS	Net Promoter Score	TPRM	Third Party Risk Management
DPO	Data Protection Officer	IEA	International Energy Agency	OHS	Occupational Health and Safety	TPSCC	Third Party Supplier Code of Conduct
DTME	Deloitte & Touche Middle East	IFC	International Finance Corporation	OMM	Ooredoo Mobile Money	TRY	Turkish Lira
E&S	Environmental and Social	IFRS	International Financial Reporting Standards	PCAF	Partnership for Carbon Accounting Financials	UN	United Nations
EBRD	European Bank for Reconstruction and Development	IFRS S1	General Requirements for disclosure of sustainability-related information	PCI DSS	Payment Card Industry Data Security Standards	UNEP FI	United Nations Environment Programme Finance Initiative
EES	Employee Engagement Survey	IFRS S2	Climate-related disclosures			UNESCO	United Nations Educational, Scientific and Cultural Organization
EFSD+	European Fund for Sustainable Development Plus	IGE	İhracatı Geliştirme A.Ş - export development association	PO	Purchase Order	UNFCCC	United Nations Framework Convention on Climate Change
EGP	Egyptian Pound	IKADE	The Women Exporters Association	POS	Point of Sale	UNGC	United Nations Global Compact
EMS	Environmental Management System	ILO	International Labour Organization	PSD2	The revised Payment Services Directive	UNGP	United Nations Guiding Principles on Business and Human Rights
EPAP	Egyptian Pollution Abatement Programme	I-RECs	International Renewable Energy Certificates	PSG	Paris Saint-Germain	UNPRB	United Nations Principles for Responsible Banking
ESG	Environmental, Social and Governance	ISAE	International Standard on Assurance Engagements	Q.P.S.C.	Qatari Public Shareholding Company	UNSDG	United Nations Sustainable Development Goals
ESR	Environmental and Social Risk	ISIN	International Securities Identification Number	QAR	Qatari Riyal		
ESRM	Environmental and Social Risk Management			QCB	Qatar Central Bank	UoP	Use of Proceeds
EU	European Union	ISMS	Information Security Management System	QFMA	Qatar Financial Markets Authority	USD	United States Dollar
EUR	Euro	ISO	International Organization for Standardization	QMS	Quality Management System	USSD	Unstructured Supplementary Service Data
FATCA	Foreign Account Tax Compliance Act	ISSB	International Sustainability Standards Board	QNE	Qatar National Environment and Climate Change Strategy	VWWA	Vendor Worker Welfare Assessment
FTE	Full Time Employee	IT	Information Technology	QNV	Qatar National Vision	WEP	Women's Empowerment Principles
GARP	Global Association of Risk Professionals	ITD	Information Technology Division	QR	Quick Response	WPS	Wage Protection System
GBACC	Group Board Audit and Compliance Committee	ITM	Integrated Teller Machine	QSE	Qatar Stock Exchange	WWF	World Wildlife Fund
GBNRGPC	Group Board Nomination, Remuneration, Governance and Policies Committee	IUCN	International Union for Conservation of Nature	R&D	Research and Development	YoY	Year-on-Year
GBP	Green Bond Principles	k	Thousand	RE	Renewable Energy		
GBRC	Group Board Risk Committee	KGF	Kredi Garanti Fonu - Turkish Credit Guarantee Fund	RFP	Request for Proposal		
GCC	Gulf Cooperation Council	km	Kilometre	RMs	Relationship Managers		
		KPI	Key Performance Indicators	S&P	Standard & Poor's		
				SASB	Sustainability Accounting Standards Board		
				SBG	Sustainable Bond Guidelines		
				SBP	Social Bond Principles		



7. Statement of assurance

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

Contents:

7.1 Independent limited assurance report

7.1 Independent limited assurance report



Independent limited assurance report to Qatar National Bank (Q.P.S.C) (“QNB” or “the Company”) on the preparation of the selected sustainability metrics, presented within QNB Group Sustainability Report 2024 (the “Report”), in accordance with the Company’s Basis of Reporting (or “QNB calculation methodology”) for the year ended 31 December 2024; and on QNB’s declaration of preparation of the Report in accordance with the Global Reporting Initiative Sustainability Reporting Standards (the “GRI Standards” or “GRI”).

What we looked at: scope of our assurance work

QNB has engaged Deloitte to perform limited assurance procedures on the following selected sustainability information (“Selected subject matter for assurance”) reported in the QNB Group’s Sustainability Report 2024.

Selected subject matter for assurance

1. QNB’s reported performance during the given reporting period for the Selected Information presented in Table 1 below:

Table 1: Selected Information

Selected Information	Assured Figure for the year ended 31 December 2024	Report page
Female Employment Rate (%)	48%	11, 67, 86
Percentage of female Board members in the subsidiaries (%)	17%	11, 67
Scope 1 direct GHG emissions (tCO ₂ e)	10,768 tCO ₂ e	69, 87
Scope 2 indirect GHG emissions (tCO ₂ e)	56,854 tCO ₂ e	69, 87
Scope 3 other indirect GHG emissions resulting from business travel (tCO ₂ e)	2,312 tCO ₂ e	87

2. QNB’s declaration of preparing the Report in accordance with GRI.

Basis of Reporting

QNB’s declaration of preparing the Selected Information has been assessed against the Basis of Reporting are shown in Section ESG data and further information – 6.8. QNB calculation methodology – pages 106 to 109 of the Report; and of preparing the Report in accordance with GRI has been assessed against the reporting criteria presented in GRI (Section 3, GRI 1: Foundation 2021), collectively the “Applicable Criteria”.

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

We carried out limited assurance procedures over QNB’s Selected Information in

accordance with the International Standard on Assurance Engagements 3000 (Revised) “Assurance Engagements other than Audits or Reviews of Historical Financial Information” (“ISAE 3000”) and with the International Standard on Assurance Engagements 3410 “Assurance Engagements on Greenhouse Gas Statements” (“ISAE 3410”). To achieve limited assurance, ISAE 3000 and ISAE 3410 requires that we review the processes, systems and competencies used to compile the Report and the Selected Information, on which we provide limited assurance. It does not include detailed testing for each of the selected sustainability metrics reported, or of the operating effectiveness of processes and internal controls.

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

What we did: key limited assurance procedures

To form our conclusion, we undertook the following procedures:

- Understood the roles and responsibilities of the preparation, governance and oversight arrangements of the selected sustainability metrics and assessed their preparation against the Basis of Reporting included in the Report;

- Performed enquiries with management to understand how the Basis of Reporting has been applied in the preparation of the selected sustainability metrics;
- Assessed the compilation of the Basis of Reporting against market practice;
- Reviewed and evaluated the Basis of Reporting for measurement and reporting for each of the selected sustainability metrics against the actual calculation performed by the Company to support the value of the selected sustainability metrics disclosed in the Report;
- Agreed the selected sustainability metrics to the Company’s internal calculations and supporting documentation;
- Interviewed management and those with operational responsibility for the development of the Report to assess the application of the GRI Standards in the preparation of the document;
- Understood, analysed and assessed the key structures, processes, procedures and controls relating to the preparation of the Report;
- Evaluated whether the management approach for the material sustainability issues presented in the Report are consistent with our overall knowledge and experience of sustainability management and performance at the Company;
- Assessed the completeness and accuracy of the GRI content index with respect to the GRI Standards requirements, including the review of the reasons for omission; and,
- Compared the content of the Report against the findings of the aforementioned procedures.



7.1 Independent limited assurance report (Continued)



Inherent Limitations

The process an organisation adopts to define, gather, and report information on its non-financial performance is not subject to the formal processes adopted for financial reporting. Therefore, data of this nature is subject to variations in definitions, collection and reporting methodology, often with no consistent, accepted external standard. This may result in non-comparable information between organisations and from year to year within an organisation as methodologies develop. To support clarity in this process, QNB has developed a Basis of Reporting document for the year 2024, which defines the scope of each assured sustainability metric and the method of calculation. This Basis of Reporting is available in Section ESG data and further information - 6.8 QNB calculation methodology - pages 106 to 109 of the Report and should be read together with this report.

In relation to our work performed on the Selected Information, we note the following specific limitations:

- Our assurance procedures did not include detailed testing of IT controls of the underlying systems used by QNB to collate and report data for the Selected Information.
- With the exception of the Selected Information shown in the table above, our testing did not include assurance of, or detailed testing of the underlying data for any other sustainability metrics than those reported in Table 1, or of published assertions. As such, our work does not involve procedures to verify the accuracy of the performance data or assertions published.

Our Independence and Quality Control

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

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

Roles and responsibilities

QNB:

QNB is responsible for the preparation of the calculation for the Selected Information in accordance with the Basis of Reporting, and for the preparation of the Report in accordance with GRI. Specifically, QNB is responsible for ensuring that the information provided under the Selected Information is properly prepared in accordance with the Basis of Reporting and confirming the measurement

or evaluation of the Selected Information against the applicable Basis of Reporting; and for determining sustainability objectives in relation to the sustainability performance, identifying stakeholder groups and determining material topics to be included in the Report. The Management is also responsible for establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.

Deloitte:

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

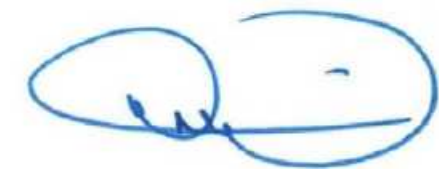
Our work has been undertaken so that we might state to QNB those matters we are required to state to them in this limited assurance report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than QNB for our work, for this report,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

Conclusions

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

- nothing has come to our attention that causes us to believe that the Selected Information for the year ended 31 December 2024 has not been prepared, in all material respects, in accordance with QNB's Basis for Reporting as appropriate;
- nothing has come to our attention that causes us to believe that the Report for the year ended 31 December 2024 has not been prepared, in all material respects, in accordance with GRI.

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



Walid Slim

Partner
License No. 319
QFMA Auditor License No. 120156
Doha - Qatar
18th of March 2025

The information in this publication ("Information") has been prepared by Qatar National Bank (Q.P.S.C.) ("QNB") which term includes its branches and affiliated companies. The Information is believed to be, and has been obtained from, sources deemed to be reliable; however, QNB makes no guarantee, representation or warranty of any kind, express or implied, as to the Information's accuracy, completeness or reliability and shall not be held responsible in any way (including in respect of negligence) for any errors in, or omissions from, the Information. QNB expressly disclaims all warranties or merchantability or fitness for a particular purpose with respect to the Information. Any hyperlinks to third-party websites are provided for reader convenience only and QNB does not endorse the content of, is not responsible for, nor does it offer the reader any reliance with respect to the accuracy or security controls of these websites. QNB is not acting as a financial adviser, consultant or fiduciary with respect to the Information and is not providing investment, legal, tax or accounting advice. The Information presented is general in nature: it is not advice, an offer, promotion, solicitation or recommendation in respect of any information or products presented in this publication. This publication is provided solely on the basis that the recipient will make an independent evaluation of the Information at the recipient's sole risk and responsibility. It may not be relied upon to make any investment decision. QNB recommends that the recipient obtains investment, legal, tax or accounting advice from independent professional advisors before making any investment decision. Any opinions expressed in this publication are the opinions of the author as at the date of publication. They do not necessarily reflect the opinions of QNB who reserves the right to amend any Information at any time without notice. QNB, its directors, officers, employees, representatives or agents do not assume any liability for any loss, injury, damages or expenses that may result from or be related in any way to the reliance by any person upon the Information. The publication is distributed on a complimentary basis and may not be distributed, modified, published, re-posted, reused, sold, transmitted or reproduced in whole or in part without the permission of QNB. The Information has not, to the best of QNB's knowledge, been reviewed by Qatar Central Bank, the Qatar Financial Markets Authority, nor any governmental, quasi-governmental, regulatory or advisory authority either in or outside Qatar and no approval has been either solicited or received by QNB in respect of the Information.