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الإشارة: 2024/5427

To: Mr. Mohammad Saud Al-Osaimi
CEO - Boursa Kuwait

السيد/ محمد سعود العصيمي المحترم
الرئيس التنفيذي - بورصة الكويت

Dear Sir,

السلام عليكم ورحمة الله وبركاته وبعد،،،

Reference is made to the provisions of Chapter 1 of the Twelfth Module of the Executive Bylaws of the Capital Markets Authority's Law, pertinent to "Sustainability Report Regulations for Listed Companies", we attach herewith the 2023's Sustainability Report of our bank.

بالإشارة إلى أحكام الفصل الأول من الكتاب الثاني عشر للاتحة التنفيذية لقانون هيئة أسواق المال بشأن القواعد التنظيمية الخاصة بتقرير الاستدامة للشركات المدرجة، نرفق لكم طيه تقرير الاستدامة الخاص بمصرفنا لسنة 2023.

Best regards,

وتفضلوا بقبول فائق الاحترام،،،

Adel Abdul Wahab Al-Majed
Vice-Chairman
& Group Chief Executive Officer



عادل عبد الوهاب الماجد
نائب رئيس مجلس الإدارة
والرئيس التنفيذي للمجموعة



ESG

Integration into Corporate Strategy

Boubyan Bank - Sustainability Report 2023

In the Name of Allah, Most Gracious, Most Merciful
“Verily, Allah is the All-Provider,
Possessor of Power, the Mighty”
Allah the Almighty speaks the truth



H.H. Sheikh
Mishal Al-Ahmad Al-Jaber Al-Sabah
Amir of the State of Kuwait

Report Overview

Standards and Principles

Standards and Principles

Boubyan asserts its commitment to sustainable business practices by continuing to report on its Environment, Social, and Governance (ESG) performance for the fourth consecutive year. This report provides an overview of the Group's sustainability performance for the reporting period January 1, 2023 to December 31, 2023. Developed in accordance with the principles of the Global Reporting Initiative (GRI) Standards 2021 (among a selection of others), the report aims to provide a comprehensive understanding of Boubyan Group's most significant impacts on the economy, environment, and society, including its human rights implications, and how it manages these impacts.

Adhering to national and international sustainability drivers, Boubyan has aligned its reported ESG initiatives with the United Nations Sustainable Development Goals (SDGs), New Kuwait Vision, and the Kuwait Boursa Index.

Reporting Boundary

The sustainability report has been crafted for Boubyan Group, comprising Boubyan Bank and its affiliated entities, including Bank of London and the Middle East (BLME), BB2 Digital and Technology Services Limited (BB2 Tech Co), Boubyan Capital, Boubyan National, and Boubyan Takaful. The report boundary encompasses operational facilities, branches, and the Head Office located in Kuwait, with the exception of BLME and BB2 Tech Co, which operate outside Kuwait's jurisdiction. The sustainability performance detailed in this report pertains to the aforementioned entities, unless explicitly stated otherwise.

In the report, any mention of "Boubyan" or "Group" indicates group-wide data that covers: Boubyan Bank, BLME, BB2 Tech Co, Boubyan Capital, Boubyan National, and Boubyan Takaful.

Contact

If you have any queries about the content of this report, please contact the Boubyan's team via: info.sustainability@bankboubyan.com



Chairman's Message



Abdulaziz Abdullah Dakheel Al-Shaya
Chairman (Non-Executive)

It is my pleasure to welcome you to our fourth Sustainability Report underpinning Boubyan's commitment to the noble Islamic values of fairness, honesty, integrity, and transparency. Through these guiding principles, we continue to address our stakeholder needs and define our character, culture and the foundation upon which our reputation stands.

In today's banking landscape, digital solutions play an increasingly vital role, offering enhanced accessibility, efficiency, and convenience for customers. Recognizing this, Boubyan continues to prioritize the advancement of our digital offerings, both internally within our operations and in the products and services we provide. We are proud to have been named the Best Digital Bank for Small and Medium-sized Enterprises (SME) in Kuwait 2023 by Global

Finance in testimony of our advancement in this area. Another testimony we are proud of is being named as World's Best Islamic Digital Bank and Best Islamic Digital Bank in Middle East by Global Finance.

In line with our values, we remain committed to compliance and business ethics. We take a proactive approach to addressing emerging risks, such as climate change and Anti-Money Laundering (AML), and this is reflected in our updated policies, enhanced cybersecurity controls, and investments in advanced technologies. Furthermore, our emphasis on digital innovation, with high adoption rates of our mobile applications among retail and corporate customers, underscores our dedication to enhancing customer experience and operational efficiency.

At Boubyan, our organizational management approach aims to foster diversity and inclusion, empower women, provide appropriate employee benefits, and prioritize employee health and safety. Knowing the value of a well-informed workforce, we ensure our employees receive the necessary training to excel in their roles through continuous engagement and development initiatives.

We are fully aware that our success is dependent on the satisfaction and retention of our valued customers. Thus, we remain committed to gathering feedback through various channels and conducting surveys to maintain a strong connection with our customer base.

As a key player in the economy, we understand the importance of driving sustainable practices

and aligning with countries' environmental goals. Accordingly, Boubyan aims to adopt less energy-intensive solutions, manage waste and water more efficiently, and work towards mitigating our Greenhouse Gas (GHG) emissions. This strategic approach aligns with our overarching goal of supporting national net-zero targets.

In closing, I hereby convey my deep appreciation to all stakeholders who have played a role in Boubyan's sustainability initiatives. We are pleased to share our progress in environmental impact, social empowerment, and governance excellence. Together, we are shaping a future that embraces sustainability and responsible banking.

Group CEO's Message



Adel Abdul Wahab Al-Majed
Group CEO

Dear Valued Stakeholders,
It is with great pleasure that I present Boubyan's fourth Environment, Social and Governance (ESG) Report, showcasing our persistent devotion to environmental sustainability, social responsibility, and robust governance practices. In line with our ethos of transparency and accountability, I am pleased to highlight our significant achievements across these crucial areas.

Governance

Aligned with Islamic standards, Boubyan's governance structure prioritizes transparency, accountability, and ethical conduct. Our unwavering dedication to compliance and ethical business practices forms the bedrock of our sustainability initiatives, evident in our continuous progress and accomplishments

in these domains. Notably, our recent comprehensive inspection yielded no financial penalties, and we have expanded our testing unit to encompass our subsidiaries.

In our efforts to combat money laundering, we have diligently updated our Anti-Money Laundering (AML) risk assessment, enhanced our AML system, and refined our policies and procedures. This proactive approach underscores our commitment to mitigating financial crime risks and leveraging advanced technology for enhanced AML capabilities.

Recognizing the imperative of addressing climate change risks, BLME's risk department conducted an assessment of climate-related risks in 2023, reflecting our proactive stance towards managing financial risk in the portfolio resulting from climate change.

In 2023, we updated our Privacy Policy to align with evolving data protection and privacy standards, demonstrating our commitment to safeguarding customer information. Additionally, we made substantial investments in bolstering our cybersecurity controls to enhance visibility, detection, and response within our infrastructure.

Our dedication to digital innovation is evident in the high adoption rates of our mobile applications, with 73% of our retail customer base and 72% of our corporate customer base utilizing these platforms, thereby enriching their banking experience.

Social

In 2023, our achievements at Boubyan Bank reflected our commitment to organizational excellence and talent management. Notably, we successfully implemented a new approach to job evaluation, marking a significant milestone in realigning strategic organizational goals within job roles. Additionally, we made significant strides in our Kuwaitization efforts, achieving a Kuwaitization percentage of 70% across all levels, as outlined in the plan submitted to the Central Bank of Kuwait (CBK). Of particular note is the remarkable representation of Kuwaitis in our top management, reaching an impressive 89.5%. Furthermore, with 81.3% of our employees benefiting from training initiatives, we prioritize continuous learning and development.

Group CEO's Message

At BLME, we continue to empower the female workforce, with women constituting 46% of our workforce. Our ambition to achieve a 50% female workforce by the end of 2025 underscores our dedication to diversity and inclusion. Additionally, we have achieved a 32% representation of female leaders within the organization, with a targeted goal of reaching 35% by the end of 2025.

Our efforts in maintaining customer satisfaction have garnered widespread recognition from external entities. In 2023, our Complaints and Customer Protection Department received notable recognition for attaining the highest complaint resolution percentage among all Kuwaiti banks, Islamic and non-Islamic, according to an external study conducted by Service Hero. Furthermore, Boubyan Bank continued its longstanding success by securing the top position for the 13th consecutive year in the Retail Banks Index, as acknowledged by Service Hero. Moreover, we distinguished ourselves in 2023 as a leader among all Kuwaiti banks, Islamic or conventional, achieving a remarkable 95% in the Customer Satisfaction Index (CSI), while our Net Promoter Score (NPS) reached 73%.

Environment

At Boubyan, we are committed to minimizing our environmental impact and actively participating in remediation efforts. As part of our 2024 ESG strategy, we have set ambitious environmental targets, including a 20% reduction in Greenhouse Gas (GHG) emissions and achieving a 100% reduction in paper waste by year 5. Additionally, our strategy aims to decrease or maintain energy and water consumption, reduce plastic waste by 10%, and achieve 100% electronic waste recycling by year 5.

Furthermore, our installation of 22 electric vehicle (EV) charging stations at our Boubyan headquarters reflects our proactive approach towards sustainable mobility.

Driven by our sense of environmental responsibility, we continue our waste management efforts through various campaigns and projects. We have established dedicated locations for the collection and segregation of recyclables and have initiated paper recycling programs and a paperless project to mitigate paper waste. Our paper recycling endeavors have resulted in GHG emissions savings. Additionally, we launched a Plastic Recycling Project to address the challenges posed by plastic waste and implemented a Devices and Electronics Recycling Project to manage electronic waste effectively.

As we continue our journey towards sustainable growth and positive impact, Boubyan Bank remains steadfast in upholding the highest standards of environmental stewardship, social inclusivity, and corporate governance. We extend our heartfelt gratitude for your ongoing trust and collaboration as we strive towards a brighter future.



ESG Highlights

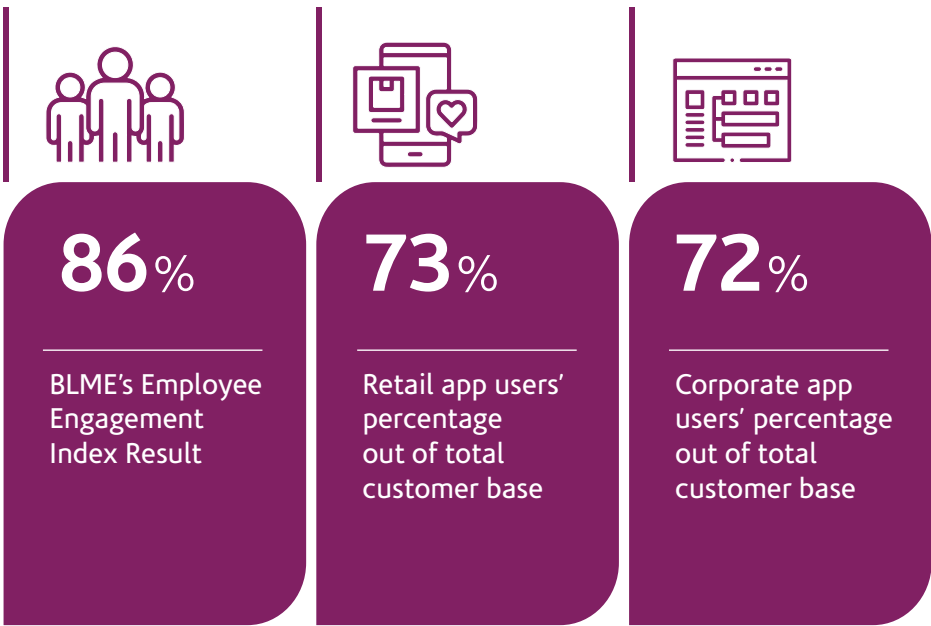
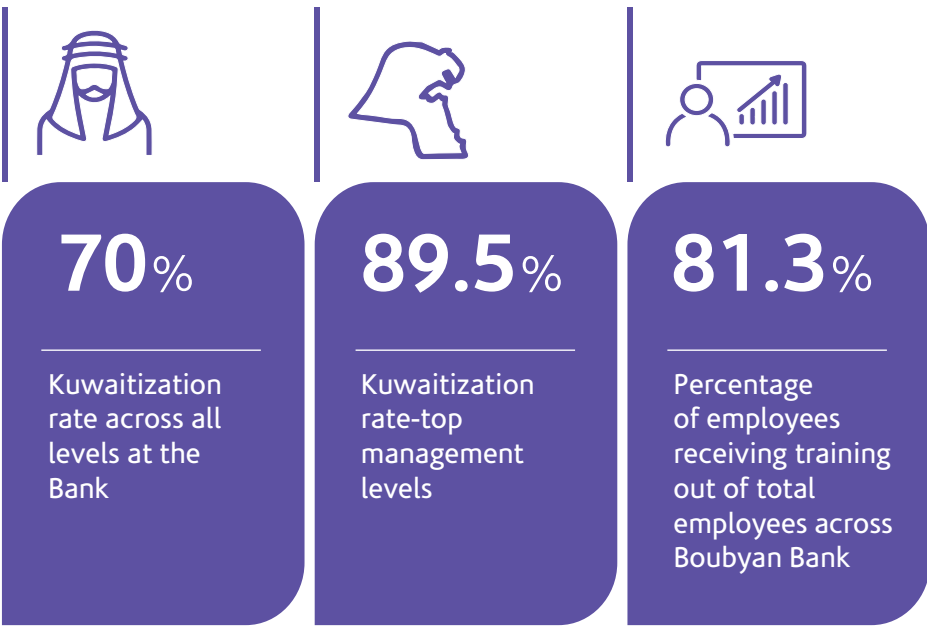
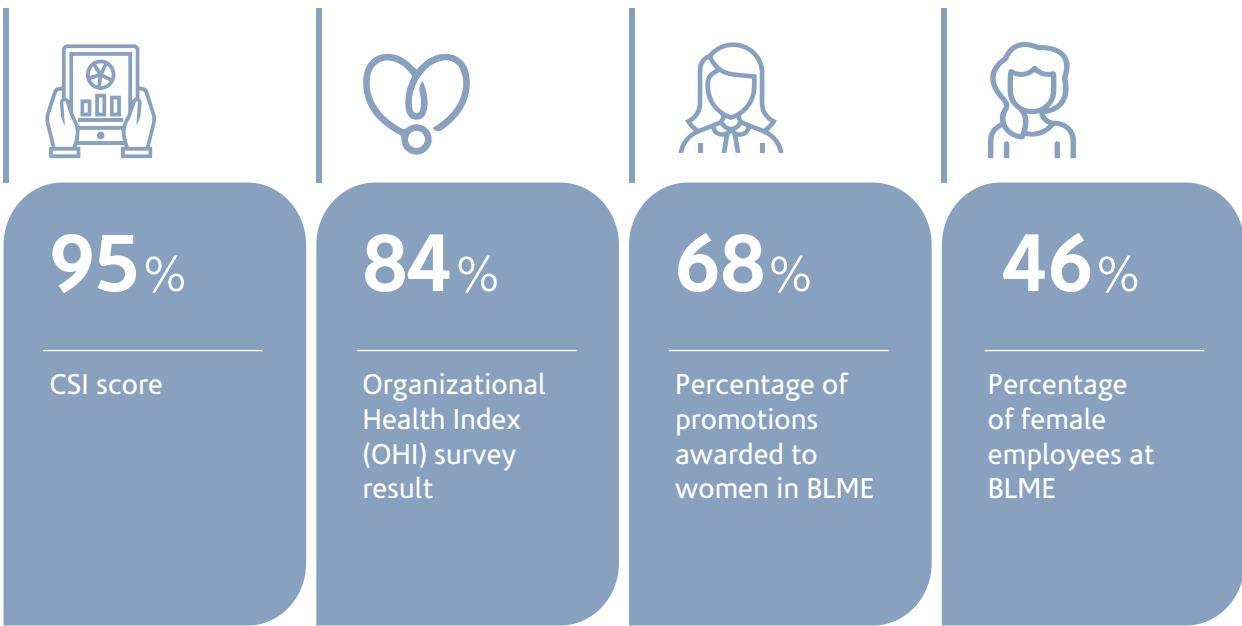
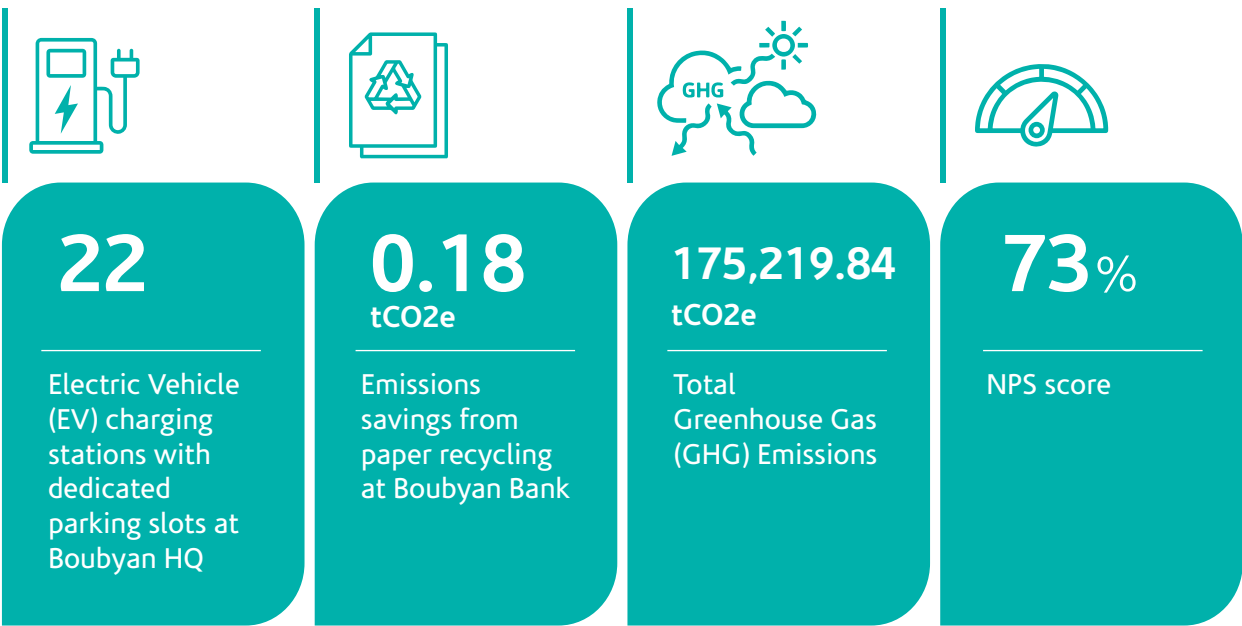


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| 1 | About Boubyan

In this chapter:

- 1.1 Group Profile
- 1.2 Mission and Vision
- 1.3 Memberships, Associations and Partnerships
- 1.4 Awards and Recognition

1.1 Group Profile

"We are a customer-focused, technology-driven, and socially committed Bank of today and the future."

Established in 2004, Boubyan is well-known for its award-winning customer service and rapid nationwide growth. However, what really sets the Bank apart is our strong sense of community and being an early adopter of cutting-edge digital banking facilities.

Boubyan Bank was founded in 2004 by Emiri Decree No. 88, as a Sharia-compliant financial institution. The Bank is the first Sharia-compliant Bank licensed under the Law of Islamic Banks no. 33 of 2003.

The Bank is a publicly traded company listed on Boursa Kuwait in May 2006 and operates through the following business segments: Consumer Banking, Corporate Banking, Treasury, and Investment Banking and International Operations the Consumer Banking segment encompasses consumer finance, credit cards, deposits and various other branch-related services. The Corporate Banking segment includes Murabaha, Ijarah and trade services provided to business and

corporate clients. The Investment Banking and International Operations segment oversees direct investments, local and global real estate investments and asset management. The Treasury segment manages local and international Murabaha, along with other Islamic financing solutions.

Boubyan Bank Subsidiaries

Boubyan Bank is considered as one of entities operating under Boubyan Group; the other subsidiaries include Boubyan National, Capital, Takaful, Bank of London and The Middle East (BLME) and BB2 Digital and Technology Services Ltd (BB2 Tech Co).

In addition, we have BB2 Digital and Technology Services ME Ltd is a cloud-based business-to-business Fintech company which owns the digital platform that powers the digital retail banking services of Bank of London and The Middle East plc ("BLME"), branded Nomo (available on iOS and Android), and provides various other services to BLME which is based in the DIFC in UAE.

These operate mainly in Kuwait, with the exception of BLME and BB2 Tech Co which are headquartered in the United Kingdom (UK) and BB2 ME Ltd in DIFC, UAE.

Subsidiaries

	Investment management solutions
	Project Management and real-estate services
	Takaful insurance products and services
	Wealth management, real estate investments, among others
	Fintech services and technology services provider for digital banking



Boubyan Capital Profile and Services

Boubyan Capital Investment Company (Boubyan Capital) is a Sharia -compliant company regulated by the Kuwait Capital Markets Authority (CMA) and is the sole investment arm of Boubyan Bank. It provides four core services: asset management, alternative investments, brokerage and robo advisory (Boubyan Invest – Digital Investment Tool).

Through its Asset Management Team, Boubyan Capital consistently reviews and assesses potential opportunities and product advancements in alignment with an expanding ESG focus. This encompasses an examination of the feasibility of introducing a "Green" fund, specifically targeting equities and investments with a track record in environmentally sustainable practices.

Furthermore, Boubyan Capital has achieved a year-over-year percentage growth of 23% for its clients and managed portfolios. This growth encompasses all managed assets falling under Boubyan Capital, spanning various categories and locations, including Kuwait, the United States of America (USA), and Europe. Moreover, Boubyan Capital takes pride in its commitment to sustainable practices, evident in its managed Leadership in Energy and Environmental Design (LEED) certified real estate. Notably, the CITRIX Building in North Carolina (NC), USA stands out as a LEED Gold standard property.

Asset Management

Boubyan Capital's services includes a broad range of investment products and services offered to corporate and private clients. These include the structuring and rolling-out of funds, leveraging the asset management and investment expertise in making investment decisions and managing various funds as listed in the following.

Asset Management Funds



Alternative Investments

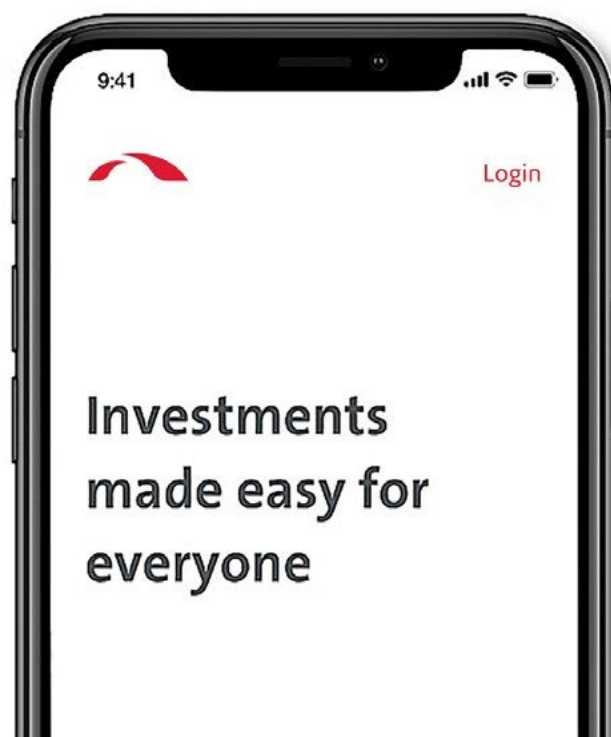
The Alternative Investments Division collaborates extensively with the Asset Management Division to develop tailored products and services that address the investment preferences of Boubyan Group clients, focusing on generating reliable income from real estate investments both locally and internationally. Moreover, the division provides guidance and manages Boubyan Bank's portfolio investments. Currently, the division is actively engaged in a mandate to secure direct real estate investments, with a primary focus on the US and UK markets, to meet the specific needs of the Group's clientele.

Brokerage

Boubyan Capital's Sharia-Compliant brokerage service provides a comprehensive online trading experience through an innovative platform designed for local, regional, and international markets. The service features competitive commission pricing and extends beyond stocks, allowing clients to seamlessly trade sukuk directly through the platform. Through this platform, "Brokerage App" or "Brokerage Pro" clients are entitled to access 18 markets through one account that features instant funding for trading, including immediate order placements, the ability to view, analyze and manage their portfolio – and get updates on their Portfolio Status Valuation as prices change in the market.

Selected Sharia -Compliant Stocks Accessible via Boubyan Capital's Brokerage App

- Kuwait Stock Exchange (KSE) Sharia-Compliant Stocks
- GCC Sharia-Compliant Stocks
- Egypt Sharia-Compliant Stocks
- USA Sharia-Compliant Stocks
- Global X MSCI China Financials (CHIX) – Europe and London Stock Exchange Sharia Compliant Stocks
- USA Over The Counter (OTC) Sharia-Complaint Stocks



Case Study

Boubyan Invest - Digital Investment Tool

Boubyan Invest is the first digital investment tool created by Boubyan Capital to offer a fully Sharia-compliant Robo Advisory, designed for clients who are looking to build a smart investment portfolio. It is an intuitive digital investment platform that provides smart investing with convenient fees and is relatively hassle free compared to those associated with traditional investment. The platform provides two Sharia-compliant investment streams:

- Robo Advisory: Customized investments constructed to match specific client goals and risk tolerance. This stream allows investment in various asset classes via smart investment portfolios tailored specifically to clients.
- Boubyan Capital Funds: This is a standardized investment stream which allows clients to access and select from an array of leading Sharia-compliant funds managed by Boubyan Capital.

Why Boubyan Invest?

- Dividend reinvesting: Earn more from your stock dividends, which are automatically reinvested into your portfolio
- Automatic rebalancing: Market shift? No problem! With our automatic rebalancing feature, your portfolio is automatically rebalanced every quarter.
- Auto-deposits: opt for automatic contributions to maximize your investment
- Sharia-compliant funds: Start investing in our Sharia-compliant products



Boubyan Takaful Profile and Services

Boubyan Takaful Insurance Company (BTIC) operates as a Sharia-compliant insurance provider headquartered in Kuwait. The company specializes in offering a diverse array of insurance products tailored to different business categories, including but not limited to motor vehicles, fire and general accident, marine and aviation, family health and medical insurance.

The insurance products and service offerings by BTIC adhere to our Islamic principles and undergo the supervision of a Sharia Board. BTIC products cover individual and corporate categories. The following is a selection of BTIC's achievements during 2023:

- Introduction of new insurance services and products
- Launch of a Pay-How-You-Drive motor comprehensive policy
- Organizing a broker gathering to encourage collaboration and communication
- Creation of a specialized SME commercial umbrella package for Boubyan Bank's customers
- Digitalization of all retail products was successfully completed by BTIC, improving accessibility and efficiency in service offerings.

BTIC Individual Products



Motor Insurance



Boubyan Drive Insurance



Home Insurance



Medical Malpractice Insurance



Marine Third Party Liability (TPL) Insurance



Travel Insurance



One-Third AlKhayrat Takaful Plan



Domestic Helper Takaful Plan



Seha International Medical Insurance

BTIC Corporate Products



Fire Insurance



Marine Insurance



Motor Fleet Insurance



Money Insurance and Fidelity Guarantee



Liability Insurance



Engineering Insurance



Cuber Insurance



Group Medical



Group Life



Workmen Compensation

Case Study

Department Achievements in Relation with BTIC

In 2023, specific accomplishments were attained by BTIC, including:

Business Development Department

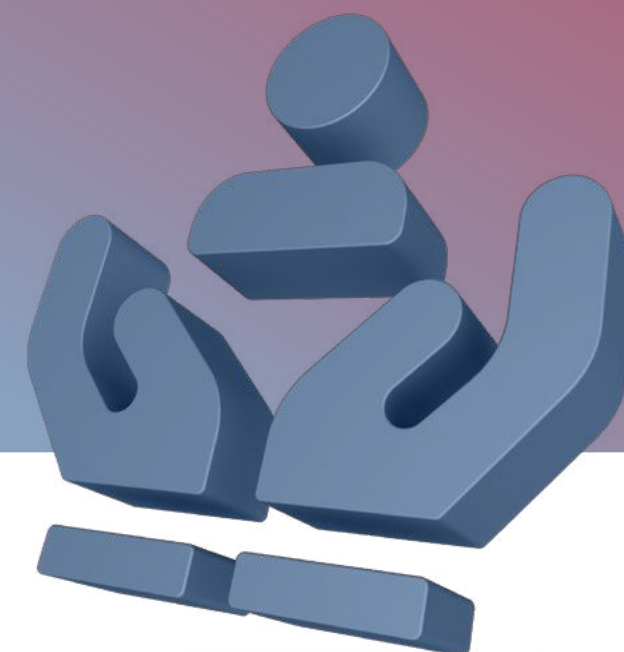
- Launched Boubyan drive campaign
- Launched elective medical treatment campaign
- Launched products outdoor campaign
- Launched VIP medical tests campaign
- Initiated Mendix (low code – no code) certification program
- Signed an agency agreement with a third-party insurance technology provider

Client Services

- Renewal percentage based on gross premium amount has increased in 2023 to 71% compared to 2022, which was 62.8%

IT Department

- Implemented two new online insurance retail products for individuals on the portal and app, namely:
 1. Boubyan Drive Insurance for motor drivers to improve driving behavior through telematics-based incentives
 2. Seha Plus Insurance for expats above 60 years old with education level equating to high school or below
- Implemented customer satisfaction survey to be pushed to the customers after each interaction with Boubyan Takaful touchpoints
- Implemented the Application Programming Interface (API) layer to allow for integration with Boubyan Takaful applications and partners
- Provided a chatbot and live chat with agents through WhatsApp
- Number of Takaful mobile app active users reached 7,658
- Added telematics function to Motor comprehensive policy





Boubyan National Profile and Services

Boubyan National is a Real Estate Services Company, with operations based in Kuwait. The Company provides land and real estate development services, rental and leasing amenities, and property maintenance, in addition to managing the property interests of the Boubyan Group. Boubyan National adheres to the regulations of various government

entities, including the Kuwait Fire Department (KFF), Kuwait Municipality, Ministry of Electricity and Water (MEW), Ministry of Interior (MOI), Ministry of Public Works (MPW), and Ministry of Commerce and Industry (MOC).

The main activities of Boubyan National are as follows:



Ownership, sale, purchase, and development of lands and real estate properties



Managing and developing lands and properties for clients



Renting and leasing of lands and real estate properties



Carrying out upkeep services for buildings and properties owned by the Company and clients



Ownership, purchasing, trading, leasing and management of coastal resorts



Guarding properties and facilities



بنك لندن والشرق الأوسط
Bank of London & The Middle East

BLME Profile and Services

The Bank of London and The Middle East (BLME) is a Sharia-compliant independent UK Bank based in London with offices in the United Arab Emirate (UAE) and the Kingdom of Saudi Arabia (KSA). The Bank is regulated by the Financial Conduct Authority (FCA) and the Prudential Regulation Authority (PRA) and registered

under the Financial Services Compensation Scheme. BLME offers a diverse range of financial products and services in our principal UK and Middle Eastern markets. The services expand to Real Estate-focused investments and finance, Wealth Management solutions and savings products – further details are given in the following figure.



Wealth Management



Real Estate



Savings



Nomo

BB2 Tech Co.

BB2 Tech Co Profile and Services

BB2 Tech Co presents a range of services to the market, focusing on digital and technology solutions tailored for the Fintech industry. Specializing in cloud-based offerings, BB2 Tech Co owns and manages the digital platform that drives the digital retail banking services for BLME. Additionally, BB2 Tech Co plays a crucial role in supporting international digital banking initiatives throughout the Gulf Cooperation Council (GCC) region via BB2 Digital and Technology Services ME Ltd. BB2 Digital and Technology Services ME Ltd is a cloud-based business-to-business Fintech company which

owns the digital platform that powers the digital retail banking services of Bank of London and The Middle East plc ("BLME"), branded Nomo (available on iOS and Android), and provides various other services to BLME.

Nomo Fintech leverages the support services of an intragroup entity based in Dubai which houses various functions to support Nomo Fintech's business services.

More details on BB2 Tech Co can be found on: <https://www.linkedin.com/company/nomo-fintech>

BB2's ESG Achievements in 2023



Environmental

- Implementation of Cycle to Work scheme
- Elimination of paper document usage
- Procurement of notebooks from recyclable materials
- Collaboration with BLME to optimize electricity and water usage



Social

- Employee well-being initiatives including quarterly check-ins
- Provision of three mental health first aiders
- Offer of flexible working arrangements where possible
- Conduct of quarterly employee engagement surveys with subsequent action plans



Governance

- Introduction of new policies on overtime, Time Off In Lieu (TOIL), and annual leaves
- Revision of all policies to comply with regulations and anticipation of 2024 changes
- Completion of all audit requirements and resolution of outstanding points
- Conduct of bi-annual performance management assessments

nomo

Nomo Bank Profile and Services

Nomo is a business unit of BLME that offers Sharia-compliant digital banking services and property finance. Nomo Bank is a trading name and operates under BLME's UK banking licence. Nomo's brand strength and identity is driven by strategic co-branding and partnerships with banks in the UAE and KSA. This is further reinforced by continuous marketing endeavors in Kuwait in conjunction with Boubyan Bank.

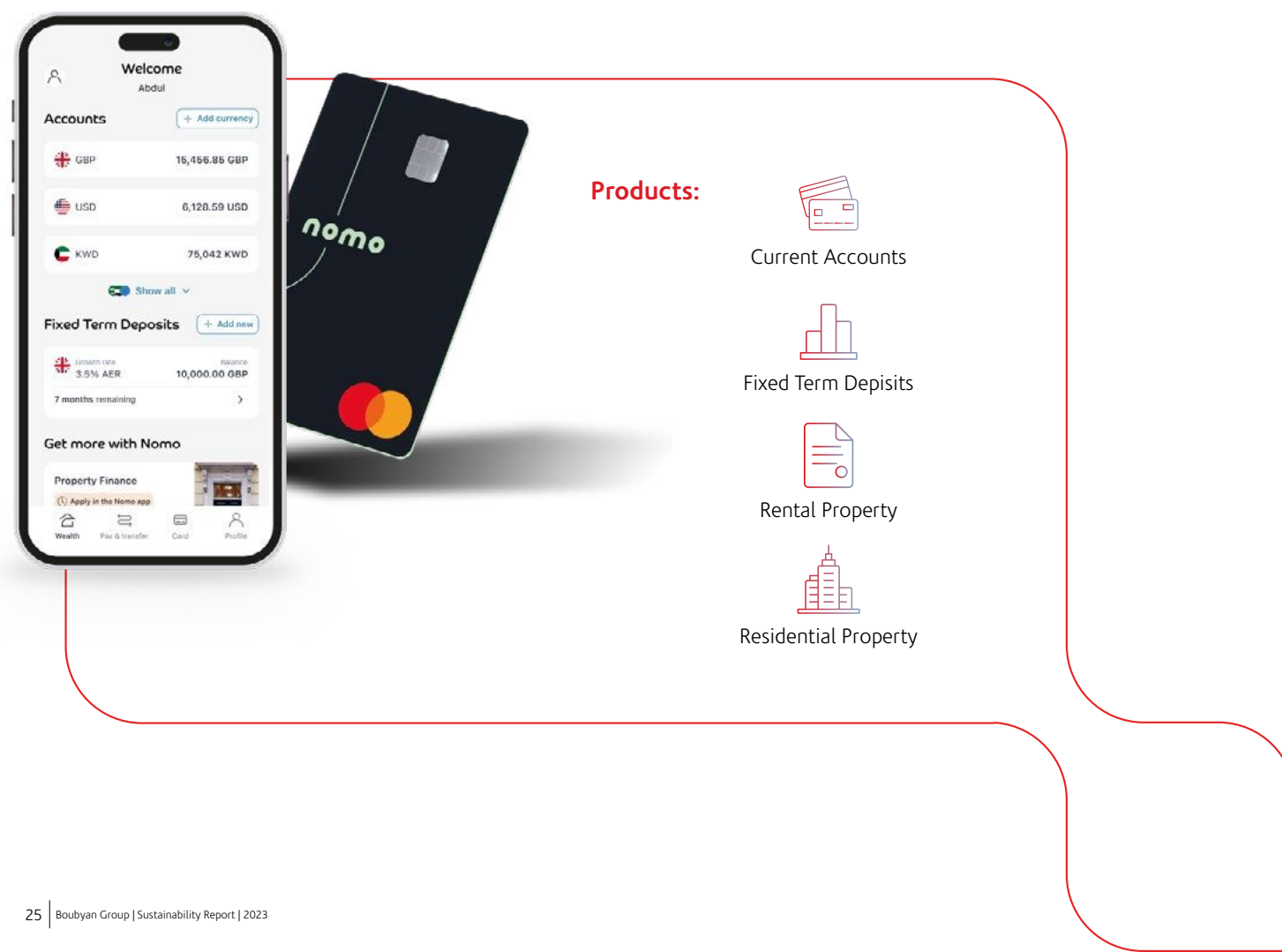
In 2023, Nomo has witnessed substantial growth and notable achievements in various aspects. In comparison with 2022, Nomo has experienced a significant surge in its user base, with the number of customers doubling to reach 44,700. Approximately 50.5% of these users are actively engaged with the platform.

Furthermore, in 2023, Nomo witnessed the introduction of new features that enriched

its functionality. Among these additions are Multicurrency support, Euro Fixed-Term Deposit (FTD) options, capabilities for refinancing and collaborative property finance journeys, and the integration of Google Pay.

Transactional volumes tripled, exceeding 3 million transactions, while customer balances nearly tripled in 2023, reaching £61 million.

Nomo is strategically advancing its business agenda by unfolding plans for the expansion of its services and geographical presence. In 2023, Nomo has successfully implemented a partnership in the UAE, extending its reach and services in the region. Looking ahead to 2024, Nomo has outlined plans for a partnership in KSA, aiming to further enhance its presence and offer its innovative financial solutions in the GCC region and market.



Boubyan Bank Products and Services

Through its services, Boubyan Bank demonstrates dynamic financial knowledge in developing profitable and risk-averse financial products and instruments, aligned with the principles of Islamic Sharia and with international best practices.

Boubyan Bank's financial services include personal banking, private banking, business

banking, and corporate banking. Those services stem from the three major services of Retail Banking, Corporate Banking and Wealth Management. Key insights into our services are provided in this section, and detailed information on our offered products and services is provided in Appendix. 6.5, in addition to being available on our website: <https://boubyan.bankboubyan.com/en/>

Major Services



Retail Banking

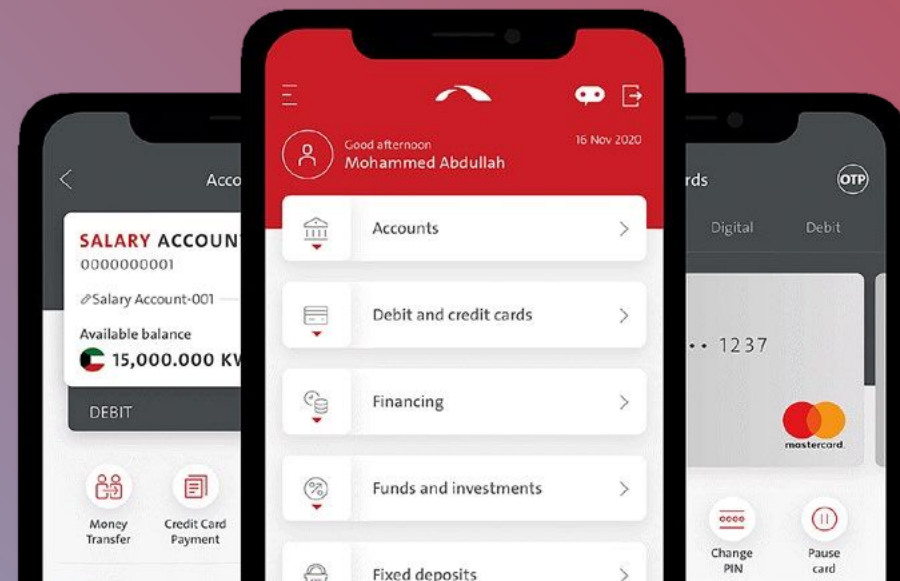
Boubyan Bank's retail banking services provide clients with secure money deposits, effective money management, and convenient access to credit, among other offerings. The Bank is dedicated to upholding the highest standards in these services, emphasizing quality in terms of information and labeling, innovation, accessibility, product safety, and consideration of special needs.

In our information and labelling, Boubyan ensures transparency, accuracy and compliance with relevant regulations. In addition, we seek to provide a fully digital experience for customers while prioritizing their comfort and convenience. Through our strategically placed points of service, we aim to be accessible to our clients wherever they are.

In 2023, Boubyan accomplished significant milestones related to Retail Banking. Notably, we launched our digital prepaid card in collaboration with Kuwait Airways, providing customers with a seamless digital onboarding experience and the ability to earn miles conveniently through their purchases.

Moreover, our dedication to sustainability remains a fundamental driver of our vision. As part of our sustainability initiatives, we continued to present exclusive offers and discounts on electric cars. Through this initiative, we aim to contribute to a healthy environment and advance Boubyan's strategy and vision for sustainability and growth in social and environmental aspects.

Selected Key Milestones in 2023



Retail Banking Portfolio

Automation		<ul style="list-style-type: none"> Automating Master Card settlement Automating Activity recap settlement Updating Pega claims to facilitate follow-up and settlement
ePay Expansion		<p>Expanded ePay's features, including:</p> <ul style="list-style-type: none"> Credit card payment option Scheduled payments (first of its kind in Kuwait among banks and aggregators) Link expiration notification (first of its kind in Kuwait among banks and aggregators) Subscription model
ePay Performance		<ul style="list-style-type: none"> Experienced a 37% increase in the amount collected by ePay users Witnessed a 36% increase in the number of transactions Noted a 22% growth in the number of ePay users
Customer Convenience		<ul style="list-style-type: none"> Enabled customers to activate their cards online through the Internet Banking (IB) and Mobile Banking (MB) systems without visiting the branch Introduced a new online fixed deposit option using IB/MB
Digital Transition		<ul style="list-style-type: none"> Observed a significant transition towards online banking with a 22% drop in transactions at physical locations

Financial Performance



- Achieved an 89% year-over-year increase in net profit
- Maintained a 98% average Customer Experience Management (CXM) score throughout the year

New Services and Launches



- Successfully went live with the Payout service (API-based bulk payments)
- Launched the eRent service, fully integrated with the online banking system, a first of its kind in Kuwait
- Introduced the ePay express account, facilitating the onboarding of non-Boubyan clients to ePay online

Customer Growth



- Expanded the customer base by 59% between 2020-2023

Merchant Engagement



- Experienced a 21% increase in the number of business banking merchants using Point of Sale (POS) and Payment Gateway (PGW)

Business Banking Portfolio

Business Banking Portfolio



- Achieved a 15% growth in the business banking portfolio

Retail Banking

Launched eight new products in 2023. Introduced a new premium segment for affluent local clients, providing a dedicated set of distinctive services and products.

Digital Products Launch

Launched unique digital products, including issuing digital prepaid cards and enhancing user experience through digital engagement for both retail and corporate customers.

How Boubyan Bank Delivers Quality Services to its Banking Clients

Information and Labelling

We are committed to transparent information and labelling, mainly through:



Gathering all the necessary information about the new product and its features (ex. pricing, terms and conditions, fees, benefits, and any potential risk involved)



Ensuring that this information should be accurate, clear and easy to understand for customers



Providing accurate and relevant information on the packaging, marketing materials and customer-facing communication channels



Remaining updated on any changes in regulations that may impact the requirements for product and service information and labeling



Attaining approval from the Central Bank of Kuwait (CBK), Sharia designated authority, and legal entities for any newly introduced products and services

Innovation in Mobile/Online/Alternative Distribution Channels



Providing seamless integration of digital services into banking operations



Investing in user-friendly interfaces and intuitive designs

Reach of Points of Service with Strategic Locations

Wide network of

49



branches

239



Automated Teller
Machines (ATMs)

78



Cash Deposit Machines
(CDMs)

49



Interactive Teller
Machines (ITMs)

Product Safety and Quality Assurance



Setting prior
procedures for
product launch



Performing thorough review
of products from various
perspectives, including
legal, compliance, Sharia
compliance, customer
protection, and customer
experience



Testing of products
before their official
launch



Implementing
products' terms and
conditions

Consideration of Special Needs



Providing sign language services through trained
employees

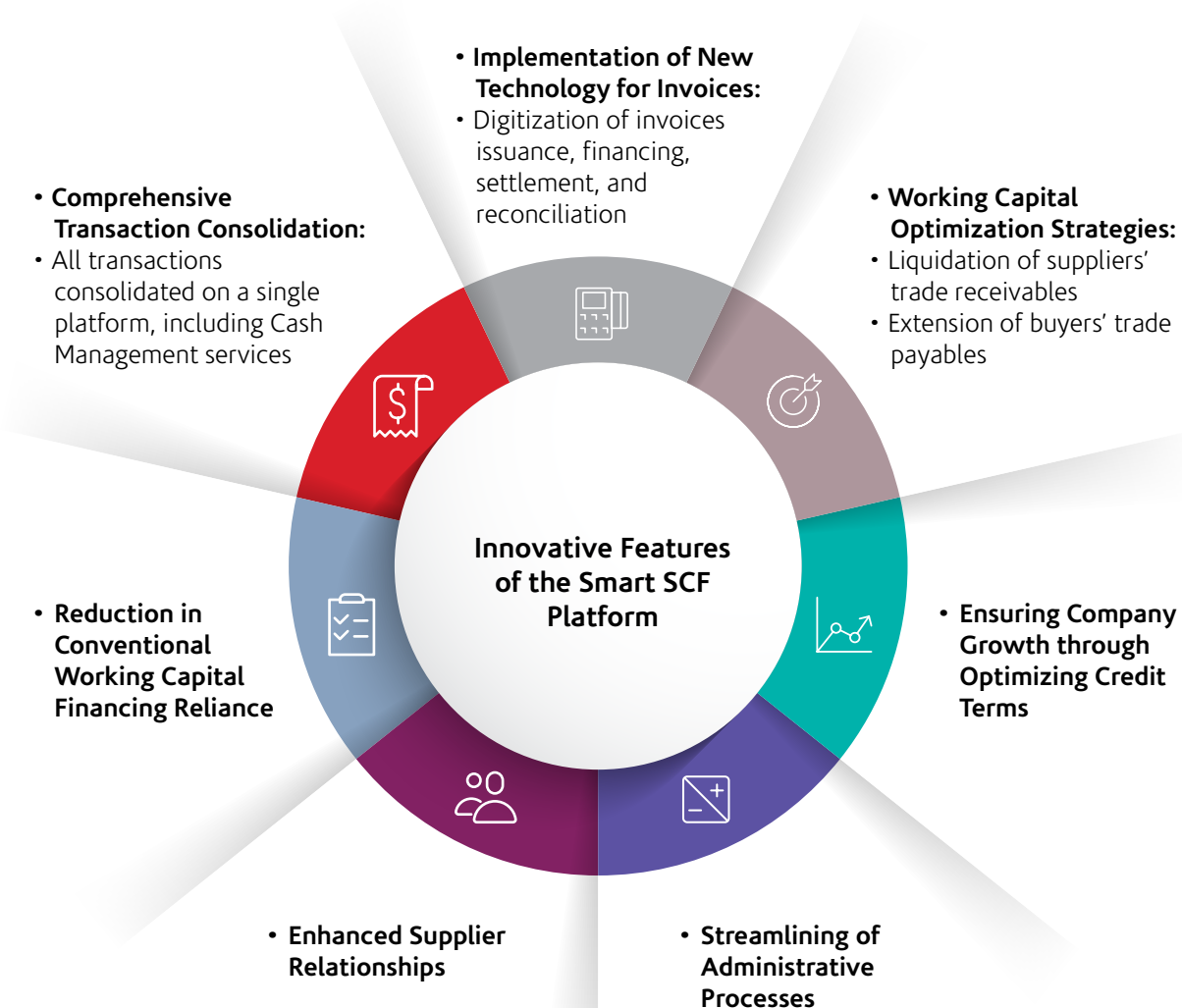


Equipping certain branches with braille print
machines and ATMs (Ahmadi /Qurtoba/Alqaser/
Khaitan /Hutteen/Adan branches)

Corporate Banking

Boubyan Bank offers suitable banking solutions for meeting Corporate Banking customer needs. Those solutions range from corporate banking accounts, property financing services through Ijara, treasury foreign exchange, Murabaha, and trade among others. All such services are explained in detail through the following link: <https://boubyan.bankboubyan.com/en/corporate/>

One of the key achievements in terms of corporate banking in 2023 was the launch of the Smart Supply Chain Finance (SCF) platform, aimed at optimizing companies' working capital. This innovative platform delivers mutual advantages to both corporate buyers and suppliers. Corporate buyers can leverage improved payment terms, while suppliers stand to gain from receiving early payments for their invoices at a preferential rate.



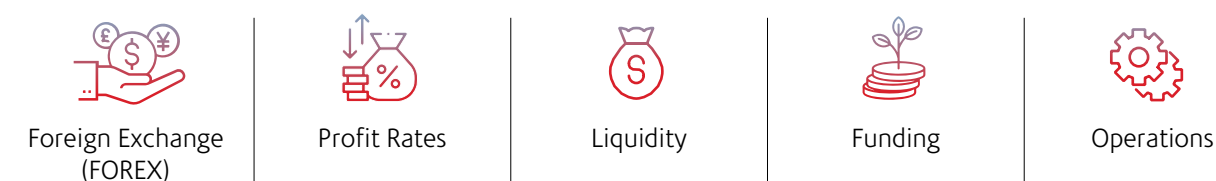
Treasury Products and Services

Products and services offered by the Treasury Department encompass the management of the Bank's balance sheet and cash flows. This is achieved through activities in Foreign Exchange, Money Market, and Capital Markets.

The Department engages in quoting Foreign Exchange (FOREX) rates and pricing time deposits for both institutional and individual clients. In addition to its activity in Sukuk Market managing the Sukuk investment for HQLA requirements and investment for the proprietary book.

Risks for Treasury Activities

Risk factors associated with treasury activities include managing market risks in the following areas:



Case Study

Boubyan's Engagement in the Market Performance Index (MPI) Study

In the dynamic landscape of 2023, Boubyan Bank engaged in a comprehensive Market Performance Index (MPI) study conducted in collaboration with a third party, spanning two distinct waves. The primary objective of this survey was to gain profound insights into Boubyan's market performance across key indices, including Top of Mind awareness, Market Share, Trustworthiness, and perceptions related to Customer Service and Forward-thinking initiatives.

The MPI study sought to evaluate the current standing of Boubyan in the market and gauge its top-of-mind recall among consumers in the Kuwaiti market.

The MPI study results were as follows:

- Boubyan showed improvement in its share of customers banking with it, in the second half of 2023
- Boubyan lead the group of top banks with increasing the gap in the last wave Boubyan Bank had the maximum percentage of loyal customers amongst its base
- Boubyan Bank maintained its top position as the Bank with the best customer service
- Boubyan remained at the top position for the most trustworthy Bank amongst all banks in Kuwait
- On the metrics of measuring the innovative edge, Boubyan Bank maintained its supremacy with a higher percentage in this wave



1.2 Mission and Vision

The conclusion of the year 2023 marks the endpoint for Boubyan Bank's 2023 Strategy, and the Bank is currently preparing to implement its next five-year strategy, Boubyan 2028. Aligned with the New Kuwait Vision and the United

Nations Sustainable Development Goals (UN SDGs), the 2023 Strategy was crafted considering a thorough evaluation of constraints, focusing on key factors to strengthen and advance the Bank's position for the future.

Boubyan Bank Strategy Alignment with the New Kuwait Vision and the UN SDGs



Boubyan aims to fulfil the following mission, vision, and values which have been recently updated during mid 2023:



Fulfilling lives and driving prosperity.



To be the leading Islamic Bank that excels in innovating top-tier financial and digital solutions.



Innovative:

Boubyan constantly innovates in ways of doing and ways of thinking to ensure individual and collective progress and prosperity.

Empowering:

With openness and integrity, Boubyan creates better ways and means in banking that enable everyone to advance and fulfil needs and aspirations.

Driven:

Boubyan is forceful and determined in its commitment to be impactful in enabling everyone to 'imagine the possibilities' in an easy, agile manner.

Targets Achieved in Relation to Boubyan's 2023 Strategy

In achieving the objectives outlined in Boubyan's 2023 Strategy, we successfully expanded our core business on both domestic and international fronts. This encompassed the introduction of a new premium segment tailored for local affluent clients, providing them with a distinct set of dedicated services and products. We maintained a strategic focus on seizing growth opportunities and fortifying our global presence through the establishment of a leading wealth management proposition.

Additionally, a BLME subsidiary was established in the KSA to engage with regional customers, while Nomo Bank continued its business growth by offering unique Sharia-compliant digital property finance solutions for investments in the UK real estate market. These achievements were further reinforced by Boubyan's sustained investment in digital innovation, marked by the introduction of several new services to the local market, such as the issuance of digital credit cards and the enhancement of digital engagement with both retail and corporate customers.

1.3 Memberships, Associations and Partnerships

Boubyan’s Associations

Both BLME and Boubyan Bank are involved in several associations as follows:



Women In Finance
Charter





1.4 Awards and Recognition

Boubyan Bank's Awards, Recognitions, and Certifications



ISO 9001:2015

- ISO 9001:2015 International Quality Management System Certification



Service Hero

- First Place Award in Customer Service as a Country Winner
- Best Islamic Bank in Customer Service for the 13th year in a row



Global Finance

- Best Islamic Bank in Kuwait - Best Islamic Financial Institution – for the 8th year
- World's Best Islamic Retail Bank
- Best Islamic Bank in CSR – Global
- Best SME Digital Banking in Kuwait
- Best Islamic Digital Bank in Kuwait
- Best Islamic Digital Bank in Middle East
- World's Best Islamic Digital Bank
- 2nd Safest Islamic Bank in GCC
- 9th Safest Bank in Middle East



Euromoney

- Best Islamic Structured Products House Award
- Most Transformed Islamic Bank in Kuwait
- Best Bank for SMEs in Kuwait
- Best Bank for Digital Solutions in Kuwait



Uptime Institute

- Tier 3 Gold Certification of Operational Sustainability



Forbes

- Top 100 Listed Companies in MENA



VISA

- Recognition Award for launching Dazza Visa Card as First Card of Its Kind in Kuwait
- Recognition Award for launching the VISA Multicurrency Card - First Sharia – Compliant in Kuwait



MasterCard

- Fastest growing World Elite portfolio in the Middle East Award



BLME Awards



Inspiring Workplace Awards
• Top 50 Inspiring Workplaces



Finance Monthly Legal Awards



International Investor Awards
• Best Ethical Bank nomination



Moneyfacts Consumer Awards
• 'Excellent' rating on 18-month, 2- and 3-year Premier Deposit Account



| 2 | Addressing ESG at Boubyan

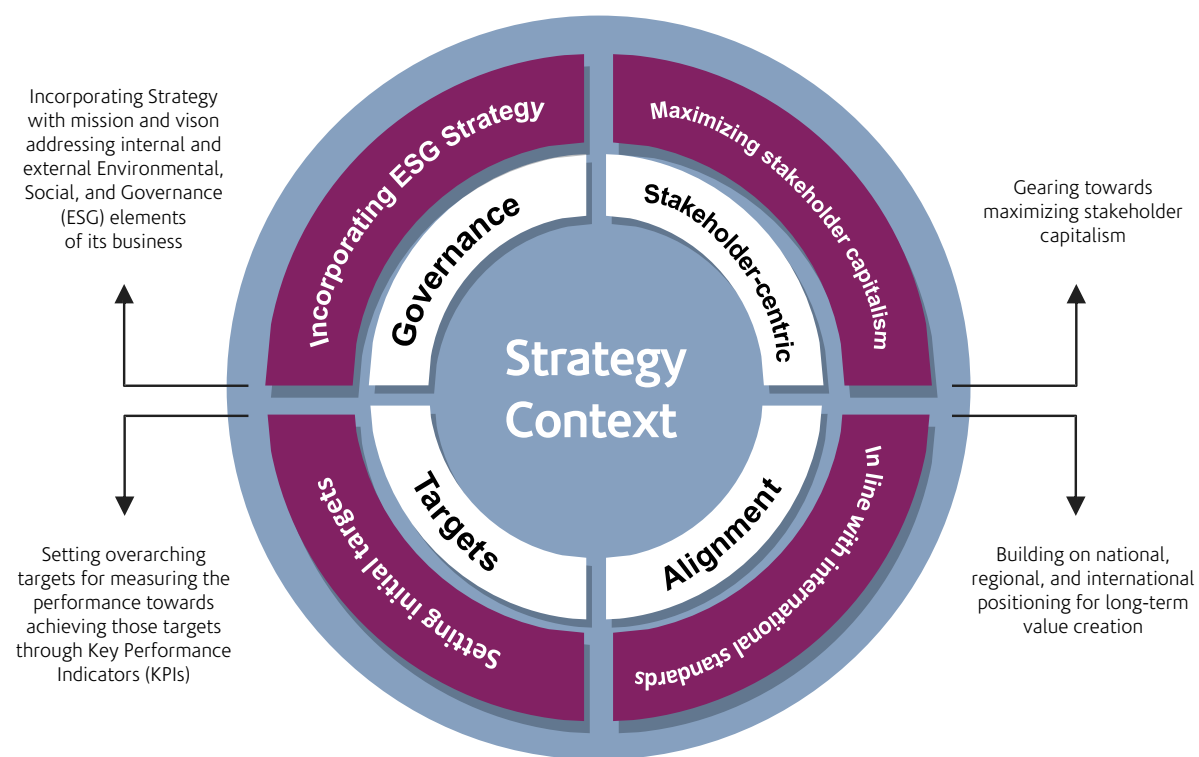
In this chapter:

- 2.1 ESG Strategic Aspirations
- 2.2 Stakeholder Engagement
- 2.3 Materiality Assessment

2.1 ESG Strategic Aspirations

As part of our dedication to maintaining ethical standards and fostering sustainable development within the communities we cater to, Boubyan Bank has formulated the Boubyan ESG Strategy 2029.

The ESG Strategy has been developed based on various principles, used to envision the strategy's ESG focus areas. Such principles included industry best practices, benchmarking analysis of leading regional, local and international banks, the Central Bank of Kuwait (CBK) circulars and the Capital Markets Authority (CMA) issued guidelines on sustainable finance.



"Our vision is to be a leading Islamic bank that advocates sustainable development, promotes ethical governance and responsible practices, fosters innovative talents and enables long-term value for all stakeholders."

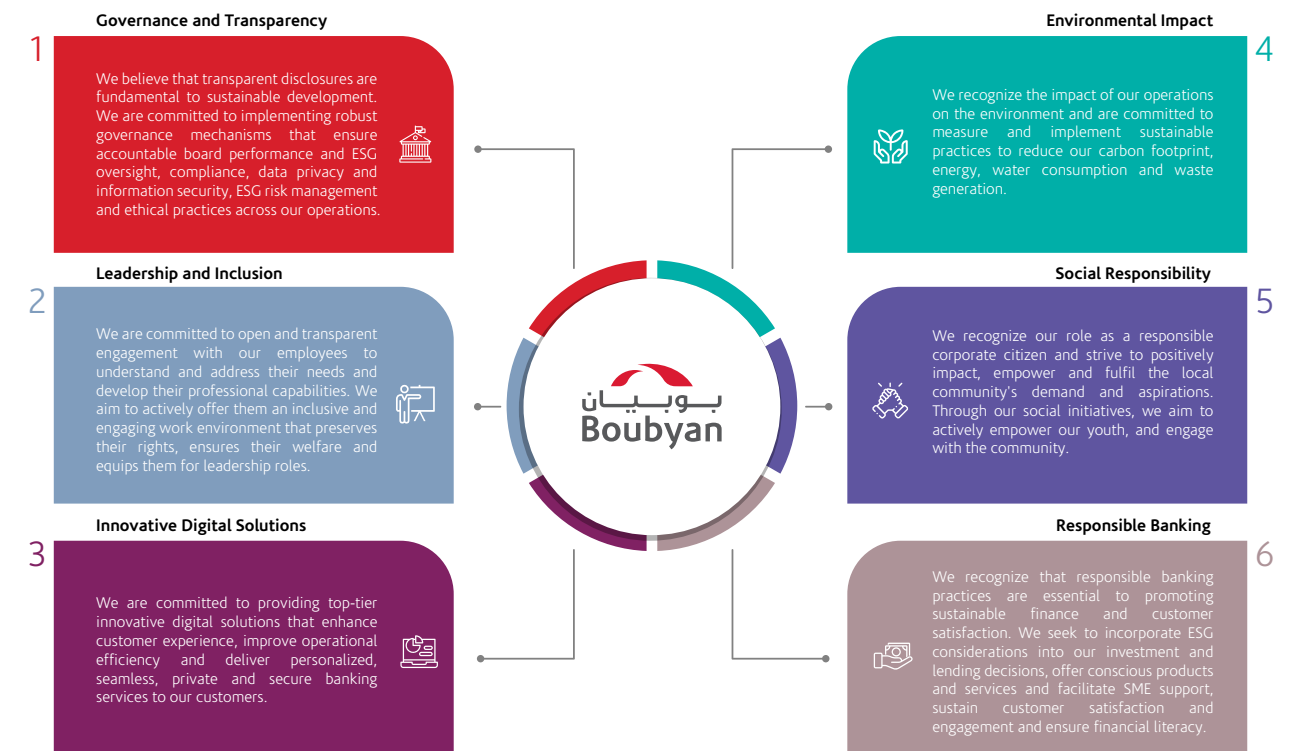


"Our mission is to integrate ESG considerations into our business operations, investment decisions, and stakeholder engagement to create a sustainable and responsible business."

We aim to uphold Islamic values and principles while promoting social responsibility, environmental stewardship, innovative digital solutions, leadership and inclusion.

We strive to maintain transparency, accountability, and ethical behavior across all our operations while contributing positively to the communities we serve."

As a leading Islamic bank, our ESG Strategy is based on the following principles:



2.2 Stakeholder Engagement

At Boubyan, we regularly engage with our stakeholders, recognizing their significance in shaping the Bank's success. Through ongoing stakeholder engagement, the Bank seeks to identify actual and potential impacts, and ultimately address and correspond to stakeholders' needs and expectations.

Stakeholders' Categories

We classify our stakeholders into distinct categories, recognizing the diverse groups that have an impact on Boubyan or are impacted by our operations and those who have an influence on Boubyan's decision-making cycle.

These categories include external stakeholders, who are shareholders, investors, governmental entities, customers, suppliers and the local community, and internal stakeholders, who are employees and Board members.

Purpose of Stakeholder Engagement

The primary purpose of Boubyan's stakeholder engagement is to build and maintain mutually beneficial relationships. Each stakeholder group has unique expectations, concerns, and interests, and the Group strives to address these effectively. For example, the focus for customers is on delivering exceptional financial services; for employees, it involves fostering a positive workplace culture. Investors on the other hand are interested in transparent communication and financial performance. Governmental entities care about how Boubyan adheres to compliance standards. Local communities focus on the Bank's commitment to social responsibility and how it engages with people. Regardless of the stakeholder group, the overarching goal is to align the Group's operations with stakeholder expectations, thereby ensuring sustainable growth and positive societal impact.

Ensuring Meaningful Engagement

Boubyan aims to have meaningful, transparent, and inclusive stakeholder engagement. The Group employs various channels and platforms for communication, such as regular forums, surveys, and feedback mechanisms. Open and transparent dialogue is encouraged, allowing stakeholders to voice their concerns and expectations.

Additionally, Boubyan embraces technology to enhance stakeholder engagement, utilizing digital platforms and social media to facilitate real-time communication. This ensures that stakeholders remain informed about the Group’s initiatives, performance, and corporate responsibility activities.

Boubyan’s Stakeholder Engagement Approach and Frequency

Stakeholder Category	Stakeholder Engagement Type (Participation/Consultation/Information)	Engagement Frequency (Ongoing/Quarterly/Annually)
Shareholders	Consultation	Quarterly and as needed
Investors	Consultation	Quarterly and as needed
Governmental Entities	Information and Consultation	As needed
Customers	Consultation	Ongoing
Suppliers	Participation	Ongoing
Employees	Participation	Ongoing
Local Community	Participation	As needed

2.3 Materiality Assessment

On an annual basis, Boubyan Bank undertakes a thorough reevaluation and assessment of the material topics that exert a substantial impact on its performance. The primary objective of this assessment is to assist the Group in recognizing and effectively managing the evolving sustainability influences. The materiality approach for 2023 differs from that of 2022 in terms of being based on the concept

of double materiality. Double materiality involves assessing both the financial impacts of ESG issues on a company and the broader impacts of the company’s activities on the environment and society.

Following the GRI Standards (2021) for carrying out the stakeholder engagement and the identification of material topics, the materiality assessment process was conducted according to the following steps:

- Step 1

Key material topics were identified by consulting stakeholders, including third parties, employees, regulatory bodies, and external research and best practices.
- Step 2

The frequency of materiality was determined by gathering input from stakeholders, benchmarking against other banks, and aligning with the guidelines set forth by national drivers, including the Central Bank of Kuwait (CBK) and the Capital Markets Authority (CMA).

Step 3

A materiality survey was distributed to internal stakeholders, external stakeholders, and the Financial Planning and Control Department to determine:

- The significance of each topic’s economic, social and environmental impacts
- The risks and opportunities of each topic’s influence on Boubyan’s cashflows

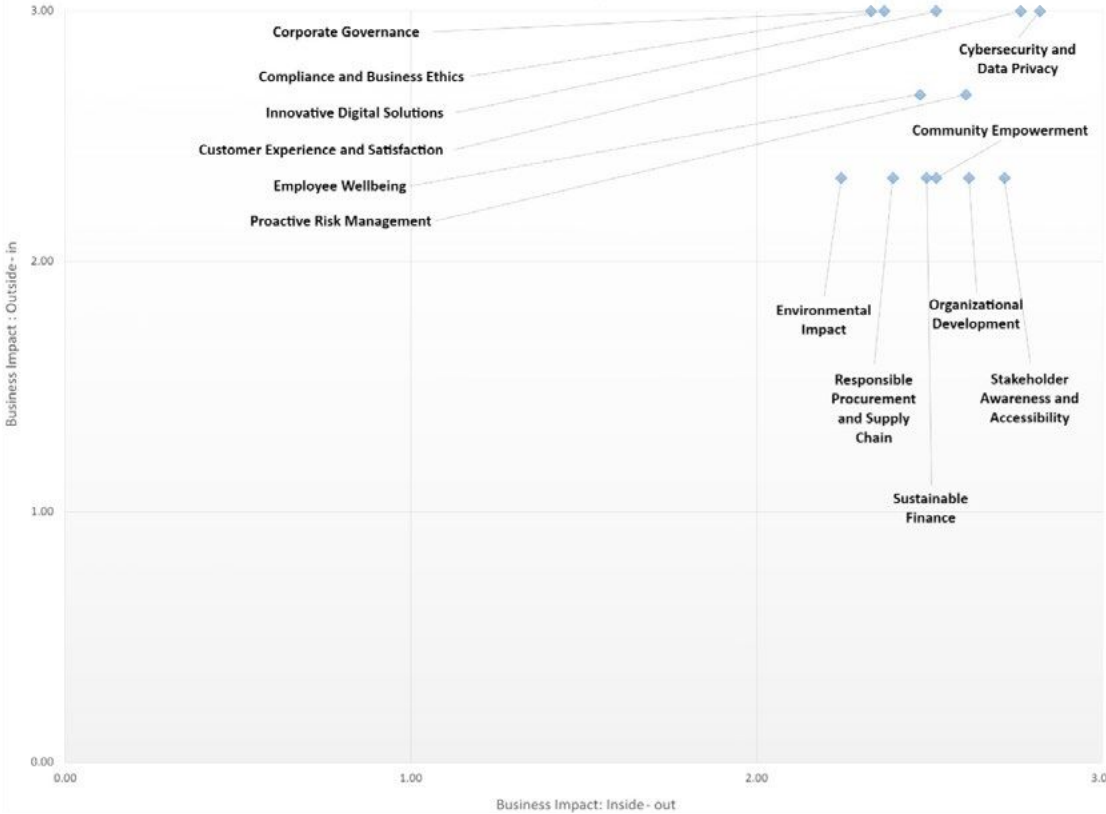
Survey responses were collected from:



The materiality matrix was developed based on the collected insights and assessments from the stakeholder engagement and survey processes.

In the survey, stakeholders assigned ratings of low, medium, high, or none to each identified material topic. Each rating was assigned a specific weight. Consequently, the matrix was developed in alignment with the results presented as follows. It is important to note that this year's materiality assessment approach is different from last year in terms of addressing the Financial Planning and Control Department response separately as the Y-axis input, whereas the X-axis input contains feedback from the rest of the Bank’s internal and external stakeholders combined. However, in 2022, the X-axis input was the responses received from internal stakeholders and the Y-axis input was the responses received from external stakeholders.

2023 Materiality Matrix



Material Topics' Ratings

Materiality Topics	Rating (x.y)
Innovative Digital Solutions	High-High
Proactive Risk Management	High-High
Customer Experience and Satisfaction	High-High
Compliance and Business Ethics	High-High
Environmental Impact	High-High
Stakeholder Awareness and Accessibility	High-High
Corporate Governance	High-High
Sustainable Finance	High-High
Organizational Development	High-High
Community Empowerment	High-High
Responsible Procurement and Supply Chain	High-High
Cybersecurity and Data Privacy	High-High
Employee Wellbeing	High-High

Similar to 2022, 13 topics have been recognized as material. Note that all the topics for this year received a high-high rating, albeit with slightly differing positions on the matrix. New topics added this year that were not material in 2022 are: Responsible Procurement and Supply Chain, Sustainable Finance, and Stakeholder Awareness and Accessibility. The Empowering SMEs topic held material significance in 2022, and is still of material importance to Boubyan though it is not in the material topics list in 2023. From 2023, Human Capital Management, as well as Learning and Development were included as part of the Organizational Development topic. Additionally, paper reduction was included as part of the identified Environmental Impact topic for this year.

Material Topics' Alignment

Boubyan's developed material topics were aligned to the United Nations Sustainable Development Goals (UN SDGs) and Boubyan's ESG Strategy 2024 as follows:

As shown in the matrix, the highest rated topics are: Corporate Governance, Compliance and Business Ethics, Innovative Digital Solutions, Customer Experience and Satisfaction, and Cybersecurity and Data Privacy. The least rated topics (though still rated as high-high) were Responsible Procurement and Supply Chain, Environmental Impact, Sustainable Finance, Organizational Development, and Stakeholder Engagement and Awareness. In comparison to 2022, Social Responsibility, Health, Safety and Wellbeing, and Measuring Environmental Footprint all went from medium-high ratings to high-high ratings.

Material Topics Alignment with the United Nations Sustainable Development Goals (UN SDGs) and Boubyan's ESG Strategy 2024

Materiality Topics	SDG Mapping	Boubyan ESG Strategy 2024 Focus Areas and Strategic Objectives
Innovative Digital Solutions	● Goal 8: Decent Work and Economic Growth ● Goal 12: Responsible Consumption and Production	Innovative Digital Tools and Applications
Proactive Risk Management	● Goal 11: Sustainable Cities and Communities ● Goal 13: Climate Action	Board Oversight ESG Risk Management Compliance and Ethical Practices Transparent Disclosures
Customer Experience and Satisfaction	● Goal 8: Decent Work and Economic Growth	Innovative Digital Tools and Applications Customer Satisfaction and Engagement
Compliance and Business Ethics	● Goal 8: Decent Work and Economic Growth ● Goal 16: Peace, Justice and Strong Institutions ● Goal 12: Responsible Consumption and Production ● Goal 17: Partnerships for the Goals	Board Oversight Compliance and Ethical Practices Transparent Disclosures
Environmental Impact	● Goal 7: Affordable and Clean Energy ● Goal 9: Industry, Innovation and Infrastructure ● Goal 11: Sustainable Cities and Communities ● Goal 12: Responsible Consumption and Production	Utilities Management Waste Management Carbon Footprint
Stakeholder Awareness and Accessibility	● Goal 12: Responsible Consumption and Production ● Goal 16: Peace, Justice and Strong Institutions	Community Engagement Sustainable Finance SME Support Financial Literacy
Corporate Governance	● Goal 16: Peace, Justice and Strong Institutions ● Goal 17: Partnerships for the Goals	Board Oversight Transparent Disclosures Diverse Representation
Sustainable Finance	● Goal 11: Sustainable Cities and Communities ● Goal 8: Decent Work and Economic Growth	Sustainable Finance SME Support
Organizational Development	● Goal 8: Decent Work and Economic Growth ● Goal 17: Partnerships for the Goals	Learning and Development Engagement and Welfare
Community Empowerment	● Goal 10: Reduced Inequalities ● Goal 11: Sustainable Cities and Communities	Community Engagement SME Support Financial Literacy Customer Satisfaction and Engagement
Responsible Procurement and Supply Chain	● Goal 8: Decent Work and Economic Growth ● Goal 12: Responsible Consumption and Production	Compliance and Ethical Practices
Cybersecurity and Data Privacy	● Goal 9: Industry, Innovation and Infrastructure ● Goal 16: Peace, Justice and Strong Institutions	Information Security and Data Privacy Transparent Disclosures Innovative Digital Tools and Applications Financial Literacy
Employee Wellbeing	● Goal 3: Good Health and Well-Being ● Goal 8: Decent Work and Economic Growth	Engagement and Welfare



| 3 | Steering Boubyan's ESG



In this chapter:

- 3.1 Corporate Governance
- 3.2 Organizational Structure
- 3.3 Compliance and Business
- 3.4 Proactive Risk Management
- 3.5 Cybersecurity and Data Privacy
- 3.6 Innovative Digital Solutions
- 3.7 Customer Experience and Satisfaction

3.1 Corporate Governance

The success of steering Boubyan’s business and realizing our ESG aspirations relies significantly on the seamless collaboration between our Board of Directors (BOD) and the Executive Management. For this reason, we have established a robust governance framework, delineating distinct roles for our Board and Executive Committees within our subsidiaries. This structure aims to maintain transparency, accountability, and ethical conduct in line with best practices in banking.

A Glimpse into Boubyan’s ESG Strategy 2029

Boubyan aims to ensure that Board members are actively engaged and aware of ESG topics that concern the Bank. To achieve this, the Bank plans to establish an ESG Committee and conduct an awareness session for BOD members on ESG topics once per year.

Boubyan Bank’s Board of Directors

The BOD at Boubyan is granted the highest authority and ultimate responsibility by the shareholders for overseeing and implementing the Group’s strategic directions, as well as managing its operations.

Boubyan Bank’s BOD apply best practices in line with the mandates of the CBK in developing,

approving, and updating the Bank’s purpose, value or mission statements, strategies, policies, and goals related to sustainable development. It also applies CBK mandates in overseeing the Bank’s due diligence and other processes to identify and manage the Bank’s impacts on the economy, environment, and people.

Boubyan Bank’s Board of Directors List

Boubyan Bank’s BOD consists of 11 highly experienced members, with four being independent. As a result, the independence percentage is: 36.4%. All Board members are male. The Chairman of the Governance Committee of the Board holds the same position as the Chairman of the Board of Directors.

The following table provides a brief list of the Board member names, titles and independence statuses for Boubyan’s subsidiaries. Information on BLME Board members is provided separately later in this section. It is worth mentioning that in Boubyan’s parent companies, the Chairs of the BOD also hold positions as Senior Executives. Further details on each Board member’s position, title, skills and experience are provided on each of Boubyan subsidiaries’ websites.

Boubyan’s Board of Directors List per Entity



Abdulaziz Abdullah Dakheel Al-Shaya
Chairman - Non-Executive



Adel Abdul Wahab Al-Majed
Vice-Chairman & Group Chief Executive Officer - Executive



Adnan Abdullah Al-Othman
Director - Non-Executive



Hazim Ali Al-Mutairi
Director - Non-Executive



Mohamed Yousef Al-Saqer
Director - Non-Executive



Waleed Mishari Al-Hamad
Director - Non-Executive



Fahad Ahmad Al-Fouzan
Director - Non-Executive



Khalid Ahmad Al-Mudhaf
Director - Independent



Waleed Humoud Al-Ayadhi
Director - Independent



Abdullah Saud Al-Bader
Director - Independent



Syed Imran Azhar
Director - Independent



Boubyan Takaful (BTIC)



Abdul-Salam Mohammed Al-Saleh
Chairman - Non-Executive



Waleed Khalid Al-Yaqout
Vice-Chairman - Non-Executive



Dr. Bader Al Hashel
Director - Non-Executive



Ahmed Bourisly
Director - Non-Executive



Abdullah Al Mejhem
Director - Non-Executive



Mohamed Ibrahim Ismail
Director - Non-Executive



Ali Yousef Alansari
Director - Non-Executive

Boubyan Capital



Abdullah Abdulkareem Al-Tuwaijri
Chairman - Non-Executive



Abdullah Ahmed Al-Mehri
Vice-Chairman - Non-Executive



Ghazi Saleh Al-Babtain
Director - Independent



Mohamed Ibrahim Ismail
Director - Non-Executive



Jabra Raja Ghandour
Director - Non-Executive

*Boubyan National operates as a subsidiary under the governance of Boubyan Capital; as such it is governed by its BOD.



BLME's Board of Directors

BLME's BOD consists of ten members, one of whom is female, at an independence percentage of 30%. The Board BOD met on four occasions during 2023, and the meeting attendance rate for all members was 100%. Board diversity at BLME is ensured through the BLME Board Diversity Policy published on BLME's website.

The detailed list of all BOD members is provided as follows and is publicly available through: [The Board - Bank on our Principles \(blme.com\)](#) Additionally, BLME's subsidiary in the Kingdom of Saudi Arabia (KSA) (BLME Capital) has six members, all of whom are male. Details on BLME's BOD members are available at: [About Us \(blmecapital.com\)](#)



Adel Abdul Wahab Al-Majed
Chair - Non-Executive

Stakeholders represented	Boubyan Bank
Gender	Male
Nationality	Kuwaiti
Tenure	11 years



Abdul-Salam Mohammed Al-Saleh
Deputy Chair - Non-Executive

Stakeholders represented	Boubyan Bank
Gender	Male
Nationality	Kuwaiti
Tenure	3.5 years



Abdullah Al Tuwaijri
Director - Non-Executive

Stakeholders represented	Boubyan Bank
Gender	Male
Nationality	Kuwaiti
Tenure	2.5 years



Jabra Raja Ghandour
Director - Non-Executive

Stakeholders represented	Boubyan Bank
Gender	Male
Nationality	Jordanian
Tenure	7.75 years



Bader Abdullah Al Kandari
Director - Non-Executive

Stakeholders represented	Public Institution for Social Security (PIFSS)
Gender	Male
Nationality	Kuwaiti
Tenure	4.75 years



Joanne Hindle
Director - Independent

Stakeholders represented	N/A
Gender	Female
Nationality	British
Tenure	5.5 years



Calum Thomson
Director - Independent

Stakeholders represented	N/A
Gender	Male
Nationality	British
Tenure	6.75 years



David Williams
Director - Independent

Stakeholders represented	N/A
Gender	Male
Nationality	British
Tenure	8 years



Andrew Ball
Director and CEO - Executive

Stakeholders represented	N/A
Gender	Male
Nationality	British
Tenure	3.5 years



Chris Power
Director, CFO, and COO - Executive

Stakeholders represented	N/A
Gender	Male
Nationality	British
Tenure	7.25 years

BB2 Tech Co Board of Directors

BB2 Tech Co is fully owned by Boubyan Digital and Computing Company, which, in turn, is ultimately owned by Boubyan Bank. BB2 Tech Co operates with two separate BODs overseeing the UK and Middle East Dubai International Financial Centre (DIFC) entities. Both entities are supported by a shared Executive Committee that reports to the respective Boards. The BOD comprises Senior Executives from the parent companies and the CEOs of each UK and ME

entity, the respective Boards ensure that the strategic plans align with the interests of the parent companies.

The BOD is scheduled to convene three times annually, while the Executive Committee is set to meet every two months. The Executive Committee ensures the preparation of suitable reports to be presented, at the very least, during the Board Meetings, with interim reporting distributed as needed.



Abdullah Abdulkareem Al Tuwaijri
Chair - Non-Executive

Gender Male
Nationality Kuwaiti
Tenure 3 years



Mohamed Ibrahim Ismail
Director - Non-Executive

Gender Male
Nationality Egyptian
Tenure 3 years



Dr. Bader Al Hashel
Director - Non-Executive

Gender Male
Nationality Kuwaiti
Tenure 3 years



Badria Hamad Al-Humaidhi
Director - Non-Executive

Gender Female
Nationality Kuwaiti
Tenure 3 years



Simon Howard Bateman
Director and CEO of BB2 Tech Co. UK - Executive

Gender Male
Nationality British
Tenure 3 year - 6 months

BB2 Tech Co Middle East (ME) Board of Directors List



Mohamed Ibrahim Ismail
Director - Non-Executive

Gender Male
Nationality Egyptian
Tenure 3 years



Saleh Al Mansour
Director - Non-Executive

Gender Male
Nationality Kuwaiti
Tenure 3 years



George Haimari
Director and CEO of BB2 ME Ltd. - Executive

Gender Male
Nationality Lebanese
Tenure 3 years

Boubyan Bank's Board Committees

The BOD at Boubyan holds the responsibility for supervising its committees, where each committee chairperson is held accountable for ensuring timely and transparent communication

with the BOD regarding the committee's activities and accomplishments.

Boubyan Bank's BOD performs its duties through five committees, as listed in the following table.

Boubyan Bank's Board Committee List

Committee name	Description	Committee Chair	Meetings
Board Audit Committee (BAC)	The main roles of BAC include: <ul style="list-style-type: none">• Reviewing the internal audit charter and manual, and accounting policies• Assessing and recommending the appointment of external auditors• Reviewing the annual and quarterly financial statements.• Discussing the internal and external Sharia audit reports• Approving the internal audit plan, discussing internal audit reports, and following up on the status of corrective actions• Providing support to the Internal Audit Group to ensure it fulfills its scope of work effectively and independently• Approving the appointment and/or resignation of the Chief Audit Executive – Internal Audit Group, and assessing his annual performance	Imran A. Ali - Director (Independent)	9
Board Nomination and Remuneration Committee (BNRC)	The BNRC oversees the nomination and selection processes for the BOD and its committees.	Waleed Humoud Al-Ayadhi - Director (Independent)	4
Board Risk Management and Compliance Committee (BRCC)	The role of the BRCC includes: <ul style="list-style-type: none">• Assessing the risk appetite measures, risk strategy, and other risk-related metrics, and proposing recommendations to the Board• Reviewing and discussing the reports of the Risk Management Group, including the capital adequacy ratio, Internal Capital Adequacy Assessment Process (ICAAP), stress testing, and other risk assessment reports• Providing support to the Risk Management Group to ensure fulfilling its scope of work effectively and independently• Approving the appointment and/or resignation of the Chief Risk Officer – Risk Management	Abdullah Saud Al-Bader - Director (Independent)	8
Board Governance Committee (BGC)	The main role of the BGC includes developing and updating the Governance Manual, ensuring that the Governance Manual is adequately adhered to, reviewing the annual governance report, and following-up on governance-related recommendations/actions.	Abdulaziz Abdullah Dakheel Al-Shaya - Chairman (Non-Executive)	3
Board Executive Committee (BEC)	The main role of the BEC is to review and approve limits and transactions related to financing and investment activities as set within the auspices of Boubyan Bank.	Adel Abdul Wahab Al-Majed - Vice-Chairman & Group Chief Executive Officer (Executive)	6



Boubyan Bank's Board Performance Evaluation

Boubyan Bank's BOD's performance evaluation comes under the responsibility of the BNRC. The Committee conducts a comprehensive annual evaluation of both the overall performance of the BOD and the individual contributions of each member, considering factors such as experience and knowledge.

Boubyan Bank's Board Nomination and Remuneration Committee

The BNRC oversees the nomination and selection processes for the BOD and its committees, aligning with the Board Charter and taking into account stakeholder views on diversity, independence, and relevant competencies. The Committee is tasked with creating and updating remuneration policies for the Board, while the Board itself monitors the policy implementation. The BNRC reviews the remuneration policy, seeking approval from the Board and overseeing the process of setting rewards.

Boubyan Subsidiaries' Board Committees

Subsidiary	Board Committees
Boubyan Takaful	<ul style="list-style-type: none">• Audit and Risk Committee• Executive and Investment Committee
Boubyan Capital	<ul style="list-style-type: none">• Audit Committee• Risk Committee• Nomination and Remuneration Committee

*Boubyan National operates as a subsidiary under the governance of Boubyan Capital; as such it is governed by its committees.

BLME's Board Committees

BLME's BOD comprises three committees, and the Chairs of the three Board Committees are all independent. Information on the purpose and roles of these committees is available on

BLME's website in the Corporate Governance Report section of the BLME Holdings Limited Annual Report and Accounts at: <https://www.blme.com/media/2015/blme-holdings-financial-statements-31-december-2022.pdf>.

Committee name	Description	Members	Committee Owner	Meetings
Board Audit Committee (BAC)	The BAC supports the Board in overseeing the Bank's internal control systems, ensuring compliance with legal requirements, and maintaining the integrity of financial statements. Its responsibilities include reviewing reports from management, internal auditors, and external auditors on internal control, compliance, and financial processes. The Committee provides guidance and recommendations to the BLME plc Board on matters affecting the accuracy of financial statements, including the qualifications and role of external auditors and the performance of internal audit functions, whether outsourced or not.	Joanne Hindle (Independent Deputy Chair) Jabra Ghandour (Shareholder NED) Abdullah Al Najran Al Tuwaijri (Shareholder NED)	Calum Thomson (Independent Chair)	The Committee meets whenever required (but at least quarterly), and for any additional meetings at the request of the Committee Chair. In 2023, the BAC meeting attendance rate averaged 100%
Board Risk Committee (BRC)	The BRC supports and advises the Bank Board in fulfilling its responsibilities related to the comprehensive risk strategy, encompassing current and future risk considerations. This includes determining risk appetite, tolerance, measurement, and mitigation procedures across all Bank businesses, divisions, and Special Purpose Entities. The Committee has delegated authority to make decisions and provides guidance, advice, and recommendations to the Board on various matters, including those involving outsourced or joint ventures, related to risk management. Additionally, it plays a role in fostering a risk-conscious culture within the Bank, promoting good stewardship of risk and highlighting the benefits of a risk-based approach to internal control and Bank management.	Abul-Salam Al Saleh (Shareholder NED) Calum Thomson (Independent Member) Joanne Hindle (Independent Member) Bader Abdullah Al Kandari (Shareholder NED)	David Williams (Independent Chairman)	The Committee meets at least four times per year and additionally at the request of the Committee Chairman or if the Board or Executive Committee so request. In 2023, the BRC meeting attendance rate averaged 96%.

Committee name	Description	Members	Committee Owner	Meetings
Board Nominations and Remuneration Committee (BNRC)	<p>The BNRC supports the Board in fulfilling its responsibilities related to the composition of the Bank's Board.</p> <p>BNRC is responsible for matters relating to the composition of the Board, including the appointment of new Directors, and making recommendations to the Board as appropriate. The Committee identifies qualified candidates to be Directors, through a robust and prudent process, with the use of external consultants as necessary.</p>	Calum Thomson (Independent Deputy Chair) David Williams (Independent Member) Abdul-Salam Al-Saleh (Shareholder NED) Abdullah Al Najran Al Tuwaijri (Shareholder NED)	Joanne Hindle (Independent Chair)	<p>The Committee meets at least three times per year and at other times at the request of the Committee Chair.</p> <p>In 2023, the BNRC meeting attendance rate averaged 96%.</p>

BB2 Tech Co has two committees, with responsibilities as follows:

BB2 Tech Co. Board Committees

Committee name	Description	Committee Owner
Executive Committee	The Committee is responsible for defining strategy, setting budgets, and reviewing risks and progress against the strategic plan and business goals.	CEO
Nominations and Remuneration	The Committee is responsible for validating and ratifying compensation and benefits decisions in the organization.	CEO BB2 Tech Co



BLME's Board Performance Evaluation

Every three years, external consultants are engaged by BLME to conduct an independent evaluation of the Board's performance. Additionally, BLME performs annual self-assessments of the Board Committee, utilizing a combination of surveys and desk-based analyses of the annual work agenda achievements. In the period from 2022 to 2023, an external consultant conducted an independent review of the BOD's effectiveness, and the formal report was submitted to the BOD in June 2023.

The Board Nomination and Remuneration Committee (BNRC) monitors the action points arising from these reviews. A significant recommendation from the most recent evaluation was to reduce the size of BLME's BOD. Consequently, the BOD decreased from 11 to 10 members in 2023 and is anticipated to further reduce to 9 by the first half of 2024. For the Audit Committee and the Nominations and Remuneration Committee, this evaluation takes the form of a questionnaire with scoring trends tracked.

BLME's Board Tenure

BLME's Board tenure is subject to an annual review by the BNRC, aiming to ensure effective succession planning. The Committee ensures that independent Directors do not surpass a nine-year term. Although BLME is not bound by the UK Corporate Governance Code, it acts in line with the principles of the Code concerning the nine-year term limit.

BLME's Board Oversight Regarding Key ESG Issues

For health and safety matters, the BNRC oversees employees' well-being concerns. The CEO holds day-to-day responsibility for health and safety oversight, updating the Board on significant matters through quarterly reports. Additionally, the Director of People and Corporate Communications informs the BNRC about employees' well-being matters on a regular basis.

The BRC Committee oversees environmental issues including financial risks related to climate change. The BRC receives updates on the Bank's exposure to Physical and Transition risks as part of the quarterly Key Risk Indicators update report.

Board oversight of tax-related matters is addressed by the BAC, which follows Her Majesty's Revenue and Customs (HMRC) Code of Practice on Taxation for Banks. BLME emphasizes integrity and transparency in all tax matters and has published its Tax Strategy on the BLME website: (<https://www.blme.com/website-terms-conditions/tax-strategy>).

For financial crime matters, including AML, fraud, corruption, and bribery, the BAC receives financial crime Management Information (MI) on a quarterly basis, complemented by verbal presentations from the Chief Risk and Compliance Officer (CRCO) and the Money Laundering Reporting Officer (MLRO). The Committee also reviews an annual MLRO Report and Financial Crime Risk Assessment. In 2023, the MLRO and the CRCO gave a presentation to the main Board on the Bank's Financial Crime Framework.

Boubyan’s Executive Management

Boubyan Bank’s Executive Management

Boubyan Bank’s Executive Management team is instrumental in steering the Bank toward its goals, managing risks effectively, and ensuring sustained growth and profitability. The Bank’s Executive Management comprises 17 experienced professionals, three of whom are females (17.6%). Further details on each member’s title and biography are provided on the Bank’s website at: [About Us | Boubyan Bank \(bankboubyan.com\)](#).

Boubyan Capital’s Executive Management

Boubyan Capital’s Executive Management team comprises five experienced professionals, one of whom is female (20%). Further details on each member’s title and biography are provided on the Boubyan Capital’s website at: [Executive Management \(boubyancapital.com\)](#)

BB2 Tech Co’s Executive Management

Name	Position	Gender	Expertise and Role
Simon Howard Bateman	CEO of BB2 Tech Co UK	Male	Mr. Bateman possesses technical and operational proficiency, with a focus on cybersecurity and driving transformative change within the UK Financial Industry. He provides the technology and services required to enable Nomo’s operations and deliver its growth aspirations, whilst defining the next horizon strategy to deliver a Banking-as-a-Service capability and further monetize the investment in technology.
George Haimari	CEO of BB2 Tech Co ME Ltd	Male	Mr. Haimari has Executive expertise and leads Financial Institutions practice. He concentrates on steering the direction and growth strategy for Nomo and BB2 Tech Co at the group level. This includes exploring new partnership opportunities and overseeing the implementation of business plans for both Nomo and BB2 Tech Co.

BLME’s Executive Committee

BLME’s Executive Committee consists of a range of individuals bringing with them a wealth of experience and expertise. The Committee consists of nine members, one of whom is female. The full list of executive committee members including their expertise and positions is available on BLME’s website at: <https://www.blme.com/about-us/our-people/>

As part of its mandates, BLME’s Executive Committee conducts an annual strategy review, encompassing revisions to mission statements and values, and subsequently presents it to the Board for approval. This process involves reviewing and questioning strategic initiatives integral to the CEO and Executive Committee scorecard and objectives for the year.

Boubyan Takaful’s Executive Management

Boubyan Takaful’s Executive Management team comprises four experienced male professionals. Further details on each member’s title and biography are provided on the Boubyan Takaful’s website at: About Us – Boubyan Takaful Insurance Company - BTIC

Boubyan National’s Executive Management

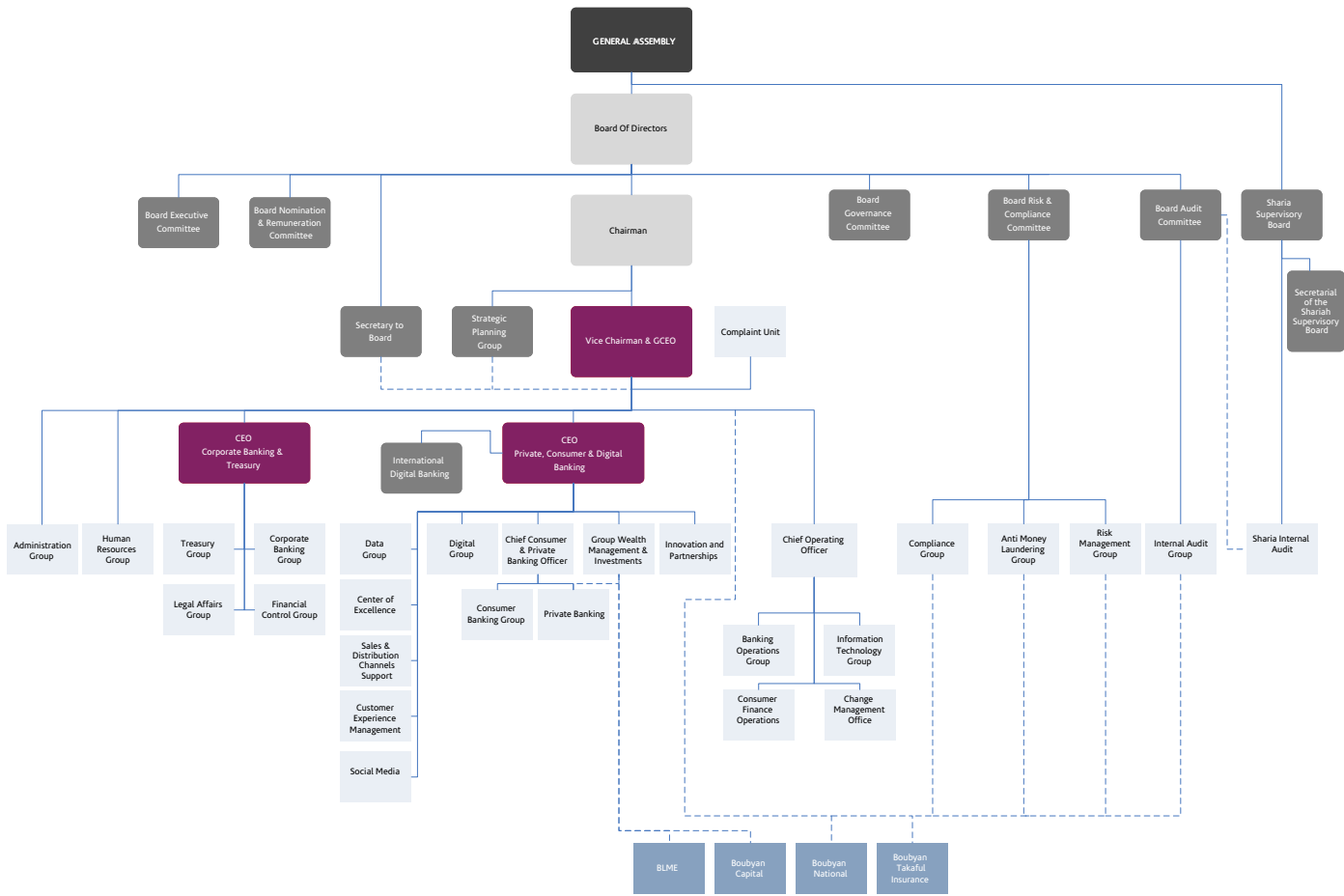
Boubyan National’s Executive Management team comprises two experienced male professionals. Further details on each member’s title and biography are provided on the Boubyan National’s website at: [Executive Management | Boubyan Bank \(boubyannational.com\)](#)

BLME’s Executive Management

BLME’s Executive Management team comprises nine experienced professionals, one of whom is female (11%). Further details on each member’s title and biography are provided on the BLME’s website at: [Our People - Bank on our Principles \(blme.com\)](#)

3.2 Organizational Structure

Boubyan Bank’s operations follow its organizational structure, and are led mainly by its General Assembly, Sharia Committee and Board of Directors. The following diagram provides details of Boubyan Bank’s Board committees and Executive Management.



Ownership Structure for Boubyan Group Entities (As of 31st December 2023)

Boubyan Bank’s Ownership Structure:

- National Bank of Kuwait S.A.K. 60.368%
- The Commercial Bank of Kuwait S.A.K. 7.339%

BLME’s Ownership Structure: **

- Boubyan Bank 72.08%
- The Public Institution for Social Security (PIFSS), held in the name of Wafra International Investment 7.5%

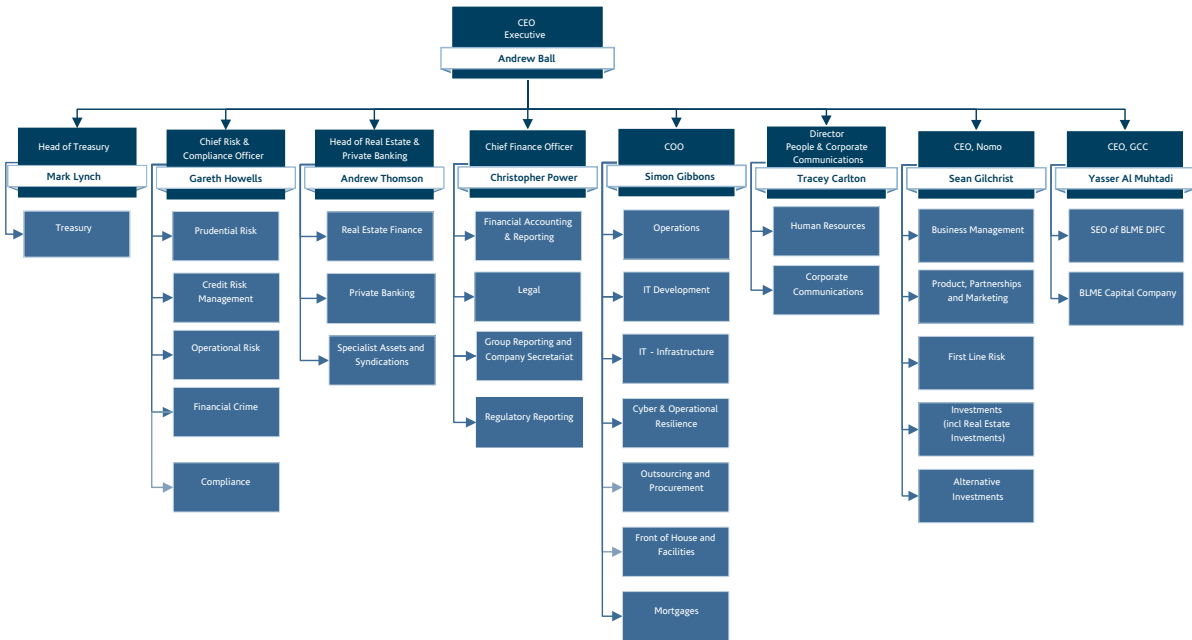
Note:

* No other individual holdings above 5%

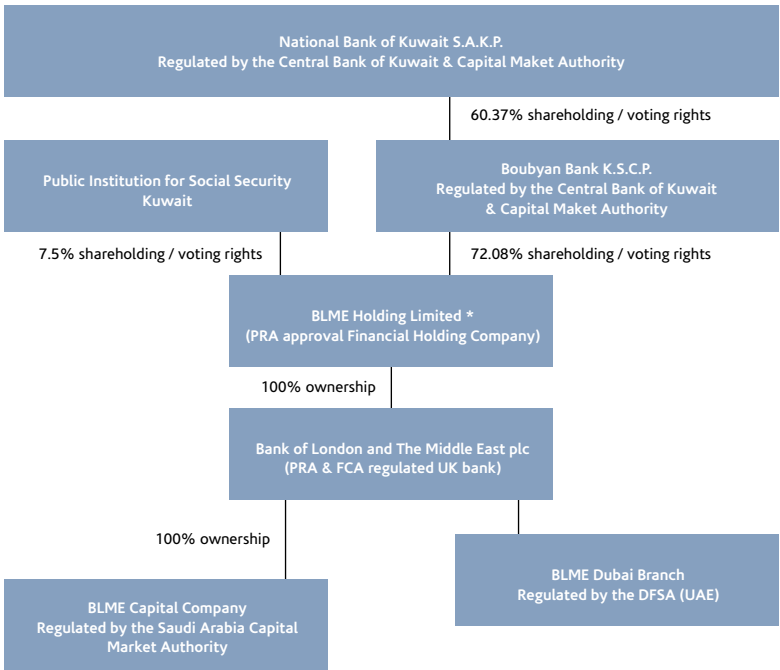
** BLME’s Ownership Structure is as of 30th April 2023

BLME Organizational Structure

BLME's operations are led by its CEO who oversees the operations of the Executive Management as represented in the following diagram.



BLME Holdings Limited Group Ownership Structure Chart



* There are no other shareholders of BLME Holding Limited with a holding of more than 5%.

3.3 Compliance and Business Ethics

Overview of Compliance and Business Ethics

Compliance is an integral part of any institution or commercial bank. It can be in various forms related to performance, quality of the product, and commitment to the regulations established by the institution, or laws laid down by the supervisor authorities of the state. Boubyan complies with the rules and regulations of the relevant jurisdictions in line with the Sharia principles and the regulatory requirements of the relevant parties, including the Central Bank of Kuwait (CBK), the Capital Markets Authority (CMA), and Boubyan Bank's Sharia Board. Any activities outside Kuwait are also bound by the laws of those countries. The Group's operations are governed by the highest standards of ethical behavior, and these are also firmly embedded in our business processes. Boubyan also takes note of the guidelines and requirements of, amongst others, the:

- 1. Islamic Financial Services Board (IFSB)
- 2. Basel Committee on Banking Supervision of the Bank For international Settlements (Basel)
- 3. International Financial Reporting Standards Foundation (IFRS)
- 4. International Organization for Standardization

The Compliance and Governance Group at Boubyan Bank is assigned to monitor the implementation of the related laws and regulations that should not be contravened by any business function within the Bank and its subsidiaries, and it also distributes new circulars, guidelines and instructions issued by CBK and other regulators. The Group also follows up on the occur of violations, if any, that normally occurred as part of the Bank's business and the prevention of such violations occurring in the future.

Boubyan's BOD is ultimately responsible for all matters pertaining to the Group's overall compliance. The BOD ensures that the Compliance and Governance Group functions as one of the Bank's control functions and that compliance employees are performing their duties in an independent and effective manner without being influenced by the Executive Management. Boubyan's Senior Management are responsible for promoting an organizational culture that emphasizes standards of compliance, honesty, and integrity, in which they lead by example and that facilitates the process of compliance with all regulatory norms.



Boubyan's commitment to compliance and business ethics serves as a cornerstone in the foundation of its sustainability efforts. This commitment is reflected in the ongoing progress and achievements in those areas. Notably, the latest comprehensive inspection yielded no financial penalties. The Compliance Testing and Monitoring Unit has undergone significant expansion to encompass the Bank's subsidiaries. Additionally, the year 2023 witnessed an increase in CBK's approvals for diverse products and services.

A Glimpse into Boubyan's ESG Strategy 2029

Boubyan aims to establish a robust ESG compliance framework that ensures adherence to regulatory requirements and ethical practices. The Bank aims to maintain its continuous record of 0 unethical and financial incidents.

Compliance at Boubyan Bank

Compliance at Boubyan Bank is monitored as part of the Compliance Monitoring Program, whereby regulatory compliance testing takes place to determine significant instances of non-compliance in line with the approved annual compliance plan.

The task of ensuring compliance at Boubyan Bank lies with the Regulatory Compliance Division. The Division ensures that the Group functions properly in order to achieve all its regulatory objectives, while serving as an "official contact" between the Bank and regulators, where the requirements or instructions are addressed for execution.

Significant compliance issues can be reported to the Regulatory Compliance Division through any means available (e.g. phone, email, etc.). Accordingly, such instances are reported by the Group Chief Compliance and Governance Office through regular reports to the Board. In 2023, there were no documented cases of non-compliance related to the health and safety implications of products and services, and no

In terms of Anti-Money Laundering (AML), the Bank has diligently updated its AML risk assessment, upgraded the AML system, and revised policies and procedures, illustrating a proactive approach to mitigating money laundering risks and embracing advanced technology for enhanced AML capabilities.

occurrences of non-compliance with laws and regulations were reported. Additionally, no concerns were raised related to Anti-Money Laundering (AML). Moreover, no fines or settlements were incurred in the last four fiscal years in relation to anti-trust or anti-competitive practices.

Compliance at BLME

One of the key achievements for BLME in terms of compliance in 2023 was the implementation of a new Financial Promotions control, fostering increased collaboration with the business. Moreover, BLME's approach to Climate Change has consistently evolved in accordance with regulatory policy requirements.

At BLME, regular audits concerning ethical standards are conducted as part of the Compliance Monitoring Program. BLME's compliance system is considered to be a certified, audited system as it is subject to

Anti-Corruption

Boubyan Bank is dedicated to maintaining a zero-tolerance stance against bribery and corruption. The Bank is committed to implementing and enforcing an effective program to counteract these issues. The Bank employees, including the Board of Directors, are devoted to upholding the highest standards of integrity and ensuring that all business activities are conducted in an honest, ethical, and professional manner.

In accordance with the Anti-Money Laundering (AML) structure, the Bank inaugurated a new Anti-Bribery Anti-Corruption (ABAC) unit within the AML Department in 2023. Operations evaluated for corruption-related risks include transactions involving customers with a high risk of bribery and corruption. These transactions include instances where one party is associated with government institutions, government sponsored entities, Politically Exposed Persons (PEPs), and public officials or foreign public officials.

Boubyan's services are evaluated for corruption-related risks through mechanisms such as whistleblowing, aimed at safeguarding the Group's interests. Additionally, disclosure practices are implemented for management information, ownership details, and any direct or indirect involvement. Corruption and legal risks are integrated into subjective factors embedded within the credit risk grading platform.

In accordance with CBK regulations, all Boubyan Bank's employees must successfully undergo the compulsory training course on AML and Countering the Financing of Terrorism (CFT), with Attribute-based Access Control (ABAC) being included as a segment within the broader AML/CFT program.

At BLME, all outsourced and supplier relationships are assessed for corruption risk as per policy; BLME's Anti-Corruption and Bribery Policy specifically includes political contributions covering all offences under the Bribery Act 2010 and Foreign Corrupt Practices Act 1977.

Policies at Boubyan

To ensure the effective implementation of the Bank's related policies, Compliance Testing and Monitoring is done as part of our Compliance Monitoring Program. In addition, policy commitments are communicated to employees and relevant parties via meetings, training, and emails, as well as via the Tawasol website.

Employee training on the Bank's policies covers regulations, including annual assessments related to the Foreign Account Tax Compliance Act (FATCA) and the Common Reporting Standard (CRS). Both are international standards developed to combat tax evasion and ensure the automatic exchange of financial account information between countries.

To ensure the effective implementation of the Bank's policies with regards to BLME, all the Bank's policies are subject to approval by the Board Risk and Compliance Committee. Upon approval, communication is then distributed to employees. Monitoring of the policy's implementation is carried out by both the first and second lines of defense.

Boubyan Bank's Compliance Policies

Stemming from its commitment to regulatory compliance across its operations, Boubyan Bank has set certain policies in place governing its compliance over Anti-Bribery, Anti-Corruption, Anti-Money Laundering (AML), and Countering the Financing of Terrorism (CFT).

Additionally, in terms of policy commitments for responsible business conduct, the Bank complies with the Compliance Group Function's policies. In terms of human rights, Boubyan Bank applies the State of Kuwait's New Private Sector Labor Law.

1. Anti-Bribery Anti-Corruption (ABAC) Policy

The Bank is presently in the process of formulating a new policy for Anti-Bribery Anti-Corruption (ABAC). The scope of the ABAC is limited to customer risks related to bribery and corruption. Furthermore, the Bank has distinct policies governing internal employees' risks associated with bribery and corruption, including but not limited to insider trading, Fraud Risk Management, Conflict of Interest, Gift Acceptance, Third-Party Employment, Integrity, and Competency.

2. Anti-Money Laundering (AML) and Countering the Financing of Terrorism (CFT) Policy

Boubyan Bank has four policies and procedures related to AML and CFT in place. These are:

AML and CFT Policy, Sanctions, AML Risk Assessments, and Customer Acceptance Policy and Procedure.

In 2023, Boubyan Bank made several updates to its AML and CFT Policy, as follows:

- Introducing definitions for specific terms associated with AML/CFT
- Incorporating AML Governance through the Three Lines of Defense Model
- Integrating Digital Onboarding, with rephrased details on:
 - o Roles and responsibilities
 - o Identification of the Beneficial Owner
 - o Transaction Monitoring for Employees
 - o Record Retention

BLME's Newly Developed/ Updated Policies

- Corporate Social Responsibility (CSR) Policy
- Conduct Risk Framework
- Dignity at Work Policy
- Group Operational Risk Framework Policy
- Health and Safety Policy
- Responsible Lending Policy
- Risk Adjustment Policy and Process
- Sharia Policy
- Social Media Policy
- Vulnerable Customers Policy
- Whistleblowing Policy

BB2 Policies in Relation to Employees, Risk Management, and Compliance

Selected Policy Name

 Adoption Leave Policy	 Alcohol and Substance Abuse Policy	 Annual Leave Policy	 Benefit Framework	 Business Expenses Policy
 Contractual Information & General Guidelines Policy (UK)	 Corporate Social Responsibility (CSR) Policy	 Dignity at work policy	 Disciplinary Procedure	 Domestic Abuse Policy
 Employee Handbook October	 Employee Referral Scheme	 Equal Opportunities Policy	 Eye Care Policy	 Flexible Working Policy
 Grievance Resolution Policy & Procedure	 Learning and Development policy	 Leave for Special Circumstances Policy	 Maternity Leave Policy	 NomoFintech Paternity Leave Policy
 Overtime and Time Off in Lieu (TOIL) Policy	 Payroll Policy	 Performance Management Policy	 Personal Records and Details Policy	 Probation Policy
 Professional and Career Development Policy	 Recruitment Policy	 Sabbatical Policy	 Shared Parental Leave Policy	 Sickness Absence Meetings and Formal Review Procedure
 Sickness Absence Policy	 Social Media Policy	 Stress and Wellbeing Policy	 Time Off for Dependents Policy	 Travel Policy



Dubai International Financial Centre (DIFC)
employee pack handbook

3.4 Proactive Risk Management

In our efforts to safeguard our financial stability, maintain resilience in the face of uncertainties, and mitigate potential losses, Boubyan has implemented a robust risk management framework. Our approach to risk management encompasses the careful handling of both financial and non-financial

risks, each addressed separately in this section. Specific attention is given in this section to Information Security and Data (ISD) risks and to Environmental, Social, and Governance (ESG) risks, recognizing their significant impact on the Group's operations. Furthermore, employee training is continuously conducted to enhance the Group's overall awareness and competence relating to risk management.

A Glimpse into Boubyan's ESG Strategy 2029

Boubyan aims to identify, assess and manage ESG risks across its operations. For this purpose, a comprehensive ESG Risk Framework is currently under development.

Non-Financial Risk Management

Banks have historically focused on Financial Risks (credit, market, liquidity etc.). However the need to manage non financial risks has significantly increased in recent years due to the pace of change in technologies, recurring

business disruptions, and expanding regulatory requirements. Boubyan established the non financial risk (NFR) division in 2021 to embed risk with business strategy, focus on overall resilience of the Bank, and ensure compliance with industry and regulatory frameworks.

Case Study

Non-Financial Risk

Non-Financial Risk (NFR) division comprises of Operational Risk, Technology Risk, Business Continuity & Sustainability, Data Privacy, and Fraud Risk teams. Through the various strategic objectives, the team has enabled Risk Management to move at the pace of business. This directly supports the Bank's strategic competitive advantages of continuous innovation and extraordinary customer service. Specific accomplishments include:



Risk Champions Framework

- 16 risk champions assigned by business unit management across the Bank's critical areas
- 2 events conducted to train the risk champions
- 14 Assessments for business & technology functions
- 25 % reduction in Operational Losses over 2022



Enhanced Reporting

- Enhanced risk appetite measures, KRIs, and metrics
- 35 Key Risk Indicators are monitored to maintain overall risk posture and appetite
- Centrally managed consolidated risk register for better risk aggregation, visibility, and reporting.



Audit & Compliance

- Ensured Audit and Compliance
- All historic audit issues (50+) closed. No new open Internal Audit issues for 2022/23 periods
- Passed CBK mandated Internal Control Review (ICR) and Cybersecurity Framework (CSF) audits without any open issues at the end of 2023



Sustainability & Privacy

- 35+ ESG champions assigned across the Bank to support various activities led by Risk Management Group
- 2022 Sustainability report
- Enhancements to ESG governance
- Enhancing the Data Privacy controls
- Employee Privacy Notice, Data Subject Rights (DSR) process, and Privacy Impact Assessments



Stakeholder Engagements

- Streamlined engagement with Bank stakeholders
- Request process within JIRA for tracking requirements, and service levels
- 150+ change reviews conducted
- 15+ risk assessments related to CBK approvals
- 170 policies & procedure reviews conducted
- 30+ training sessions conducted to inform new employees of risk management responsibilities



Fraud & Investigations

- Pushed advanced fraud monitoring and management capabilities
- Centralized Credit Card transactions monitoring
- 8+ investigations (Fraud or Conduct)
- Investigated 50+ technical incidents
- 100 Operational Risk Incidents ensuring corrective actions & procedure enhancements
- Updates to fraud rules & user awareness campaigns



Strategy & Program Management

- Promoted strategic thinking across multiple areas
- Sustainable Finance Framework and Sustainability strategy framework (17 Strategic Objectives and 51 Key Performance Indicators defined)
- Enhanced Operating Model for Data Privacy
- Maturity framework for technology resilience
- Updated 8+ Risk Management framework artifacts



Operational Resilience

- Raised the bar on operational resilience
- Business Impact Analysis (BIA) workshops with 14 + departments
- Master Business Continuity Plan (BCP) for the Bank and updated Crisis Management Plan
- 10 types of Business Continuity Planning tests including a Tabletop (Crisis Simulation) exercise



Group Level Coordination

- Supported group level coordination and oversight for subsidiary risk management teams
- Review of risk management framework documents
- Business Continuity testing
- Inter-group risk reporting
- Maintained 6 Group Insurance policies

Boubyan Bank's Risk Management Strategy and Procedures

The Bank has established documented policies and procedures to continuously identify and manage hazards, risks, and incidents. The Risk Management Group collaborates with business units to conduct Risk and Controls Self-Assessments, facilitated by a designated risk champion who acts as a liason between the departments and the Risk Management Group. This ensures clear ownership and accountability of managing risks, tracked through a risk register to ensure timely remediation.

Incidents are reported to the relevant Risk Management team(s) by risk champions, initiating a process where root causes are analyzed, control gaps are documented, and action items are agreed upon to prevent recurrence.

To maintain a structured approach, the Human Resources Group, Internal Audit, Legal, and Risk Management uphold a documented Investigation Charter. This Charter outlines clear roles and responsibilities, guiding the

initiation, management, and the conclusion of investigations across the Bank such as those related to fraud, financial crime, or employee conduct.

Boubyan Bank's risk strategy is grounded in the following principles:

- Elevating the role of the risk management function as a strategic partner to the business, aiming to optimize the Bank's stakeholder value and enhance its risk-adjusted returns
- Continuous improvement of the risk identification and management framework
- Focused efforts on the sustainable improvement of the risk infrastructure, controls, and enablers

The Operational Risk strategy aligns with the overall risk strategy of the Bank, adhering to global and local regulatory guidelines. It reflects the Bank's comprehension of the level of risk it can assume and considers the specific characteristics of operational risk inherent in its operations

Boubyan's selected and available risk management policies / procedures / statements:

 ALM and Market Risk Policy	 Business Continuity Management Policy	 Capital Management Policy	 Consumer Finance Credit Risk Policy
 Corporate Credit Risk Management Policy	 Data Privacy and Protection Policy	 Expected Credit Loss Policy	 Fraud Risk Management Policy
 Information Security Policy	 Internal Capital Adequacy Assessment Process (ICAAP) and Stress Testing Policy	 Model Validation Policy	 Operational Risk Management Policy
 Risk Appetite Policy	 Risk Management Policy	 Technology Risk Management Policy	

Risk Appetite

Boubyan Bank's risk posture is continuously assessed against defined risk appetite measures and the latter is reported to top management on a monthly and quarterly basis.

Boubyan Bank defines its risk appetite in line with its strategic objectives covering capital, credit risk, liquidity risk, financial performance and operational resilience risk appetite objectives. The prime focus is on risk identification, robust risk measurement, timely reporting, risk aggregation and embedding risk information to support better decision-making through a proper understanding of the risks and their associated likely impact.

Boubyan Bank's Non-Financial Risk Controls

Boubyan Bank places a primary emphasis on preventive risk controls to minimize the occurrence of losses and disruptions throughout the Bank and across its diverse non-financial risk exposures.

During 2023, the Bank has conducted multiple additional assessments for process and technology risks. These assessments aim to identify and enhance control gaps within business, technology, and support functions. The action items stemming from these assessments are assigned and continually monitored for remediation.

ESG Risk Management

Boubyan Bank's commitment to Environmental, Social, Governance (ESG) issues, and sustainability means it works to identify, assess, and manage ESG risks throughout the Bank's operations. This is achieved through the creation of a comprehensive ESG Risk Framework.

Boubyan Bank's Chairman provides oversight on ESG risk management by actively engaging with and staying informed about ESG issues. This involves establishing an ESG compliance framework to ensure adherence to regulatory requirements and ethical practices, safeguard stakeholders' data from external threats, integrate ESG considerations into enterprise risk management, and disclose the Bank's ESG performance within its published annual sustainability report.

Additionally, Boubyan Bank has incorporated a capital charge for climate risk in the semi-annual Internal Capital Adequacy Assessment Process (ICAAP).



Case Study

Boubyan Bank's Risk Management Platform

Boubyan Bank has implemented a risk management platform that encompasses several key tools. The first tool in focus is the Dot Net Framework and power BI, specifically used for developing the front end of management dashboards. It boasts scalability and is primarily employed by developers. The platform currently has several active users and has been developed using a licensed version consisting of Dot Net Framework 4.8.

In parallel, the Structured Query Language (SQL) Server Management Studio captures risk management data. This tool caters to both business users and developers, with approximately 15 active users. The SQL Server Management Studio operates on a licensed version, featuring SQL Server 17.9.1.

Lastly, the risk analytics component is facilitated through R Studio and Anaconda. This tool analyzes risks related to concentration risk, operational risk, International Financial Reporting Standards (IFRS 9), among others. It is predominantly utilized by the analytics team, having around four active users.

NFR division also uses agile methodologies and tools (such as JIRA and Confluence) to handle business engagement requests and consolidated risk register.

Information Security and Data (ISD) Risks

Boubyan Bank's approach to hazard identification, risk assessment, and incident investigation involves the presence of a Security Operations Center (SOC) team. This team is responsible for monitoring potential threats. In addition, the Bank conducts threat intelligence, and engages in threat hunting activities to enhance the overall security posture.

Supervision of ISD risk management matters involves the quarterly convening of the Cybersecurity and Technology Risk Committee (CTRSC), with additional meetings scheduled as

required. Additionally, a monthly presentation of the risk profile is provided to the Board Risk and Compliance Committee (BRCC).

ISD Risk Assessment for New Products and Services

Boubyan Bank's approach to measuring and evaluating ISD risks and opportunities for newly developed products and services occurs as per Standard Operating Procedures (SOP) via Jira. This involves tracking identified risks from the risk register. Within this register, various risk factors are documented and monitored, encompassing the following:

 Asset Type	 Asset Criticality Description	 Severity and Likelihood Rating	 Threat x Vulnerability Pair
 Controls Effectiveness	 Asset Classification	 Definitions Risk Register	 Risk Register
 Risk Treatment Options	 Treatment Implementation Status	 Asset Criticality in Numbers	 Risk Heatmap

ISD Risk Assessment for Suppliers

Our approach to ISD risk assessment for new suppliers includes the completion of a security checklist required from any incoming vendors. For existing suppliers, an ISD risk assessment is carried out annually through a vendor risk assessment process.

ISD Risk Training

At Boubyan Bank, we conduct certain training related to ISD risk topics for our employees. In 2023, a total of five ISD employees participated in four different ISD risk training courses, with a total of 126 hours' training. Additionally, the ISD team has participated in security training to enhance their understanding of emerging technologies and threats, such as the SANs training program.

ISD Risk Conducted Training

Training Topic	Number of Employees (Training Attendees)	Total Training Hours per Employee
SEC566: Implementing and Auditing Security Frameworks and Controls	2	24
MGT516: Building and Leading Vulnerability Management	1	30
Windows Malware Techniques	1	32
Offensive Security Learn Unlimited	1	40

Boubyan’s Selected and Available ISD Risk Management Policies/Procedures/Statements
To ensure ISD risks are properly managed, Boubyan adheres to a set of policies, standards and procedures as follows:

- Information Labeling and Handling Standard -v1.5
- ISO-RMG-ISD-V5-2023 Information Security Standards
- RMG-ISD-V2-2023 Cryptography and Key Management Standards and Procedures
- ISO-RMG-ISD-V2-2023 Information Security Procedure
- ISO-RMG-ISD-V1-2023 Continual Improvement Procedure
- ISO-RMG-ISD-V1-2023 Information Security Communication Procedure
- ISO-RMG-ISD-V1-2023 Information Security Document and Record Control Procedure
- ISO-RMG-ISD-V2-2023 Technical Vulnerability Management
- Information Security Governance Procedure v2.2
- Information Security Policy Version 5
- ISO-RMG-ISD-V1-2023 Information Security Management System Framework
- ISO-RMG-ISD-V1-2023 Teleworking and Remote Access Framework
- ISO-RGM-ISD-V2-2023 Information Cybersecurity Risk Management Framework
- ISO-RMG-ISD-V2-2023 Incident Response Framework and Procedure

Boubyan Bank adheres to recognized risk management standards and frameworks, including:

- The National Institute of Standards and Technology Cybersecurity (NIST) framework
- Central Bank of Kuwait’s Cyber Security Framework (CBK CSF)
- Payment Card Industry Data Security Standard (PCI-DSS)
- International Organization for Standardization (ISO) 27001
- Bank for International Settlements (BASEL) Accords

Financial Risks at Boubyan Bank

Financial risks for banks encompass credit risk (default by borrowers) and market risk (losses due to changes in market variables including interest rates and asset prices), alongside liquidity risk, operational risk, and other challenges arising from factors such as compliance, country-specific conditions,

and reputational issues. One of the key accomplishments in this realm for Boubyan Bank is the incorporation of ESG considerations into its financial services with the aim of contributing to a sustainable Green Economy. Also note that Boubyan’s eligibility criteria for Green Projects is defined within the Bank’s Sustainable Finance Framework.

A Glimpse into Boubyan’s ESG Strategy 2029
Boubyan aims to leverage sustainable finance as a tool to incorporate ESG considerations into financial, lending and investment decision-making processes, and in developing conscious products and services. As part of its ESG Strategy, Boubyan has internally developed a Sustainable Finance Framework in 2023.

Financial risk management is an integral component of the approval process for the issuance of new products. In general, these products undergo a comprehensive review and assessment encompassing both qualitative and quantitative factors. This evaluation includes, but is not limited to, credit risk assessment, liquidity risks, alignment with the overall strategy, and an assessment of the risk/reward tradeoff. The resulting risk reports are monitored on a daily basis through dashboards and are reported to the upper management of the Bank on a monthly basis.

In terms of Board oversight, the Bank’s Board of Directors consistently receives updates on the financial standing of the Bank, including their active participation in establishing comprehensive Bank-wide risk appetite measures.

In order to improve the evaluation of the financing portfolio and streamline the quick retrieval of client information during the credit review process, the Risk Analytics team has developed multiple dashboards utilizing Power BI.

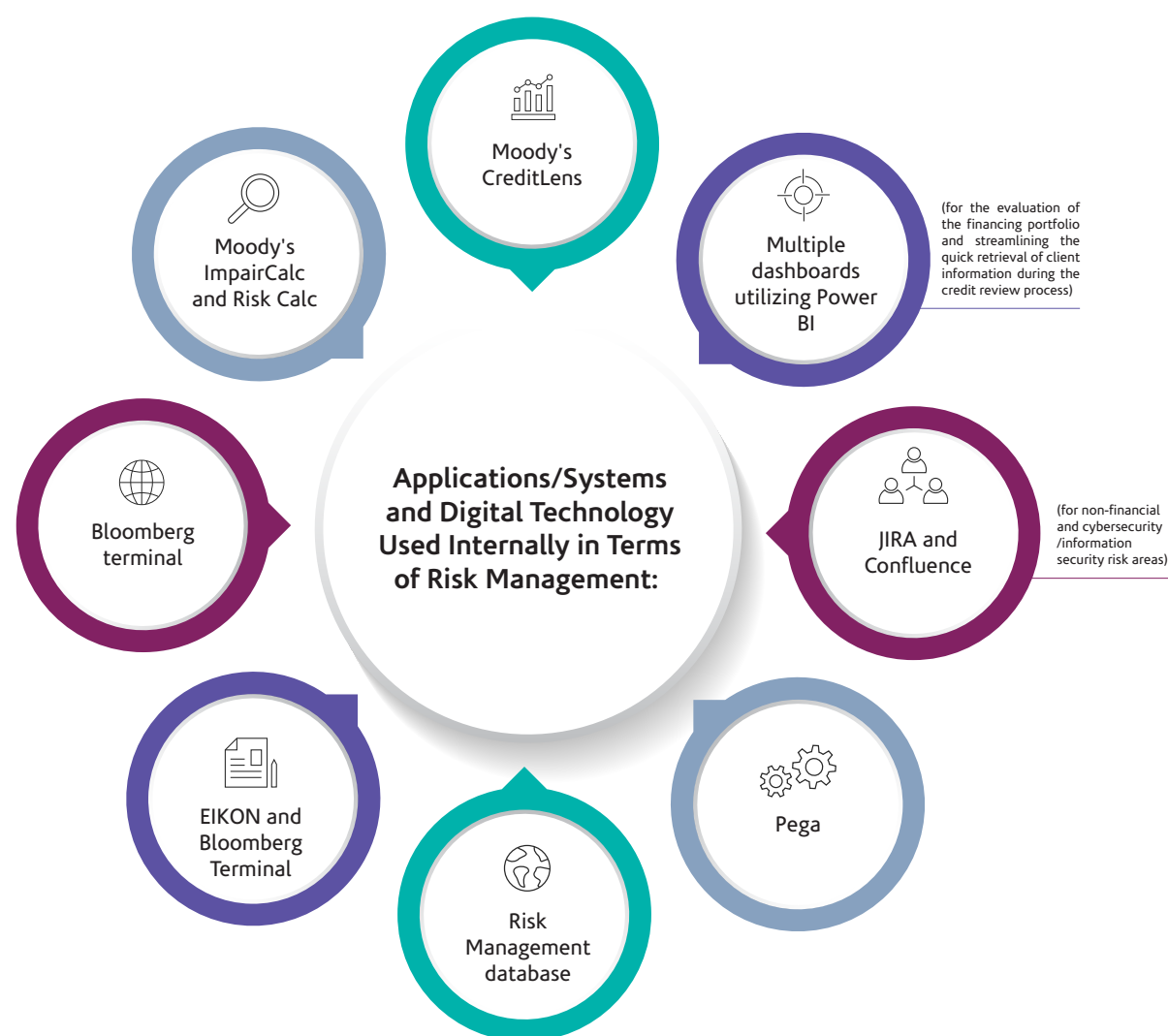
Financial Risk Mitigation

Boubyan Bank's strategy for financial risk mitigation involves employing transparent and continuous monitoring tools to proactively avert potential financial risks through early warning indicators. The Risk Management team promptly communicates with the upper management and the Board of Directors whenever any area needs additional attention. Consequently, this ensures that the Bank can promptly implement appropriate mitigation plans in response to the identified financial risks.

Training to Employees Regarding Financial Risk Topics

To maintain widespread knowledge on risk management across the Bank, employees undergo ongoing training sessions on various risk-related subjects, with a particular emphasis on topics directly relevant to their respective roles and functions within the Bank.

One such training included a Financial Modeling Course was held in 2023, and was attended by four members of the team. Each participant dedicated a total of 45 hours to the training, signifying a comprehensive and in-depth financial modeling learning experience.



Risk Management at BLME

Effectively managing risks is crucial for BLME to attain its business objectives, operate efficiently, and meet customer expectations. BLME's approach for identifying hazards, conducting risk assessments, and investigating incidents

involves following the Operational Risk Policy. This Policy outlines the methodology for recording risk incidents and also establishes the procedure for risk and control self-assessment. Risk monitoring takes places on an ad hoc basis through the Compliance Monitoring Plan.

Risk controls at BLME encompass a comprehensive suite of measures designed to mitigate risks, including preventive, corrective, and detective actions. These controls are evaluated and articulated by the respective business areas through a risk and control self-assessment process.

Social-related risk factors are included in BLME's risk management approach as part of the UK legal and regulatory requirements the Bank abides by. With regards to governance-related risk factors, the Bank has a robust governance framework which is set out in the Bank's audited accounts, and various Terms of Reference (TOR's).

With regards to environmental-related risks, each financing application must assess and comment on the Climate Change Risk from a physical and transition risk perspective. The approval framework and delegated authority for financing follows the Bank's Credit related approval authority.

Regarding ESG risk within BLME, at the moment this is covered within the Bank's audited accounts, which outlines the approach towards the constituent parts of ESG. Furthermore, in 2023 BLME conducted a climate change risk assessment, which was presented to the Board Risk Committee – more details on the climate change risk assessment are presented throughout the report.

BLME's Key Risk Policies

BLME has a comprehensive set of Risk Management Policies guiding its risk management framework; these are:



BLME's Impact Assessment on Environment

BLME's evaluation of environmental and social impact involves the Credit Risk team analyzing the environmental implications of customer facilities within the overall credit assessment of both new and existing clients. This assessment covers a) the client's contribution to Climate Change, and b) the impact of Transition and Physical risks on both the client's business and the Bank's collateral. The results are reviewed by the Credit Risk Counterparty Committee during the approval of new facilities. Monthly reporting on key KRIs is provided to the Executive Risk Committee, and quarterly reports are shared with the Board Risk Committee.

To ensure that employees are well aware of climate risks, BLME has conducted specialized training on Climate Risk, covering the Bank's approach towards Climate Risk management. The training targeted front line employees within the Real Estate and Personal Banking Departments.

The Board delegates oversight of environmental impact to the Board Risk Committee. Additionally, oversight of the impact on people is delegated to the Board Nominations and Remuneration Committee. Any significant matters that warrant bringing to the attention of the full Board are covered as part of the respective Committee Chair's verbal update agenda item at quarterly Board meetings.

In 2023, the Prudential Risk Department proposed risk appetite metrics to align understanding of the level and type of risk that is accepted in pursuit of the Bank's climate change strategy. Additionally, the Department performed a comprehensive climate risk assessment for the Bank and provided plans for enhancements, as presented in the following case study.

Case Study

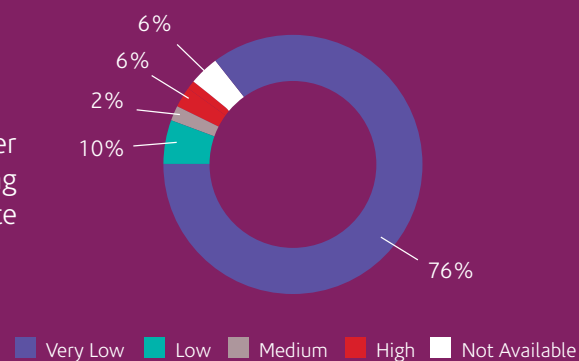
Climate Risk Assessment at BLME

In 2023, the Prudential Risk Department at BLME provided a paper to the Board Risk Committee on the Bank's current exposure to climate risk, enhancements to the risk assessment and measurement of climate risk and forthcoming work in the climate risk sphere.

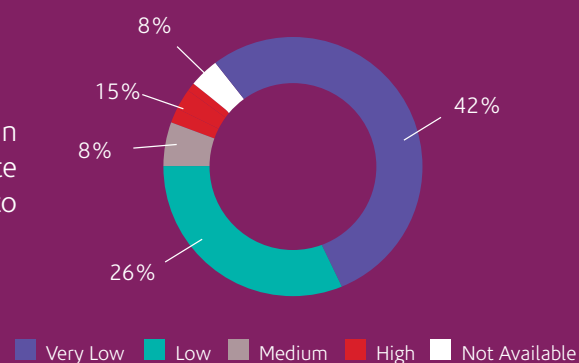
According to the paper, BLME's current exposure to physical and transition risks is as follows:

Physical Risk

BLME's current exposure to river and sea flooding risk covering the Real Estate Finance, Private Banking and Nomo portfolios:

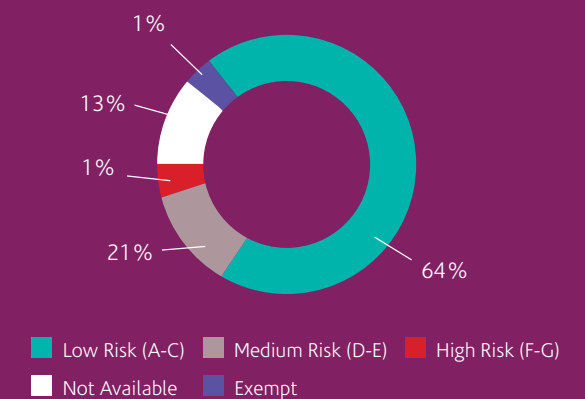


The current exposure within the Real Estate Finance, Private Banking and Nomo portfolios to surface water risk:



Transition Risk

BLME's current exposure to transition risk – as measured using Energy Performance Certificate (EPC) ratings – is detailed in the following chart. This assessment covers the Real Estate Finance, Private Banking and Nomo portfolios but excludes development finance facilities for which the Energy Performance Certificate (EPC) ratings are not available while the projects are still ongoing.



The assessment findings have led to the following planned enhancements in BLME's approach to climate risk:

Risk Assessment and Measurement

Identification of data gaps in current climate risk data related to existing exposures, including the absence of risk ratings for additional physical risks such as subsidence and coastal erosion, as well as potential Energy Performance Certificate (EPC) ratings.

Development of a comprehensive methodology for aggregating risk, addressing challenges such as assessing and measuring climate risk for facilities with varying EPC ratings (e.g., multi-unit residential buildings) and establishing an overarching risk rating for physical risks considering different types and subtypes.

Underwriting Guidelines

Collaboration between Prudential Risk, Credit Risk, Real Estate Finance, Private Banking, and Nomo teams to define underwriting guidelines related to climate risk.

Risk Appetite

Integration of metrics for measuring the Bank's exposure to climate risk into the Internal Capital Adequacy Assessment Process (ICAAP) and risk appetite setting for 2024, ensuring that potential losses resulting from climate events align with the Bank's risk tolerance. This process will build upon existing analyses concerning the impact of physical climate risk events on property prices.

BLME's Impact Assessment on People

The impact on people is monitored by BLME's HR team, which regularly updates the People and Culture status. These reports are presented to the BLME Board Nominations and Remuneration Committee for ongoing discussion and acknowledgment throughout the year.

It is noted that BLME, as a small bank with assets of approximately £1.5 billion, does not pose a systemic risk to the UK banking system, financial services industry, or the UK economy.

BLME's Risk Assessment for Products and Services

BLME evaluates financial risks and opportunities associated with newly developed products and services using a Products Framework. This framework outlines the process by which products are assessed and approved through appropriate governance.

BLME's Financial Risk Assessment for Suppliers

BLME's financial risk assessment methodology for new suppliers involves an examination during onboarding, where third parties undergo scrutiny through CreditSafe and Companies House, as applicable. Screening is also conducted on the third party and its key directors. Regarding existing corruptions, the same methodology is applied to new suppliers. This is in addition to regular service reviews being conducted with the highest-risk third parties and daily alerts being received from CreditSafe Companies House.

Risk Management at BB2 Tech Co

BB2 Tech Co. has established a Risk and Compliance Authority to oversee the management of BB2 risks, including ESG risks. An action point from the November 2023 Board meetings requires BB2 Tech Co to collaborate with Boubyan Risk teams for regular review meetings throughout 2024 and beyond. This action is presently open, with the first meeting scheduled for January 2024.

The BB2 Tech Co Executive Committee will be formulating the ESG approach for BOD approval in Q1/2024, with the BODs delegating authority for managing the ESG risk item to the Executive Committee. While accountability for the delivery of these responsibilities remains with the Board, the Executive Committee ensures proper reporting on ESG development to the BODs.

3.5 Cybersecurity and Data Privacy

At Boubyan, we continue to adhere to global best practices in data privacy and cybersecurity with the aim of fortifying our systems' resilience, protecting customer data, and upholding the highest standards of privacy and security across our subsidiaries' operations.

In 2023, the Bank's Privacy Policy was updated, aligning it with the evolving landscape of data protection and privacy standards. Additionally, the Bank made a substantial investment in enhancing cybersecurity controls, aiming to improve visibility, detection, and response within the Bank's infrastructure. Further details on our data privacy and cybersecurity procedures and achievements are given in this section.

A Glimpse into Boubyan's ESG Strategy 2029

Boubyan aims to protect stakeholders' data against malicious actors or internal threats. For this purpose, we are conducting annual reviews on relevant policies, provide training sessions, and maintain our record of 0 data leaks and information breaches.









Boubyan Bank's IT Related Standards and Certifications

- International Organization for Standardization (ISO) 27001:2022
- Payment Card Industry Data Security Standard (PCI-DSS) 3.2.1
- Central Bank of Kuwait Cyber Security Framework (CBK CSF)

Updates on BLME IT Related Policies

Policy	Updates
Incident Management	A new policy that establishes Incident Management Process, outlines Priority, Service Level Agreement, and Crisis Management Process
IT Governance	Revisions in Password Management and Email Security; references now include the new Incident Management Policy
Acceptable Use	Revised to align with a principle-based approach
Operational Resilience	Updated for clarity

BLME's Regular Audits of Information Security Policies and Systems

 Internal Audits	 External Audit	 Biannual systems access reviews	 Firewall Access Control List reviews
 Annual/biannual policy reviews across the organization	 Society for Worldwide Interbank Financial Telecommunication Customer Security Program (SWIFT CSP)	 Cyber working group	 Information Technology (IT) Risk forum

Safeguarding of Personal/Sensitive Data

The governing body overseeing privacy at Boubyan Bank is the Data Privacy Office, led by a designated Data Privacy Officer. This office collaborates with the Information Security Department (ISD), responsible for establishing the organization's security controls and measures. The Data Privacy Officer actively contributes to implementing essential technical, organizational, and administrative measures to safeguard personal data, addressing aspects of confidentiality, integrity, and availability.

The ISD Department oversees and holds accountability for access control and the

safeguarding of personal/sensitive data related to Boubyan Bank, in addition to data leakage prevention and data classification implementation. Some fundamental controls that exist at the Bank for privacy and data protection include restricting access on a need-to-know basis, implementing password complexity measures, enforcing password expiration, aligning privileges with profiles, ensuring segregation of duties, and maintaining remote access controls.

In the control of their data, individuals are provided the Right of Deletion and the right to withdraw consent.

Data Protection and Privacy for Boubyan Bank's Suppliers and Business Partners

Boubyan Bank's data protection and privacy procedures extends to its suppliers and business partners. Referencing section 6.1 Third Party Outsourcing of CBK-CSF, Boubyan Bank mandates contractual engagement through Data Processing Agreements, supplemented by the incorporation of third-party privacy assessments within ISD vendor assessments. The current practices include evaluating the privacy scope of business with third parties within CBK and other risk assessments.

Data Privacy and Security Trainings


Mandatory training on data security and privacy-related risks and procedures is provided to all employees. This training is conducted during

the induction process and encompasses both information security and data privacy training. We also conduct an annual information security assessment for all employees.


Data Privacy Initiatives and Technologies

Boubyan Bank continues to implement privacy-enhancing technologies and initiatives to ensure the protection of its data. Accessing the Boubyan network necessitates the use of a Virtual Private Network (VPN), and entry into production systems is exclusively permitted through a secure jump station with two-factor authentication security. Additionally, the Bank enforces a password policy and undergoes a hardening process on systems to enhance overall security measures.


Further technologies and initiatives that we have implemented to enhance data privacy at the Bank include:




Implementing a Cookies Management Module on Boubyan's website




Streamlining the Data Subject Requests (DSRs) Process




Integrating a Consent Management Module on the Mobile App




Conducting Privacy Awareness Training




Publishing internal employee privacy notices




Holding internal privacy awareness campaigns



Externally publishing Customer Privacy Notices, including the Data Protection Officer's (DPO) mailbox



Issuing Employee Privacy Notice



Updating the Bank's Privacy Policy

Boubyan's Lead Data Governance Program

In 2023, the primary objective of the Lead Data Governance program was to provide data users with a unified business glossary. Additionally, a

data quality discovery initiative was launched to profile essential tables within the core banking system, laying the groundwork for the forthcoming system transformation.

Case Study

Case Study: Boubyan's Data Transformation Program

The Data Transformation Program is a comprehensive initiative encompassing various aspects of the data landscape, such as the technology stack, organizational and operating model, data governance, and data monetization. Key objectives of the program include:

- Modernizing the data technology stack by introducing a new data architecture, establishing a data lake, and implementing a central data warehouse, complemented by a unified reporting and Business Intelligence (BI) layer
- Centralizing data technology capabilities within a unified team to enhance the Bank's data service capabilities
- Facilitating transparent and aligned data definitions and quality metrics, maintaining a "single source of truth"
- Harnessing the power of data to generate business value through the implementation of advanced analytics use cases

3.6 Innovative Digital Solutions

Digital solutions are becoming increasingly more important in modern banking as they offer enhanced accessibility, efficiency, and

convenience for customers. With this in mind, we continue to upgrade our digital solutions both in our internal operations and in our products and services.

A Glimpse into Boubyan's ESG Strategy 2029

Boubyan aims to develop and implement innovative digital solutions that enhance operational efficiency and improve customer experience. Our goals in this regard are to:

- Achieve a customer satisfaction score above 90%
- Maintain and grow customer usage of the mobile applications

Digital Solutions for Better Customer Experience

Boubyan Bank continuously seeks to improve its digital services and provide a complete digital experience. This involves the seamless integration of digital services into banking operations. The objective is to provide customers with a fully digital experience, emphasizing their comfort and convenience. The Bank allocates resources to develop user-friendly interfaces and intuitive designs, ensuring that individuals with varying technical proficiencies can effortlessly navigate its digital platforms.

This year, Boubyan Bank has embraced new customer-centric digital journeys and services, aiming to elevate its digital sales capabilities and bolster its brand reputation. Notable additions include enhancements to the cards' journey, allowing customers to conveniently update their email information. The onboarding process has been fortified with an email verification feature, further securing new customers' experience. Additionally, a specialized calculator for fixed deposits has been implemented. The generation and creation of leads have also been streamlined, contributing to an overall enriched customer experience.

Furthermore, key milestones in digital transformation initiatives for branches include the completion of major projects and achievements in the Personal Finance Journey. These accomplishments encompass the development and implementation of features such as the Personal Finance Calculator, Primary Deal, Special Rate, Promotions, Deal Top Up, Against Collateral, and Qard Hasan.

Boubyan Bank's inventive approach to alternative branchless distribution channels involves collaborative efforts with partners to expand the reach of financial services to the distribution networks of these partners. An example of this is our partnership with the Alhisba app, through which we actively engage with the real estate market in Kuwait, offering tailored financing solutions.

Additionally, in our efforts to provide seamless, efficient, and cutting-edge financial services, Boubyan Bank has made several enhancements in terms of user experience for individuals and businesses alike. Such enhancements include enriched transactions and digital card issuance in retail applications, as well as advanced corporate solutions. These are all described in detail in the following table.

Boubyan Bank's Innovation in Alternative Branchless Distribution Channels and Transformation Projects

Application	Service	Innovation
Retail Application	Enriched Transactions	Transactions in the Boubyan app now display clean merchant names, logos, and merchant locations on Google and Apple Maps. Users also gain insights into spending at each merchant, including the number of transactions and the KD amount spent.
	Digital Cards' Issuance	Users can instantly issue and activate all cards (debit, credit) digitally. Cards can be added to wallets for immediate use.
	Saving Vaults	Users can set and track financial goals, facilitating easy monitoring of savings progress.
	Change Credit Card Limit	Users can now digitally and instantly adjust the limit of their credit card through the Boubyan app.
	Cards Auto Top Up	Introduces the feature for users to set up automatic top-ups on their credit and prepaid cards, preventing card rejections during payments.
	OTP via Email	Allows users to receive One-Time Passwords (OTPs) via email, providing flexibility for banking activities, especially when abroad without access to their Kuwaiti SIM card.
	Onboarding	Users can now onboard not only with their PACI ID but also with their physical civil ID, enhancing the onboarding process.
	Children's Accounts and Deposits	Introduces the ability for parents to open new savings accounts or fixed deposits for their children directly through the Boubyan app.
	Kuwait Airways Digital Prepaid Card	Users can obtain a digital prepaid card co-branded with Kuwait Airways, earning miles for their spends.
	Easy Payment Plan	Introduces a feature enabling users to convert credit card transactions into a mini-finance plan over six months, facilitating financing for purchases.
Corporate and Business Banking app\ Online	Digital Card Designs	Provides users with the ability to choose and change the design of their digital prepaid card.
	PRIME Rewards	Launches a complete rewards program exclusively for PRIME users, offering rewards not only for card spends but also for their overall interaction with the Bank.
	E-Pay by Credit Card	Added the option for merchants to collect payments from customers through credit cards and sharing links, in addition to existing options of K-net and Boubyan.
	E-Pay Scheduled Payments and Alerts	Improved E-Pay service allows merchants to set time and/or date for payment collection and send reminders for unpaid amounts.
	E-Rent	Developed E-Rent solution to manage real estate and collect rent through the online business banking platform using E-Pay service.
	E-Pay Xpress Account	Developed to allow merchants to digitally submit all required documents to open a business banking account and start using the E-pay service.
	Open Fixed Deposit	Developed to allow business banking customers to open fixed deposits through the digital product of business banking.
	Card Activation Process	Developed to allow merchants to activate the card through the App/Online business banking after collecting the card.
	Fund Subscription/ Redemption	Developed to allow customers to manage the fund through the business banking digital product.
	Bulk File Transfer	Provides users with the ability to process a transfer by uploading a file of multiple transactions.
	Payments Reports	Provides users with the ability to generate reports of the executed payments through digital transfers product, in addition to the collected E-Pay service payments.

Active Mobile Users Percentage out of Total Customer Base:

Retail App: 73 %
Corporate App/Online (Business Banking): 72 % in average and mix (Online/Mobile)

BLME's Total Number of Customer Reports Generated via Digitization / Electronically: 51,782

Digital Solutions for Better Operational Efficiency

Internally, Boubyan Bank has made several enhancements to improve its operational efficiency and productivity as listed in the following table. Boubyan's operational efficiency has improved further by its Instant and Automated generated reports initiatives,

which have had a significant impact over the years. In 2022, a total of 69 reports were generated digitally, resulting in a time saving of 2,211 hours per month. Building on this success, 2023 saw an increase to 98 reports being generated digitally, leading to an even more substantial time saving of 2,500 hours per month.

Total Savings as a Result of Operational Efficiency Enhancements: 160.8 Full-time Equivalents (FTEs)

Factors Considered While Developing New Digital Channels, Applications, and Platforms:

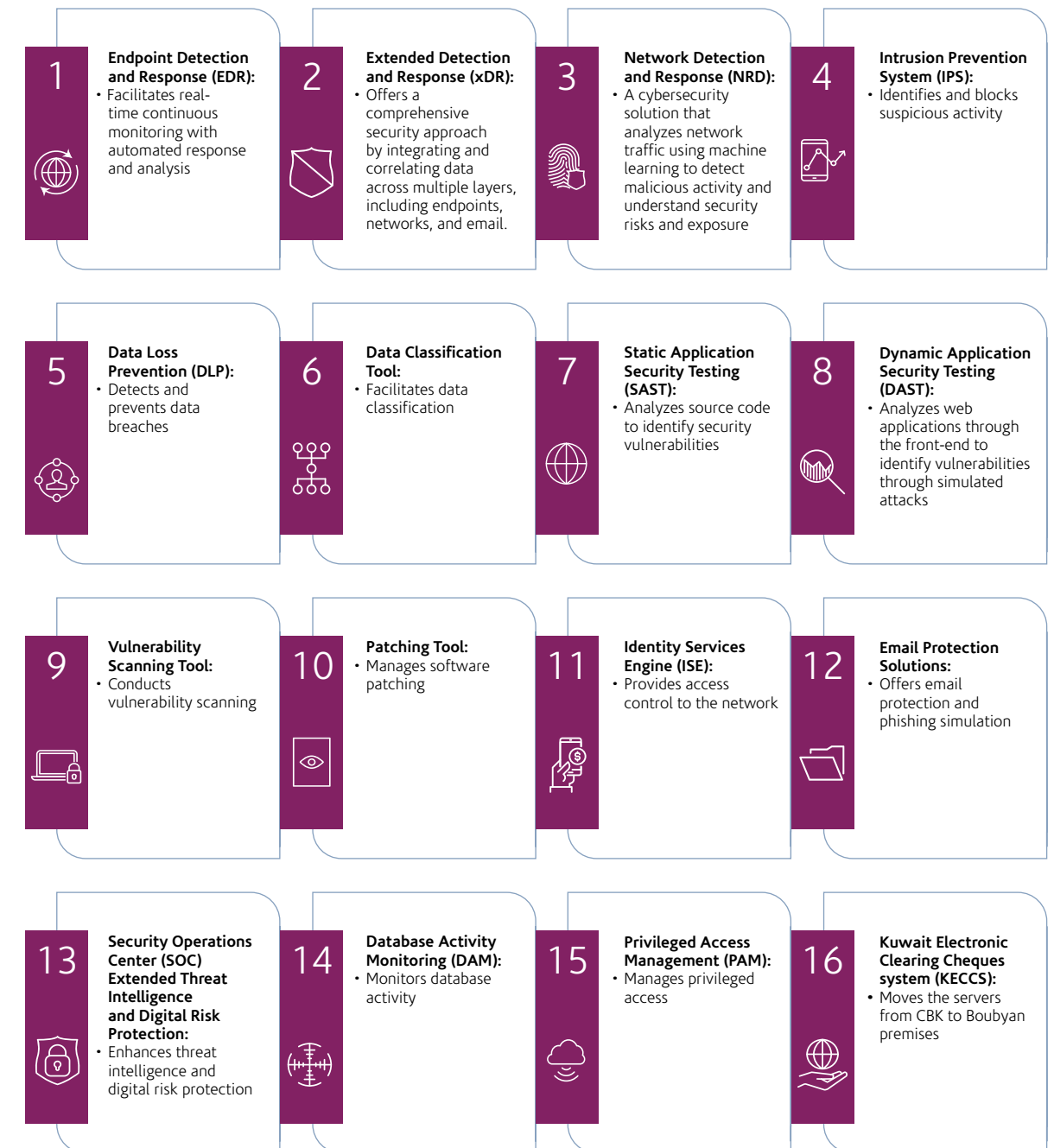
- Enhance Customer Experience
- Enhance Employee User Experience
- FTE Savings
- Increase Operational Efficiency
- Increase Revenue
- Internal Audit Compliance
- Reduce Human Errors
- Reduce Operational Costs
- Reduce Operational Risk
- Regulatory Compliance
- Reduce Paper
- Reduce Approvals Cycle
- Reduce Customer Visits to Branches

Automated Internal Operations to Enhance Efficiency and Productivity

Task
Regenerate Signature Consent Form
Increase Attachments at Progress
Approval Option on Email
Service Level Agreements (SLAs) and Reminders for Approvers
Cards Maintenance Increase/Decrease
Account and Credit Card Statement
Salary Transfer Certificate
Customer Information File (CIF) Update
Update Know Your Customer (KYC)
Excess Balance Transfer - Card Maintenance
Fund Transfer
Unlock ATM Card
Resend TPIN
Stop Card (Block - Hot)
Activate Card (Offline Line - Renewal Card)
Unlock Credit Card
Activate Beneficiary (Team Leader Users)
Increase Debit Card Point of Sale (POS) /ATM Limit

Boubyan Bank's suite of internal applications, systems, and digital technologies employed for enhancing overall operational efficiency includes:

Technologies Employed for Enhancing Operational Efficiency



Case Study

Enhancing Operational Efficiency through Boubyan Bank's Center of Excellence

The Center of Excellence brings knowledge, expertise and resources in four disciplines (Project Management, Demand Management, Digital Transformation, and Enterprise Architecture) together, operating to attain and sustain world-class performance and value in collaboration with internal and /or external stakeholders, and subject matter experts, as well as employees who typically support the execution of the work.

The Center's mission

With a focus on enterprise efficiency and driving bottom-line impact, the Center gives attention to reducing administrative costs and improving operational decision support by supporting productivity improvements.

The Center helps:

- Eliminate inefficient practices and decrease costs by simplifying processes, creating reusable assets, reducing redundancy, and reporting strategy execution
- Eliminate bottlenecks by increasing the speed of delivery, development, and maintenance of critical business processes
- Standardize best practices that enable uniformity of service and product delivery, along with tight, end-to-end customer experiences

The Center's Initiatives

The Center of Excellence's efforts have yielded significant savings, through initiatives such as the implementation of the SaferPayment Solution, which reduced costs associated with Visa/MasterCard platforms. Additionally, projects such as Central Issuance, Boubyan Capital projects, Oracle Fusion (P2P), and the implementation of the Kuwait Electronic Cheques Solution have contributed to overall savings.

In 2023, the Center of Excellence oversaw a total of 54 projects, with majority either closed or progressing in final stages. These projects have demonstrated exceptional success, surpassing initial expectations. These achievements included:

1. The implementation of the Multicurrency Card product and Easy Payment Service
2. The implementation of Oracle Fusion P2P across Boubyan Bank and its subsidiaries, including BLME
3. A seamless disaster recovery relocation process that ensured uninterrupted banking services
4. The deployment of Boubyan Capital's technology stack, encompassing critical projects such as Call Center optimization, Siron AML/KYC integration, Fund Management enhancements, and the development of Boubyan Capital's (BCIC) new Mobile Application
5. The formulation of a comprehensive Cloud Roadmap and strategy to guide the Bank's digital transformation journey
6. Achievement of additional HR services, including enabling remote work capabilities, facilitating employee promotions through an enhanced HR app service, and implementing changes to coffee and meal provisions. Moreover, there was steadfast support for the implementation of HR regulatory changes for BDF, with full backing from the ITG department.

3.7 Customer Experience and Satisfaction

The foundation of Boubyan’s successful operations lies in satisfied customers, thus customer complaints and feedback are welcomed as valuable tools for business improvement. In this context, we employ various feedback channels and conduct surveys to ensure a continuous connection with our customer base.

Our efforts in maintaining customer satisfaction have been widely recognized by external entities. In 2023, the Complaints and Customer Protection Department achieved

remarkable recognition by attaining the highest complaint resolution percentage among all banks, both Islamic and non-Islamic, according to an external study conducted by Service Hero. Additionally, Boubyan Bank continued its longstanding success by securing the top position for the 14th consecutive year in the Retail Banks Index, as acknowledged by Service Hero. Furthermore, the Bank stood out in 2023 as a leader among all Kuwaiti banks, whether Islamic or conventional, in the Customer Satisfaction Index (CSI) as it reached 95%. The Net Promoter Score (NPS) reached 73%.



A Glimpse into Boubyan's ESG Strategy 2029
Boubyan aims to sustain customers' loyalty, satisfaction and engagement. The targets in this area as part of our 2029 strategy are:

- NPS rate of 80% by year 5
- CSI rate of 95% by year 5
- Customer satisfaction monitoring monthly
- Maintain a customer complaint resolution satisfaction score of 83% by year 5

Case Study

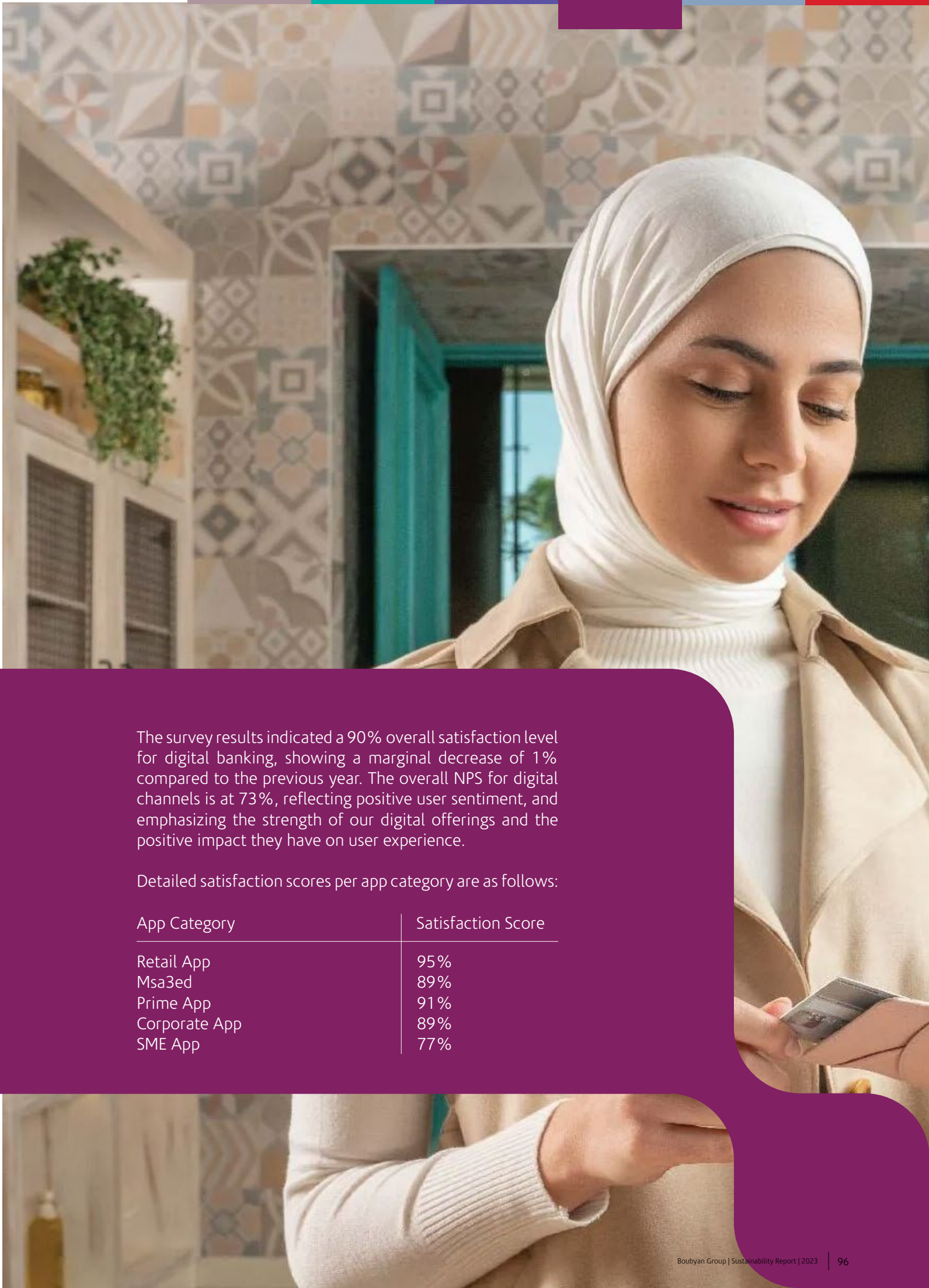
Digital Group's Customer Satisfaction Survey

The Digital Group’s online customer satisfaction survey serves as a comprehensive evaluation tool with the primary goal of assessing both the digital experience and overall customer satisfaction. The survey aims to pinpoint areas for improvement and innovation by identifying new features and services that can enhance the user experience. Conducted online by the Customer Experience Management (CXM) division, the study commenced on November 3, 2023, and concluded on November 15, 2023. The surveyed user base included the Retail App, Prime App, Msa3ed, SME App, and Corporate users, with a main total sample size of 675. This sample is further categorized with 238 Retail App users, 151 Prime App users, 170 Msa3ed users, 79 SME App users, and 37 Corporate users, providing a detailed insight into the satisfaction levels across the Bank’s various digital platforms.

The survey results indicated a 90% overall satisfaction level for digital banking, showing a marginal decrease of 1% compared to the previous year. The overall NPS for digital channels is at 73%, reflecting positive user sentiment, and emphasizing the strength of our digital offerings and the positive impact they have on user experience.

Detailed satisfaction scores per app category are as follows:

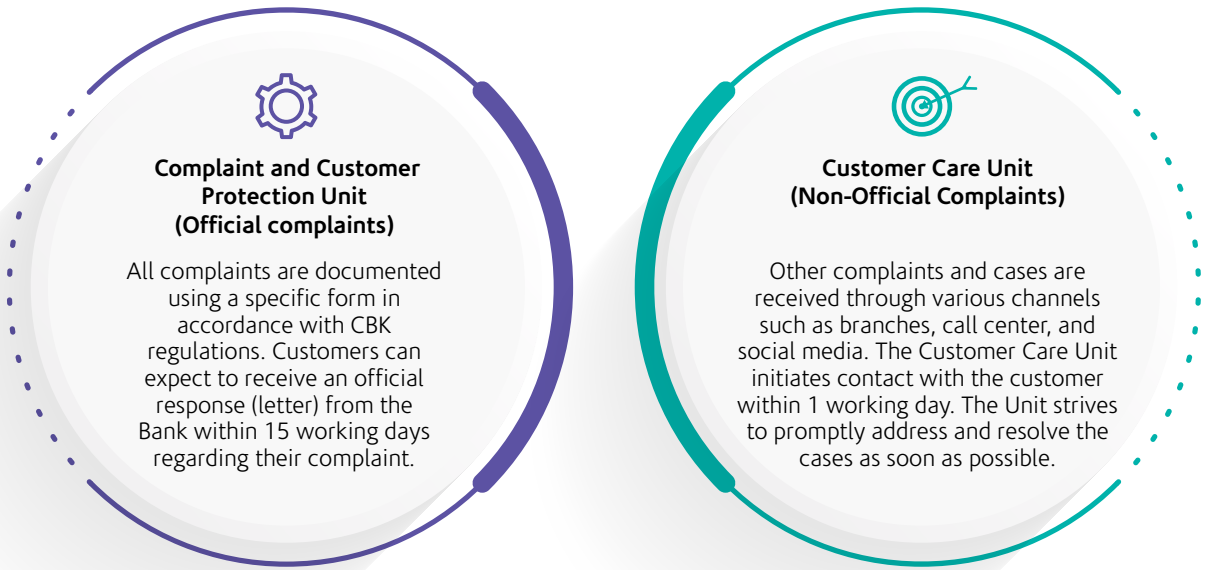
App Category	Satisfaction Score
Retail App	95%
Msa3ed	89%
Prime App	91%
Corporate App	89%
SME App	77%



Boubyan Bank's Customer Complaint Resolution Process Oversight

The complaint resolution process oversight at Boubyan Bank is led by the Complaint and Customer Protection Department. The Department comprises two units dedicated to

managing customer concerns. The Complaint and Customer Protection Unit addresses official complaints, while the Customer Care Unit is responsible for handling all other complaints and cases, as outlined in the following figure.



Boubyan Bank's Customer Complaints Channels and Statistics

At Boubyan Bank, customer complaints are received through branches, emails, walk-ins, mobile applications, and our contact center, as

well as through other departments. The details on the total complaints received during 2023 via those channels are provided in the following table.

Number of Customer Complaints Received per Channel

Unit	Branches	Email	Walk-in	Mobile App	Other Departments	Contact Center
Complaint and Customer Protection Unit	63	9	6	3	N/A	N/A
Customer Care Unit	62	N/A	31	469	124	1,939

Customer Experience and Satisfaction at BLME

BLME takes a proactive approach to addressing and mitigating any adverse effects associated with its operations. In this respect, open

dialogue with customers is encouraged through the Bank's communication avenues including its website, internal communication strategy, social media platforms, and broader public relations strategy.

Tracking Customer Feedback at BLME

BLME facilitates a "Voice of the Customer" forum that consolidates feedback from various channels, including phone calls, emails, social media, customer research, complaints, and insights from front-line colleagues. Integral to the "Voice of the Customer" initiative is the formation of a dedicated Customer Excellence team. This team is committed to maintaining a proactive and agile approach, ensuring prompt responses to address any customer-centric objectives efficiently.

By utilizing the insights gathered from the "Voice of the Customer" forum, BLME systematically monitors themes and trends to instigate ongoing enhancements. This process involves refining operational processes and procedures, as well as collaborating closely with technical squads to streamline customer journeys and minimize friction points. As of the current year, the total customer complaints for

BLME Savings stand at 28, with 23 upheld, while Nomo records a total of 77 complaints, with 48 upheld. All complaints are acknowledged on the same day and are efficiently managed within regulatory service level agreements, typically resolved within a few days.

Customer Satisfaction Surveys at BLME

BLME conducts a Customer Satisfaction Survey specifically tailored for customers engaging with the Nomo Customer Services team via phone or email. This survey serves as a valuable tool to gauge customer sentiment, allowing for the assessment of service delivery adequacy. Through this survey, customers have the opportunity to provide anecdotal commentary along with assigning a score. This allows for the acknowledgement of commendable efforts and the gathering of insights for training or further development in both product and process domains.

Nomo Customer Feedback (2023)

In 2023, Nomo received a total of 81 complaints, with 55 of them being upheld. The primary themes for these complaints revolved around Card Delivery, transfer issues (both incoming and outgoing), and account closures, all of which were initiated by our Transaction Monitoring team.





Case Study

ESG-Related Achievements in 2023 Related to Brand Image and Marketing

In 2023, Boubyan Bank achieved several sustainability goals and targets related to marketing across various areas:

Branding

During the first quarter of 2023, Boubyan Bank launched its updated branding guidelines, encompassing a design system and refined brand messaging. This initiative aims to ensure the brand's resonance in a dynamic market landscape by adeptly responding to evolving consumer preferences and trends. By doing so, Boubyan Bank enhances its appeal to both current and prospective customers, signaling innovation and a commitment to modernity and competitiveness. Furthermore, the refreshed brand identity serves to distinguish Boubyan Bank from its competitors, igniting renewed interest and enthusiasm around the brand. Overall, this strategic maneuver seeks to guarantee long-term visibility for both internal and external stakeholders and increase brand awareness among employees, particularly concerning the Bank's core messaging encompassing its vision, mission, values, and tagline. The implementation of the new branding has extended across all digital platforms, including the website, mobile banking, and social media channels. Moreover, all external and internal communications, advertisements, and engagements have been aligned with the new brand guidelines and the Bank's positioning. Plans are underway for physical brand implementation across all Bank premises throughout 2023 and 2024.

Digital Marketing

The Bank continues to strategically advertise its products and services to pertinent stakeholders aiming to increase brand awareness. A key focus is increasing the contribution of digital marketing to lead generation, which has increased from an average of 49.7% in 2022 to 54% in 2023. Efforts also entail enhancing Share of Voice (SOV) for Arabic Branded keywords, which increased from 68% in 2022 to 88% in 2023. Additionally, website product visits have increased by 56% in 2023.

Segments

Boubyan Bank remains committed to engaging various Bank segments by offering tailored value propositions that cater to their distinct needs, informed by ongoing market analysis. Special attention is directed towards the upper affluent customer segment, marked by the launch of the Premium segment in the second quarter of 2023, accompanied by the introduction of new credit cards tailored to meet the unique needs and lifestyles of this demographic. Additionally, strategic emphasis is placed on the youth segment through enhanced communication, value propositions, offerings, and engagements.

Marketing Communications (Marcom)

A holistic approach is adopted in Marcom campaigns, seamlessly linking products to digital services and channels to provide customers with diverse banking solutions. Leveraging multiple communication channels has ensured proximity to customers and broad outreach.

| 4 | Steering Boubyan's ESG



In this chapter:

- 4.1 Organizational Management and Development
- 4.2 Community Empowerment
- 4.3 Responsible Procurement and Supply Chain

4.1 Organizational Management and Development

At Boubyan, we recognize the fundamental role our employees play in driving sustainable business practices and aim to uphold the highest standards in organizational management.

Boubyan’s organizational management approach revolves around a framework of employee policies and adherence to the Employee Code of Conduct. This approach is designed to cultivate diversity and inclusion, empower women, provide comprehensive employee benefits, and prioritize employee health and safety. Moreover, we continuously engage with our employees and ensure they receive the requisite training to achieve optimal performance in their roles.

In 2023, Boubyan Bank celebrated several achievements that reflected its commitment to organizational excellence and talent management. One such achievement was the Bank’s successful implementation of a new approach to job evaluation, marking a significant milestone in redefining the alignment of strategic organizational goals within job roles. This approach enables the Bank to clearly demonstrate how jobs add value to the business in line with business planning.

Moreover, Boubyan Bank made significant strides in its Kuwaitization efforts, achieving a Kuwaitization percentage of 70% across all levels, as outlined in the plan submitted to the Central Bank of Kuwait (CBK). Of note is the remarkable Kuwaiti representation in the Bank’s top management, reaching an impressive 89.5%.

In terms of employment milestones for BLME, achievements include a remarkable reduction in staff turnover from 30% in 2022 to just 11.3% by December 2023. Additionally, the implementation of a company-wide dashboard enhanced visibility and comprehension of business performance. The Bank also welcomed 45 permanent, 20 fixed-term, and 94 interim new employees, totaling 159 new hires in 2023. Notably, the DIFC branch witnessed a 59% increase in employees, growing from 13 employees to 22 by year-end. Additionally, BLME CapCo KSA expanded its team to 16 colleagues.

Further details on Boubyan’s organizational management and workplace-related milestones are presented in the following sections.

A Glimpse into Boubyan’s ESG Strategy 2029
Boubyan’s strategic objectives in the areas of employee well-being and organizational development are:

- To ensure a balanced and diverse representation of the workforce
- To uplift employee knowledge, professional skills and capabilities
- To ensure employee engagement, satisfaction and welfare

Selected Employee-Related Policies

Setting the foundation of Boubyan’s employment processes and organizational management is a set of well-formulated policies as follows:

Boubyan Bank’s Employee-Related Policies

Human Resources Policy

Employee Code of Conduct

Remuneration Policy

Human Resources Clear Desk Policy

BLME’s Employee-Related Policies

Personal Records and Details Policy

Health and Safety Policy

Recruitment Policy

Sickness Absence Policy

Flexible Working Policy

Grievance Resolution Policy and Procedure

Probation Period Policy

Time off for Dependents Policy

Professional and Career Development Policy

Dignity at Work Policy

Absence and Attendance Policy

Training Policy

Alcohol and Substance Abuse Policy

Contractual Information and General Employment Policy

Domestic Abuse Policy

Equality, Diversity and Inclusion Policy

Eye Care Policy

Leave for Special Circumstances Policy

Payroll Policy



Employee Code of Conduct

The Code of Conduct (COC) at Boubyan mandates that employees adhere to Islamic Sharia principles and uphold the highest standards of professionalism in their dealings. This includes ensuring transparency, fairness, and compliance with regulatory authorities and customers. Additionally, employees are required to follow sound governance practices and collaborate with Islamic financial

institutions. The COC applies to Boubyan’s Board, management, employees and suppliers.

The COC is updated every three years, and the latest update was on April 9, 2023. Approval of the latest COC was granted by Boubyan Bank’s Board Nomination and Remuneration Committee.

The COC covers the following issues:



General banking regulations



Employees' responsibilities to Boubyan



Money laundering prevention



Business confidentiality



Internal communications protocols



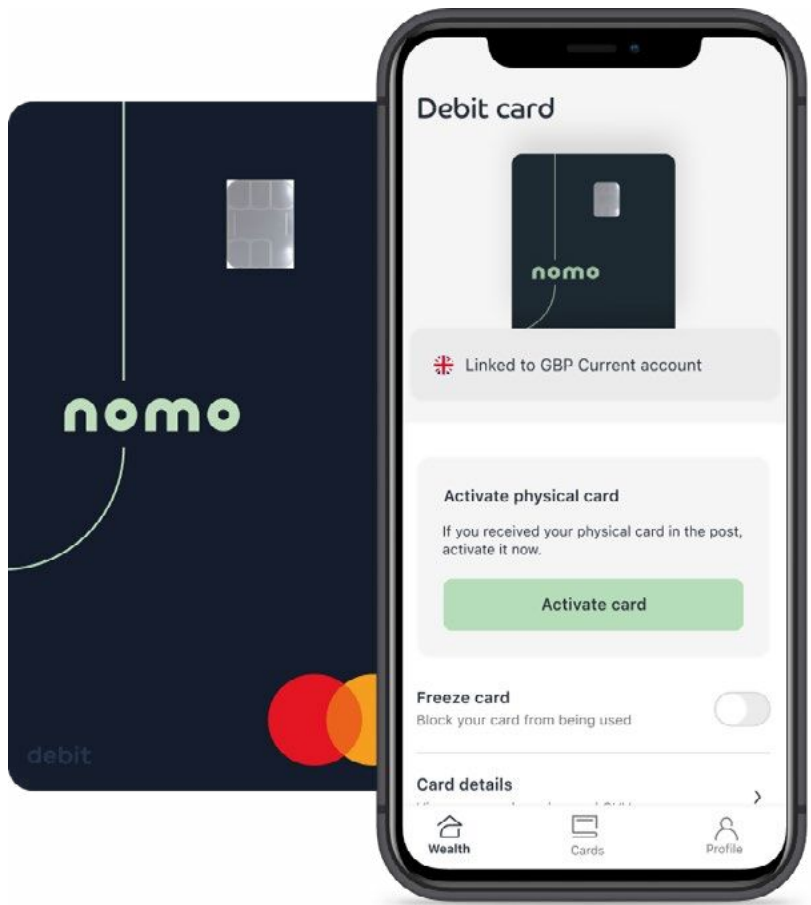
Manipulation of bank records and fraudulent transactions



Responsibilities to customers and the market



Compliance with the Foreign Account Tax Compliance Act (FATCA) and other tax obligations



Confidentiality

In adherence to the COC, employees at Boubyan Bank are dedicated to preserving the confidentiality of all information acquired during their tenure. Regardless of its origin or content, information obtained while employed at the Bank is only to be utilized for its intended purpose without any exploitation for personal gain.

Regulatory Authorities

The Bank adheres to the resolutions of the Fatwa and Sharia Supervisory Board and complies with regulatory authorities in Kuwait, including the Central Bank and the Capital Markets Authority, ensuring cooperation and adherence to all issued instructions and regulations.

The Bank also benefits from the recommendations and Fatwas of Islamic Jurisprudence academies across various Islamic countries, especially those issued by the Fatwa Committee at the Ministry of Islamic Endowments and Islamic Affairs in Kuwait, and the International Islamic Fiqh Academy in the Kingdom of Saudi Arabia (KSA) as well as the Sharia standards issued by the Accounting and Auditing Organization for Islamic financial institutions (AAOIFI) - Kingdom of Bahrain.

Conflicts of Interest

Establishing processes to prevent and address conflicts of interest is crucial. This involves Board members disclosing any potential conflicts of interest and refraining from voting on related issues. Additionally, as per the COC, employees at Boubyan are required to avoid situations that could lead to conflicts of interest, where the Bank or its employees might be perceived as acting with bias. Should such a conflict arise in any business-related activity, employees are expected to recuse themselves from involvement. Conflict of interest scenarios

could involve transactions related to family members or personal accounts, and employees are prohibited from engaging in such activities. Furthermore, employees must promptly inform their direct manager of any personal deals that could potentially create conflicts of interest with clients or related entities due to the employee’s position within the Bank.

For BB2 Tech Co, all employees, regardless of their position, are required to complete and sign a declaration of interest form, disclosing any additional business involvements.

In the case of BLME, a standard agenda item titled “Declaration of Conflicts of Interest to the meeting” is included at the beginning of every scheduled quarterly Board meeting. This serves as a reminder for members to declare any new conflicts or changes in circumstances. BLME’s Secretary maintains a Schedule of Directorships, Employment, and Consultancies held by all Board members, presenting it under this agenda item at each quarterly meeting. Furthermore, Directors will abstain from voting on resolutions related to matters in which they hold a direct or indirect interest during Board or Committee meetings.

BLME’s remuneration policy has measures to avoid conflicts of interest including the following:

- The Board Remuneration and Nominations Committee (BNRC) directly oversees the remuneration of all Material Risk Takers (MRTs), including senior managers in the Risk and Compliance functions.
- No Directors are involved in deciding their own remuneration.
- The BNRC is fully composed of Non-Executive Directors and the majority are independent of management and business and other relationships that could affect the exercise of their independent judgement.

Grievance Mechanisms and Whistleblowing Channels

Realizing the importance of grievance reporting, Boubyan employs various channels for this purpose. Formal procedures for reporting grievances or escalating concerns include utilizing designated channels for direct reporting to the Chairman. Additionally, a committee addresses negative incidents assigned by the Group CEO, which involves Legal, Risk, Audit, Finance, Business and HR representatives. Following the result of the investigation, Risk/ Audit may suggest improvement processes.

If desired, employees may inform the CEO of Private, Consumer and Digital Banking or the CEO of Corporate Banking, Financial Control, Treasury and Legal Affairs about the incident. The effectiveness of the grievance mechanisms and other remediation processes is tracked through Boubyan Bank’s ongoing internal audit assignments in compliance with the applicable internal policies and procedures.

Updates Regarding Boubyan Bank’s Whistleblowing Policy

- 1. The Investigation Committee reviews the reported incidents and provides recommendations or suggested actions to the Chairman for final decision. This decision is shared with the Audit Department for their review and monitoring.
- 2. The hotline for reporting incidents is now clearly specified.
- 3. Employees can utilize the whistleblowing channel by sending an email to the Chairman, a direct hotline, or via a designated mailbox.

Grievance Mechanisms at BLME

BLME employees may express their concerns privately through the CEO’s Confidential mailbox. Additionally, employees have the opportunity to voice grievances publicly through Q and A sessions held at the Bank’s monthly Majlis gatherings.

Externally, individuals have the option to communicate privately through the “Contact Us” section on the BLME website or via private messages on social media platforms such as Twitter or Facebook. Public engagement is encouraged through these social platforms, as well as LinkedIn. Individuals can also provide

feedback by submitting reviews on Trustpilot. Similarly, BLME’s current employees or alumni are invited to share their feedback publicly on Glassdoor, contributing to a comprehensive and transparent system for managing and responding to concerns.

In 2023, BLME recorded a total of eight employee disputes. Among these, two disputes were resolved successfully through mediation without any subsequent issues reported. However, one dispute that underwent mediation resulted in the resignation of an individual from the Bank. Two complaints were managed through the grievance process but were not upheld, and three complaints were not pursued further when the opportunity to discuss the matter was offered.

Communication of Critical Concerns

The communication of critical concerns to the BOD and Executive Management is of vital importance to Boubyan Bank. Accordingly, the Chairman of the Board of Directors and the CEO are kept informed of such concerns.

In the case of critical issues at BLME, the CEO, after informing the Executive Committee, initially communicates these concerns to the Chairman. This precedes the formal communication to the entire Board. It is of note that BB2 had 0 critical compliance concerns raised to the BOD in 2023.

Diversity and Inclusion

In line with its COC, Boubyan Bank is committed to providing equal employment and development opportunities to all job applicants and employees of the Bank. The Bank encourages and supports diversity in styles, skills and capabilities among employees. To cultivate a diverse workforce, Boubyan Bank prohibits harassment and discrimination in the workplace. In 2023, no incidents of discrimination were recorded at the workplace, nor were there any incidents of violations involving rights of national people.

In terms of diverse workforce, Boubyan Bank has achieved a Kuwaitization rate of 89.5% among its Executive Management and above, with 17 out of 19 positions filled. The Bank has also implemented several initiatives to empower women, and these are explained further in this section.

Regarding diversity in terms of physical abilities, Boubyan Bank collaborates with the Kuwait Banking Association (KBA) and the Public Authority for Disability Affairs (PADA), to offer training, internships, and potential employment opportunities for individuals with special needs. Boubyan Bank also participates in ceremonies to honor and recognize the talents of individuals with disabilities, aiming to boost morale and foster encouragement within the community. Specifically, in 2023, a special internship program was designed for senior students with special needs to undergo training at Boubyan Bank’s branches. The program, spanning six months and involving 40 interns, provided comprehensive training and exposure to the Bank’s services and products, furthering the Bank’s commitment to inclusivity and diversity.

Diversity and Inclusion at BLME

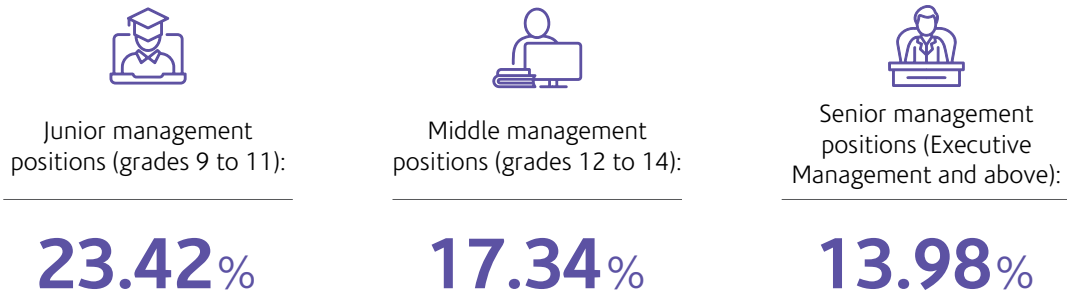
Embracing diversity within its workforce, BLME values the unique contributions of each employee and implements its Equality, Diversity, and Inclusion Policy. According to BLME’s policies, BLME is dedicated to cultivating a workplace founded on principles of dignity, trust, and respect, where discrimination, harassment, bullying, or victimization are not tolerated. BLME’s commitment extends to ensuring that BLME’s recruitment, promotion, and retention processes are fair and unbiased, regardless of individuals’ disability, gender, marital status, race, ethnicity, nationality, religion, belief, age, civil partnership status, pregnancy or maternity, paternity, educational

background, socio-economic background, caring responsibilities, part-time status, or fixed-term status, among others. Additionally, the policy addresses harassment, bullying, victimization and microaggressions. The Bank’s diversity and inclusion measures have resulted in 31 different nationalities across its workforce – with more details provided in subsequent sections.

Women Empowerment at Boubyan Bank

Boubyan Bank has taken significant steps to empower women within its workforce, implementing various initiatives and benefits to support their professional growth and well-being. In its commitment to non-discrimination, the Bank ensures equal opportunities for all employees regardless of gender. At the senior level, Boubyan Bank has appointed female leaders in key positions, including the Chief Internal Auditor, Chief Compliance & Governance Officer, Chief Strategy Officer (CSO), Head of Marketing, and Head of AML. Additionally, the Bank actively fosters a pipeline of female talent from junior to senior management levels, with a focus on their development and progression within the organization. Boubyan Bank further prioritizes female participation in specialized training programs tailored for them, such as the KFAS (Kuwait Foundation for the Advancement of Sciences) Women Leadership Programs and other internationally recognized professional development initiatives.

The representation of women in all management positions, encompassing junior, middle, and senior levels, is as follows:



Women Empowerment at BLME


BLME has made the following achievements in advancing women in banking:

- Celebrated International Women’s Day by offering treats from Luminary Bakery, an organization that provides training opportunities for women from disadvantaged backgrounds
- Hosted its first Women in Banking event in London
- Maintained its status as signatories of His Majesty’s (HM) Treasury’s Women in Finance Charter


- Achieved a 32% representation of female leaders within the organization, with a targeted goal of reaching 35% by the end of 2025
- The Board of Directors includes one woman, and its Executive Committee features two women
- 68% of promotions within BLME were awarded to women
- 46% of BLME’s employee population is female. BLME remains steadfast in its ambition to achieve a 50% female workforce by the end of 2025, underscoring its commitment to diversity and inclusion.

Employee Benefits


In order to foster a healthy and comfortable workplace atmosphere, Boubyan Bank offers the following employee benefits:




Health Insurance




Life Insurance




Family Air Tickets Allowance



Children Education Assistance



Grade Allowance



Performance Bonus

In 2023, a total of 64 employees received parental leave, all of whom returned to work after their leave. Additionally, employees at Boubyan Bank receive additional non-pay benefits to enhance their work-life experience. In 2023, free car parking privileges were provided to 96 employees, and schooling assistance was provided to 214 employees.



Employee Benefits at BLME

BLME has introduced several new employees benefits this year, which include:

- Increased monthly support for gym memberships
- Enhanced award amounts for employee referral scheme based on received feedback
- Transition to UNUM for more comprehensive support through the Help@Hand app for UK-based colleagues and their families
- Raise in their minimum salary in London
- Introduction of a partnership with Matchable, enabling employees to volunteer for up to four hours during working hours



BLME maintains its parental leave benefit for its employees. In 2023 a total of eight employees took parental leave, with seven of them returning to work after their leave period.

BLME Parental Leave

		
	Male	Female
Employees who took parental leave	4	4
Employees that did return after their parental leave	4	3
Employees due to return after their parental leave	0	1
Employees retained after 12 months following their parental leave	4	N/A
Retention to work rate	100%	N/A
Retention rate	100%	N/A

Regarding BB2, a total of three employees took parental leave, after which all of them returned

BB2 Parental Leave

		
	Male	Female
Employees who took parental leave	3	0
Employees that did return after their parental leave	3	0
Employees due to return after their parental leave	0	0
Employees retained after 12 months following their parental leave	1	0
Retention to work rate	100%	0%
Retention rate	100%	0%

Employee Remuneration

Boubyan Bank does not discriminate between men and women in terms of remuneration and ensures equality across its workforce. In 2023, a total of 43,772,973 KD in compensation was provided to Boubyan Bank’s employees. Moreover, a total of 63,660,071 KD was

provided in compensation and remuneration for both executives and non-executives. Additionally, as part of Boubyan’s transparent disclosure practices, the following represents the standard entry level wages for both men and women across our operations.

Standard Entry Level Wage Per Education Level at Boubyan Bank



Education Level:
High School

Standard Entry Level Wage

KD300



Education Level:
Diploma

Standard Entry Level Wage

KD400



Education Level:
Graduate

Standard Entry Level Wage

KD500

Standard Entry Level Wage Per Education Level at Boubyan’s Subsidiaries

	Boubyan Capital	Boubyan Takaful	Boubyan National	BLME	BB2 Tech Co
Average Standard Salary - Entry Level Wage (KD)	575	550	300	1,137.5	1,137.5

Standard Entry Level Wage at BLME and BB2 Tech Co

BLME and BB2 Tech Co provide equal pay for both males and females, with a total of 35,000 £ (13,650 KD) (per year) as the standard entry

level wage. The local minimum wage at entry level is 23,795.00 £ (9,280.05 KD), hence the ratio of the standard entry level wage to the local minimum wage at entry level is 1:1.5.

BLME’s Employee Compensation and Remuneration Figures

	2023 (£)	2023 (KD)
Total amount spent for employee compensation and remuneration (Executives and Non-Executives)	24,661,047.00	9,617,808.33

Remuneration for Board of Directors (BOD) and Senior Executives

Boubyan Bank’s remuneration policies for members of the BOD and senior executives encompass various components. This includes both fixed pay and variable pay structures. Additionally, sign-on bonuses or recruitment incentive payments are provided where applicable. Termination payments are handled in accordance with established policies and regulations. Clawback provisions are in place as a safeguard, ensuring accountability and adherence to performance standards. Furthermore, retirement benefits are included.

Boubyan Bank’s remuneration policies for the BOD and senior executives are linked to their objectives and performance concerning the management of the Bank’s impacts on the economy, environment, and people. Clawbacks, a feature of these policies, entail the repayment of previously received compensation should certain conditions of employment or goals remain unmet. Furthermore, a significant portion of the performance score, 80% for the Group CEO and 60% for the CEO, is directly linked to corporate performance.

BLME’s Remuneration

In setting and reviewing remuneration, the principles followed by BLME are:

- Remuneration must be closely linked to the Bank’s overall business strategy.
- Remuneration is set at levels commensurate with market benchmarks and due consideration to the size of the Bank and the on-going responsibilities of the role.
- Remuneration should be aligned to ensure effective risk management, consistent with the Bank’s stated risk appetite.

- Performance measures and targets are linked to business objectives, are robust and measured on a consistent and regular basis.
- Performance measures are carefully chosen to balance customer, stakeholder and employees’ interests.
- Long-term incentives are designed with external expert advice and in keeping with relevant best practice.
- Bonuses are paid on a discretionary basis taking into account company, business unit, and individual performance.
- Incentive awards are subject to malus and clawback provisions to allow retrospective negative actions and behaviors to be appropriately penalized.
- Remuneration structures are aligned with the remuneration principles set by the external regulator.
- The Remuneration Policy is to be gender neutral and in line with the Bank’s Dignity at Work Policy and Equality, Diversity and Inclusion Policy.

Bonus Awards

The Chair of the BNRC, in collaboration with the Chairman, discusses the CEO’s bonus award and presents it to the Board for consideration. The BNRC assesses and approves proposed bonus awards for Material Risk Takers (MRTs). Meanwhile, bonuses for all other employees are determined by the respective Executive Committee member, subject to review by the CEO and HR Director.

The BNRC’s authorization is mandatory for all termination payments to Executive Directors. Shareholder approval was obtained in 2013 to grant variable pay of up to 200% of fixed pay for MRTs, and a revised shareholder resolution was secured in 2021.

For BB2, both the highest governance body and senior executives receive remuneration composed of the same elements as other employees. This comprises a fixed base salary payment and a discretionary performance-based bonus. Additionally, the UK CEO is entitled to a city allowance.

BB2 Governance Compensation

	Performance
BB2 Tech Co (UK) - Ratio of the annual total compensation for the organization’s highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	1:3.6
BB2 Tech Co (UAE) - Ratio of the annual total compensation for the organization’s highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	1:5
BB2 Tech Co (UK) - Ratio of the percentage increase in annual total compensation for the organization’s highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	40%:11%
BB2 Tech Co (UAE) - Ratio of the percentage increase in annual total compensation for the organization’s highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	0%:15%

Occupational Health and Safety

To safeguard its employees’ health and safety, Boubyan Bank follows system ownership as part of its business continuity function. The Bank’s Occupational Health Services cover 100% of its employees.

Workplace injuries in 2023 at Boubyan Bank	: 0
Incidents related to illness that occurred at Boubyan Bank	: 0

Employee Engagement and Satisfaction

Boubyan Bank utilizes a number of digital channels and platforms for employee engagement and communication, including Oracle Self Service, HR App, and Boubyan Staff Instagram. To monitor employee satisfaction regularly, the Bank employs various methods such as the Organizational Health Index (OHI), 360-degree assessments, and the presence of HR Business Partners in each business area within the Bank.

Measuring Employee Engagement and Satisfaction	
Boubyan Bank’s OHI Survey Result:	84% - Top quartile
BLME’s Employee Engagement Index Result:	86%
BB2 Tech Co’s Employee Satisfaction Survey Results:	3.86/5 as of Q4 2023

Employee Training

On an ongoing basis, Boubyan Bank holds courses and seminars for employees on the right conduct when dealing with customers and colleagues. It also highlights the role of ethics in the improvement of organizations and in increasing customers’ confidence in such organizations.

Employee Training Figures at Boubyan Bank

2023	
Total employees receiving training	1,483
Total training hours	151,831
Average training hours per employee	102
Average training days per employee	10
Percentage of employees receiving training out of total employees	81.30% (1,483 trained / 1,832 employees)
Total training cost (KD)	408,000

Boubyan Bank’s Employee Training Courses and Programs

To continuously develop our workforce at Boubyan Bank, we provide training courses and programs to our employees covering a wide range of areas that are essential for professional development and organizational success. These include job-specific development programs aimed at enhancing employee performance, leadership training initiatives to prepare current and future leaders, and specialized sessions focusing on consumer financial protection to ensure compliance and customer satisfaction. A number of training programs are described as follows, and a detailed list of the training topics provided per department at the Bank is available in Appendix 6.6.1.

Training to Customer-Facing Employees

In our efforts to enhance our employee expertise and readiness in meeting industry demands and delivering exceptional customer service, Boubyan provides specific training programs for customer-facing employees. Such training programs cover a range of topics including Anti-Money Laundering, body language communication, and financial product updates among others, as listed in Appendix 6.6.2 The main value of the conducted training programs,

Statistics for the reporting year on employee training indicate that a total of 1,483 employees have received training for a total of 151,831 training hours. Further details on those numbers are provided in the following table.

sessions and academies is to enhance employee performance for better customer experience, boost employee productivity, increase employee engagement and improve the Bank’s culture. In 2023, 32,397 training hours were provided for 712 customer-facing employees.

Job-specific Development Training Programs

Boubyan Bank offers job-specific development training programs tailored to enhance employee performance in their designated roles, focusing on technical and behavioral competencies. Additionally, annual training on various risk-related topics is provided to employees with a five-year target.

Leadership Training and Talent Management

In terms of leadership training and talent management, Boubyan Bank invests in comprehensive programs aimed at developing current leaders and nurturing future ones. In 2023, a total of 14 employees participated in programs covering: Bentley University’s Leadership Accelerator Program, the KFAS Innovation Challenge, Strategic Leadership in a Changing World at Harvard Business School and Navigating Change at Harvard Kennedy School.

Consumer Financial Protection Program

Employee training on consumer financial protection is a crucial aspect of Boubyan Bank’s practices, as it ensures the safeguarding of the Bank’s customer financial data and compliance with regulatory requirements. This training program is conducted annually to educate employees on customer interactions and protection measures, aligning with the standards set by the Central Bank of Kuwait (CBK).

Training on Anti-corruption and Business Ethics Standards

The employee training on anti-corruption and business ethics standards aims to provide comprehensive education to the Bank’s employees. This includes guidelines on maintaining banking confidentiality in interactions with employees’ accounts, friends and family, and customer accounts, along with understanding customer transactions

and the verification process. Additionally, the training covers adherence to the Code of Conduct, encompassing policies related to confidentiality, personal dealings with customers, handling of own accounts, money transactions, and identification of gifts and suspicious transactions in compliance with Anti-Money Laundering (AML) regulations.

Privacy Awareness Sessions for New Employees

Boubyan Bank conducts Privacy Awareness sessions for new employees, especially those involved in processing personal data as part of their job description, as well as certain senior roles for foundational comprehension. These sessions aim to explain the concept of privacy, outline the Bank’s responsibilities as a Data Controller, and establish expectations regarding their obligations when handling Personally Identifiable Information (P2) as part of their job description.

Case Study

Lean Management Training to Employees and External Organizations

As part of its commitment to Corporate Social Responsibility (CSR), the Continuous Improvement Department at Boubyan Bank offers Lean Management training to both internal employees and external organizations. This initiative aims to equip the Kuwaiti governmental and private sectors with process excellence methodologies, thereby enhancing their services and processes. The Lean Ambassador training lasted for three days, amounting to a total duration of 18 hours. The training was delivered to 58 Boubyan employees. and 46 employees from other organizations. One session was delivered to Kuwait Credit Bank (KCB), and another session was conducted for the corporate customer STC.

It is important to note that the entire Continuous Improvement Department team are certified individuals in Six Sigma, comprising two Six Sigma Master Black Belts, two Six Sigma Black Belts, and two Six Sigma Green Belts. Furthermore, the Department trains and certifies Bank employees in Lean Management upon fulfilling certification criteria. Presently, the Bank has 31 employees who have obtained certification as Lean Ambassadors.

Case Study

Boubyan Bank's Lean and Change Management Projects

Boubyan Bank has undertaken a substantial number of Lean projects in 2023, with 101 projects currently in progress and 28 Lean projects successfully completed.

One of those projects was the "Paper-less project," utilizing electronic signature pads to replace traditional paper-based processes. This initiative is anticipated to reduce paper usage by at least 70%. Another project was done by the Procedures and Standards Unit and resulted in the reduction of the average cycle time for reviewing and releasing the Bank's policies and procedures documents by more than 70%. Additionally, the ISO:9001 Quality Management System (QMS) certification has been renewed, underscoring the Bank's commitment to maintaining the highest global standards.

Furthermore, Boubyan Bank's Tawasol program has witnessed active engagement, with 85 employees submitting Lean opportunities through the platform in 2023. Since its inception, a total of 331 employees have participated in the program.

In terms of quantifiable outcomes, the adoption of Lean and Change Management projects has resulted in significant savings and efficiencies. This includes annual cost savings exceeding 507,912 KD and cost avoidance measures totaling 49,991 KD per year. Moreover, there has been a collective reduction of over 4,618 work hours annually attributed to cycle time reduction projects across different departments.



Case Study

Boubyan Bank's "Gallery Walk" Initiative

Boubyan Bank's "Gallery Walk" initiative aimed to showcase the Bank's Lean Management projects and their impact on operational efficiency and customer experience. The Gallery Walk featured a total of 11 projects, highlighting various improvements implemented across different areas of the Bank.

The event drew significant interest, with Boubyan Bank management, as well as guests from Kuwait University and Saudi Telecom Company (STC) management, in attendance. Additionally, many other Boubyan employees joined the Gallery to learn about the showcased projects.

The Gallery Walk fostered meaningful interaction between management and Lean Ambassadors, creating an open environment for appreciation and discussion. The Bank's management took the opportunity to express gratitude for the efforts of Lean Ambassadors and engage in detailed discussions about the improvement projects. Moreover, the event provided an invaluable learning opportunity for Kuwait University and STC, enabling them to leverage insights from Boubyan Bank's initiatives for their own programs. The initiative also garnered significant attention from the media, being featured in multiple newspapers and social media platforms.

Employee Training at BLME

In 2023, BLME built partnerships with Fitch Learning, Kaplan, and BPP to establish apprenticeship learning pathways for two new apprentices, bringing the total to three within the business, and to enhance the skills of existing employees. Moreover, a select number of Udemy learning platform licenses were allocated to the Nomo Business Unit (BU) in BLME to align with the offerings of Non-Fungible Token (NFT).

A total of 210 employees engaged in Anti-Bribery training, with a training duration of 45 minutes each. Additionally, 18 employees participated in Islamic Finance Qualification training, while 90 employees undertook Data Protection training. Similarly, Conduct Rule training involved 210 participating employees.

Training and Awareness Courses Provided to BLME Employees



Isma'a with Nazir Afzar OBE (Conduct, Ethics, and Speaking up)



Bite size session on Cyber Security



Islamic Finance Introduction



Compliance, Conduct and Consumer Duty training for all employees



Professional Skills Academy (PSA), expenses, and trivial benefits workshop



Payroll training (statutory payments)



Senior Managers and Certification Regime (SMCR) and the role of HR



Climate Risk training



Introduction to Securities and Investments



Mortgage Advisory learning modules



Anti Bribery training



Islamic Finance Qualification



Data Protection training



Conduct Rule training

Employee Training at BB2 Tech Co

BB2 Tech Co offers a diverse array of training courses to its employees, covering topics such as payroll, IT service management, mental health awareness, legal compliance, and public speaking skills. These courses cater to employees at various levels and departments, with formats ranging from physical sessions to virtual workshops. The full list of BB2 Tech Co

training courses is provided in Appendix 6.6.3. In 2023, BB2 Tech Co provided training to 103 employees, totaling 2,163 training hours. On average, each employee received 21 training hours, equivalent to approximately 0.03 training days per employee. This represents an impressive 97% of the total workforce receiving training.

Employee Training Figures at Boubyan Bank


2023	
Total employees receiving training	103
Total training hours	2,163
Average training hours per employee	21
Average training days per employee	0.03
Percentage of employees receiving training out of total employees	97%

Talent Attraction - Internships at Boubyan

Boubyan Bank continues to attract talent with the aim of sustaining its growth, innovation, and competitiveness. For this purpose, we offer an internship program designed to host students for training across our departments, in accordance with requests from universities. The program aims to provide students with practical on-the-job experience to prepare them for their future careers and fulfill the required hours for graduation. This year, a total of 109 students have participated in the Bank's internship program. Similarly, both BLME and BB2 Tech Co accept interns annually. In 2023, BLME accepted seven trainees, six of whom were from Boubyan's Kuwait Graduate Development Program International Field Training Program, and BB2 Tech Co accepted three trainees.

Employee Turnover

Boubyan Bank implements a comprehensive approach to enhancing and managing turnover rates, adhering to its «HR Everywhere» strategy. This approach involves assigning HR Business Partners (HRBPs) to each area of the Bank, allowing employees to freely consult them on any issues they face. HRBPs serve as advocates or mediators with business heads, facilitating early resolution of issues to mitigate potential resignations impacting turnover rates. Additionally, HRBPs identify talent, key positions, and critical roles, ensuring competitive compensation packages through market analysis and maintain a three-level succession planning framework to identify and prepare future leaders.

Year		2023					
 Number of employees	Subsidiary	Boubyan Bank	Boubyan Capital	Boubyan Takaful	Boubyan National	BLME	BB2 TechCO
	New hires employees	231	7	6	1	65	33
	Turnover employees	16	0	8	2	20	21
	Total new hires per group (2023)	343					
	Total turnover per group (2023)	67					
	Total new hires per group (2022)	538					
	Total turnover per group (2022)	335					
	%Change new hires (group)	-36.2%					
	%Change turnover (group)	-80%					

Employee Turnover Per Subsidiary

	Boubyan Bank			Boubyan Capital			Boubyan Takaful			Boubyan National			BLME			BB2 TechCO		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees at 1 January 2023	464	1,378	1,842	37	11	48	70	19	89	32	6	38	N/A	N/A	N/A	23	48	71
Number of employees at 31 December 2023	454	1,378	1,832	37	11	48	65	22	87	33	5	38	N/A	N/A	N/A	29	59	88
Turnover Employees	10	0	10	5	2	7	5	3	8	1	1	2	N/A	N/A	N/A	8*	13*	21*
Turnover out of total employees	N/A	N/A	N/A	13.51 %	18.18 %	14.58 %	7.69 %	13.64 %	9.2 %	3.03 %	20.00 %	5.26 %	N/A	N/A	N/A	21 %	15 %	17 %

Employee Turnover at BLME

The following table provides an overview of workforce dynamics for the calendar year 2023 covering new joiners, leavers, and turnover rate, among other details as illustrated. In 2023, there were 65 new joiners, contributing to an average number of employees of 177 throughout the year. However, 20 employees left the company during the same period, resulting in a turnover rate of 11.30%, significantly lower than the turnover rate of 30% recorded in the previous

year (January-December 2022). The gender split among leavers shows that 9 women and 11 men left the company. Regarding length of service, most leavers had relatively short tenures, with 10 individuals leaving in less than 12 months and 5 leaving after one to two years. Additionally, the reasons for leaving indicated a mix of resignations, terminations, and redundancies, with resignations being the most common reason, particularly among those with less than 2.5 years of service.


Employee Turnover rate at BLME

2023	
Number of new joiners (permanent)	65
Leavers	20
Average number of employees in 2023	177
Turnover in 2023 calendar year	11.30% (Jan-Dec 2022: 30% turnover)
Leaver Gender split	9 women and 11 men

Boubyan’s Employee Numbers

Overall, employee numbers have increased across Boubyan’s subsidiaries by 2.58%, from 2,278 to 2,337. The segregated data per subsidiary per gender is provided in the following table.


Employees Numbers per Gender

Year		2023					
 Gender type	Subsidiary	Boubyan Bank	Boubyan Capital	Boubyan Takaful	Boubyan National	BLME	BB2 TechCO
	Male	1,378	37	65	33	130	59
	Female	464	11	22	5	104	29
	Total per subsidiary	1,842	48	87	38	234	88
Total per group (2023)		2,337					
Total per group (2022)		2,278					
Net change		59					
%Change		2.58%					

Boubyan’s Employee Numbers per Employment Type

Across Boubyan’s subsidiaries, the majority of employees are full-timers. Only BLME and BB2 Tech Co have part-time, interns and non-employed workers. Further details are provided in the following table.


Employees Numbers per Employment Type

Year		2023					
 Number of employees per employment type group	Subsidiary	Boubyan Bank	Boubyan Capital	Boubyan Takaful	Boubyan National	BLME	BB2 TechCO
	Full-time	1,842	48	87	38	230	88
	Part-time	N/A	N/A	N/A	N/A	3	0
	Non-guaranteed hours employees	N/A	N/A	N/A	N/A	0	0
	Intern	N/A	N/A	N/A	N/A	1	3
	Non-employed workers	N/A	N/A	N/A	N/A	0	90
Total per subsidiary		1,842	48	87	38	234	181


Boubyan’s Local Hires

Our commitment to supporting the communities inBoubyan’s operational areas includes a focus on hiring local residents. The percentage of local hires exceeds that of foreign hires across various entities, with the exception of Boubyan Takaful and Boubyan National. It is important to note that, in the case of Boubyan Bank, Boubyan Capital, Boubyan Takaful, and Boubyan National, “local” means Kuwaiti nationals. However, for BLME and BB2 Tech Co, the term “local” specifically denotes British nationals. The following table gives further details on this.

Local vs. Foreign Hires at Boubyan

Year		2023					
 Number of employees per nationality	Subsidiary	Boubyan Bank	Boubyan Capital	Boubyan Takaful	Boubyan National	BLME	BB2 TechCO
	Local	1,414	32	9	5	N/A	49
	Foreign	428	16	78	33	N/A	39
	Total Per subsidiary	1,842	48	87	38	N/A	88


Local vs. Foreign Hires (Percentage)

Year		2023					
 Percentage of employees per nationality	Subsidiary	Boubyan Bank	Boubyan Capital	Boubyan Takaful	Boubyan National	BLME	BB2 TechCO
	Local	76.8%	66.67%	10.34%	13.16%	N/A	55.68%
	Foreign	23.2%	33.33%	89.66%	86.84%	N/A	44.32%

Boubyan’s Employees Representation in Managerial Positions


Group wide, Boubyan has 552 employees in managerial positions. The majority of those managers are in Boubyan Bank and BLME. Additionally, most of the managers are male, with the highest number of female managers being at Bouyban Bank.

Employees in Managerial Positions per Gender

Year		2023					
 Number of managers and above per gender	Subsidiary	Boubyan Bank	Boubyan Capital	Boubyan Takaful	Boubyan National	BLME	BB2 TechCO
	Male	284	8	14	9	89	33
	Female	56	5	1	2	45	6
	Total per subsidiary	340	13	15	11	134	39
	Total per group	552					


In terms of employment levels, employees across the group are mainly in the junior to manager level category, as displayed in the following table.

Employee Numbers for Junior and Manager Levels


Year		2023					
 Number of employees	Subsidiary	Boubyan Bank	Boubyan Capital	Boubyan Takaful	Boubyan National	BLME	BB2 TechCO
	Junior up to level Manager (M)	1,612	37	82	32	149	54
	Senior Manager (SM) and above	230	11	4	6	85	34
	Total per subsidiary	1,842	48	87	38	234	88
Total per group		2,337					

Managerial positions within each subsidiary are predominantly held by local employees, with Boubyan National and Boubyan Takaful being the exceptions. Further details are given in the following tables.

Employees in Managerial Positions per Nationality

Year		2023					
 Number of managers per nationality	Subsidiary	Boubyan Bank	Boubyan Capital	Boubyan Takaful	Boubyan National	BLME	BB2 TechCO
	Local	1,213	8	4	2	N/A	18
	Foreign	127	5	11	9	N/A	8
	Total per subsidiary	340	13	15	11	N/A	26
Total per group		405					


Employees in Managerial Positions per Nationality (Percentage)

Year		2023					
 Percentage of managers per nationality	Subsidiary	Boubyan Bank	Boubyan Capital	Boubyan Takaful	Boubyan National	BLME	BB2 TechCO
	Local	62.6%	61.54%	20%	18.18%	N/A	69.23%
	Foreign	37.4%	38.46%	80%	81.82%	N/A	30.77%

Employee Numbers per Age Group

Regarding age groups, most of Boubyan’s employees are between 30 to 50 years of age. The fewest number of employees are in the over-50 age category, as shown in the following table.


Employee Numbers per Age Group

Year		2023					
 Number of employees per age group	Subsidiary	Boubyan Bank	Boubyan Capital	Boubyan Takaful	Boubyan National	BLME	BB2 TechCO
	Under 30	680	15	6	3	50	21
	30 – 50	1,096	29	67	24	137	61
	Over 50	66	4	14	11	47	6
	Total per subsidiary	1,842	48	87	38	234	88
Total per group		2,337					
Total per group (2022)		2,278					
%Change		2.58%					

Fresh Graduate Hires at Boubyan

A total of 194 fresh graduates were hired in Boubyan; 185 of these were hired at Boubyan Bank and the remaining nine across Boubyan subsidiaries. Further details are given in the following table.

Fresh Graduate Employees per Gender

Year		2023					
 Number of fresh graduates employed in the reporting year	Subsidiary	Boubyan Bank	Boubyan Capital	Boubyan Takaful	Boubyan National	BLME	BB2 TechCO
	Male	139	2	0	0	2	0
	Female	46	0	2	0	3	0
	Total per subsidiary	185	2	2	0	5	0
Total per group (2023)		194					

4.2 Community Empowerment

As a community citizen, Boubyan actively engages in community empowerment initiatives, aiming to contribute to the social and economic well-being of our areas of operation. Our responsible approach to banking is underpinned by being a Sharia-compliant Islamic bank. On

an annual basis, we support local communities through various programs, such as financial literacy workshops, small business financing, and educational sponsorships, among others. This is in accordance with our Corporate Social Responsibility (CSR) Strategy.

A Glimpse into Boubyan’s ESG Strategy 2029

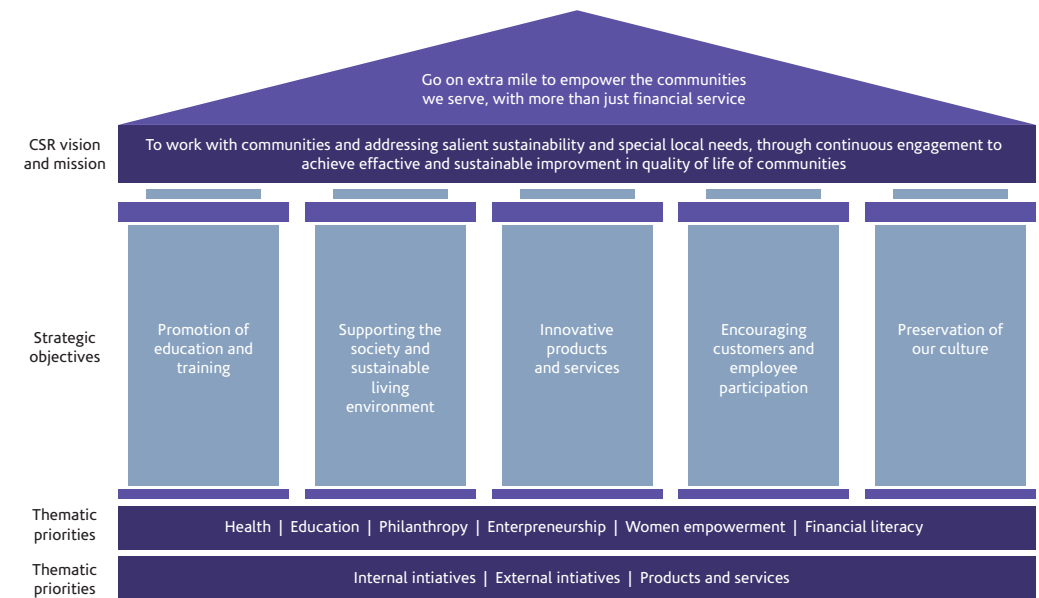
Boubyan aims to frequently engage with the local community and respond to their needs, and to conduct seven CSR campaigns and/or initiatives by year 5.

Boubyan Bank’s CSR Strategy Framework

Seeking to enhance the overall socio-economic landscape, Boubyan Bank follows a clear CSR strategy framework with set strategic objectives and priorities as outlined in the following diagram. The Bank’s CSR Vision and Mission is to work with communities and address salient sustainability and special local needs through

continuous engagement to achieve effective and sustainable improvement in quality of life of communities. The Bank’s strategic objectives cover five pillars related to the topics of education, environment, innovation, stakeholder engagement, and culture. Such objectives are in line with the Bank’s six CSR thematic priorities.

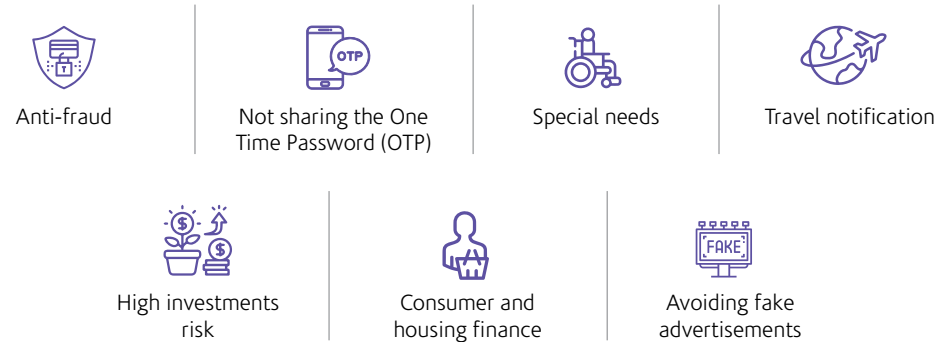
Boubyan Bank's CSR Strategy Framework



Boubyan Bank's Efforts and Initiatives Towards Diraya Campaign

In line with the strategic objective of encouraging learning and education, Boubyan Bank has collaborated with the Kuwait Banking Association (KBA) and the Central Bank of Kuwait (CBK) in the Diraya campaign. Throughout the year, the Bank has executed a series of impactful initiatives aimed at raising

awareness. These efforts involved running multiple campaigns across various channels. Notably, the outreach channels have been broadened to encompass Push Notifications (PN), iMessage, WhatsApp Notifications (WN), ATM screens, our website, newsletter, receipts, and screens in branches. Monthly messages have addressed key themes such as:



Boubyan Bank's Contribution to National Mega Projects

As part of our efforts to support society and help build a sustainable living environment, Boubyan Bank contributed to Kuwait's national mega projects through structured finance and CMO as follows:

Structured Finance

Boubyan Bank was the Global Coordinator on the J3 - Public-Private Partnership (PPP) Project

finance, successfully securing KD 100 million for the development of a mall and residential complex. Within this financing structure, Boubyan Bank's commitment amounted to KD 50 million. Notably, this project operates under the authority of the Public Authority for Housing Welfare (PAHW) and marked the first financial arrangement concluded within their framework.

CMO

1. Boubyan Bank has been instrumental in financing the ongoing execution of the Kuwait Environmental Remediation Program (KERP) Soil Remediation round 1 contract, contributing to the cleanup of contaminated soil in designated areas of Kuwait affected by the Iraqi Invasion.
2. Financing has been extended to clients bidding on the KERP Soil Remediation round 2 contract, which mirrors the scope of the initial round in remediating contaminated soil.
3. Significant financial support has been provided for the construction and furnishing of new hospitals in Kuwait, including The New Maternity Hospital and Dhaman Hospital situated in Al-Jahra.
4. Boubyan Bank has extended financing to support drilling contracts for Kuwait Oil Company (KOC) and Kuwait Gulf Oil Company (KGOC). This includes 11 contracts with KOC within Kuwait and 2 contracts with KGOC in the Joint Operations (JO) area, with a total contract value exceeding KD 200 million.

Boubyan Bank's Innovation Initiatives

Under its CSR strategic objective of "Innovative products and services", Boubyan Bank has implemented several innovation initiatives, as follows:

Boubyan Bank's Innovation Initiatives

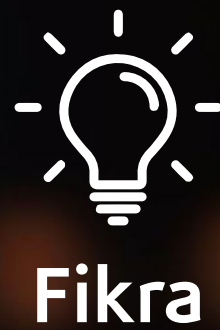
Fikra

With the recent launch of Fikra 2023, Boubyan Bank redirected its focus towards addressing fraud-related challenges. The primary aim was to solicit one outstanding fraud prevention idea with the intention of executing it in the following year. The key success criterion rested on the actual implementation of a feasible solution.

Fikra competition 2024

Hackathon

This year marked the initiation of a hackathon, conducted in collaboration with Plug n Play and Kuwait University. The overarching goal of the hackathon was to raise awareness about Musa3ed and elicit innovative solutions from participating students. The pivotal outcome of the hackathon was the identification of a groundbreaking idea, to be integrated into Boubyan Bank's development pipeline for future implementation.



Case Study

Fikra Innovation Challenge

Description

Boubyan's Fikra Innovation Challenge focuses on the critical issue of fraud prevention. The primary objective of this initiative was to unearth a groundbreaking fraud prevention idea with the intention of implementing it in the upcoming year. The ultimate success would be measured by the implementation of a feasible solution identified through the challenge.

Program Goal

The overarching goal of the Fikra Innovation Challenge was to tap into the best ideas within the internal employee community. By launching an organization-wide "innovation challenge," Boubyan Bank aimed to sustain a competitive advantage. The execution of the identified ideas would involve grooming sessions with the internal relevant department or strategic partnerships with external entities, leveraging their expertise to bring these innovative concepts to life.

Objectives

- To execute actionable ideas through partnerships
- To spread innovation culture
- Collect/store innovative ideas from the organization.
- Filter ideas by challenging participants
- Reward the winners

Prize Money

The Fikra Innovation Challenge incentivized participants with prize money for the top ideas. The distribution included 1,000 KD for the first-place winner, 500 KD for the second-place winner, and 250 KD for the third-place winner.

Boubyan Bank's CSR Initiatives






Boubyan Bank's CSR initiatives held for 2023 covered the topics of wellbeing, donations, health, environment, SME initiatives, Islamic

Culture Initiatives, and sponsorships. The total expenditure on these initiatives amounted to 1,699,730 KD. Further details on initiatives per area are given in the following tables.




Community, CSR, and Sponsorships Expenditure at Boubyan Bank

	2023
Expenditure towards community initiatives (KD)	664,873
Expenditure towards sponsorships (KD)	138,297
Expenditure towards Corporate Social Responsibility (CSR) (KD)	896,560
Total (KD)	1,699,730

Boubyan Bank's Health and Wellbeing Initiatives

Name of initiative	Description of initiative	Number of participated employees / volunteers	Number of beneficiaries	Event dates	Third-party partners or NGOs
World Diabetes Day event 	Boubyan Bank organized a health event on the occasion of tWorld Diabetes Day. The event was open to the Bank's customers and non-customers visiting the mall. Event activities included free blood sugar testing and medical advice.	15	1,000	November 3 - 4	Blue Circle
Boubyan Master Padel Tournament 	Boubyan Bank organized "Boubyan Master Padel Tournament" for professional and amateur padel players, with the participation of 192 teams of both genders.	3	384	February 16 - 22	Padel In
Boubyan Bowling Tournament 	Boubyan Bank organized the Boubyan Bowling Tournament, at the Kuwait Bowling Sports Club. The event targeted male participants from both Boubyan Bank customers and non-customers, of ages 16 and above. The games were played by 130 teams.	5	260	July 22	Tarteeb
Boubyan Cycling Race 	Boubyan Bank organized the "Boubyan Cycling Race" at Kuwait Motor Town, for customers and non-customers. The competition was held with the participation of 200 participants of both genders, aged 18 and above, with a children's category as well.	25	430	October 21	Suffix
IKEA Surprise 	Boubyan Bank surprised its customers by paying their purchases from IKEA.	5	15	May 21	IKEA

Boubyan Bank's CSR Strategy Framework

Name of initiative	Description of initiative	Number of participated employees / volunteers	Number of beneficiaries	Event dates	Third-party partners or NGOs
Boubyan Winter Camp 	Boubyan Bank organized the Padel Winter Camp for children of its Premium Segment aged 7 to 16 years. At the camp, participants received training at the hands of a professional Padel coach, who introduced them to key skills and rules of Padel.	7	12	5 days	Padel In Academy
Boubyan Summer Popup - Bnaider 	Boubyan Bank organized a "Summer Popup – Bnaider". At the event, Boubyan offered (drive thru) carnival games with gifts and prizes for the winners. The participation was available for Boubyan customers and non-customers.	20	400	June 9	Wainkoum
Yacht Event 	Boubyan Bank surprised beach visitors with value gifts and ice-cream.	10	400	June 10	Sign Agency

Boubyan Bank's Donations

Name of initiative	Description of initiative	Number of participated employees / volunteers	Number of beneficiaries	Event dates	Third-party partners or NGOs
Donation of 10% of the proceeds from the sales of the Kuwait Coffee Festival	Boubyan Bank has allocated 10% of the proceeds from the sales of the Kuwait Coffee Festival to Kuwait Red Crescent Society, as a donation to help people in Gaza.				Kuwait Red Crescent Society
Boubyan Steps at Asima Mall	Boubyan Bank has organized Boubyan Steps Campaign at Asima Mall during the Holy Month of Ramadan. The campaign aimed to donate KD 1 per each kilometer walked by each participant. Participation was open to everyone, and the revenue was donated to Noor Boubyan's eyesight-restoration surgeries in Africa.	6	1,200	Ramadan (March and April)	N/A
Suhoor meals	Boubyan Bank prepared around 5,000 suhoor meals for distribution in the Grand Mosque.	7 / per day	5,000	Last 10 days of Ramadan	N/A
School bags for children in need	Boubyan Bank distributed around 1,000 school bags to orphans during the "Noor Boubyan" campaign	15	1,000	November 10 - 17	N/A
Open Day for Orphans	Boubyan Bank organized an open day to entertain orphan children, where gifts and meals were distributed. This was during the "Noor Boubyan" campaign.	20	100	November 10 - 17	N/A

Boubyan Bank's Environment Initiatives

Name of initiative	Description of initiative	Number of participated employees / volunteers	Number of beneficiaries	Event dates	Third-party partners or NGOs
Speed bumps repair at Mishref	Boubyan Bank renovated more than 100 speed bumps at Mishref.	120	Thousands	September 27	Yousef AlOmran
Marine buoys at Umm Al Maradam Island	Boubyan Bank installed marine buoys on Umm Al Maradam Island to preserve coral reefs and marine life in Kuwait.	10	Thousands	June 11	Senyar Dive Team and Yousef AlOmran

Boubyan Bank's SME initiative

Name of initiative	Description of initiative	Number of participated employees / volunteers	Number of beneficiaries	Event dates	Third-party partners or NGOs
Spring Festival	Boubyan Bank was a strategic partner in the "Spring Festival".	12	30,000 visitors	March 9-11	N/A

Boubyan Bank's Islamic Culture Initiatives







Name of initiative	Description of initiative	Number of participated employees / volunteers	Number of beneficiaries	Event dates	Third-party partners or NGOs
Ratel with Boubyan 9	Boubyan Bank organized its annual competition, "Recite with Boubyan," focusing on the memorization and recitation of the Holy Qur'an. The event targeted all segments of the Bank's customers and their children.	20 / per day	850	April 2 - 5	N/A
Ratel with Boubyan 2 - Mauritania	Boubyan Bank organized the Ratel with Boubyan - Qura'an competition in Mauritania during the Noor Boubyan 6. The event targeted children of 8 years of age.	12	500	November 10 - 17	Yousef Al Omran International Islamic Charitable Organization and the Dinareen
Boubyan Award for Scientific Research in Islamic Finance and Economics	Boubyan Bank held a competition in support of scientific research in the field of Islamic finance and economics.	10	75	February - June	N/A

Boubyan Bank's Sponsorships

Name of initiative	Description of initiative	Number of participated employees / volunteers	Number of beneficiaries	Event dates	Third-party partners or NGOs
Program "Knights of Industry"	Boubyan Bank sponsored the Program "Knights of Industry", aiming to support senior students in enhancing their skills in line with the labor market needs.	2	100	June - September	Kuwait Industries Union
American Baccalaureate School (ABS) Charity Carnival	Boubyan Bank sponsored a carnival that supports "Al Kharafi Activity Center" for kids with special needs. Boubyan delighted carnival visitors by providing entertaining games and distributing gifts.	4	1,000	March 18th	ABS School
BNK Holding Padel Tournament	Boubyan Bank sponsored the BNK Padel Tournament, which aims to raise the Padel level in The Middle East.	3	3,000	January 13 - 21	Volvo Kuwait

Boubyan Bank's Community Engagement through Social Media Channels

In addition to its community initiatives, Boubyan Bank actively connects with the community through its social media platforms. As of 2023, the count of followers and subscribers across Boubyan's diverse social media channels has reached the following:

					
438,366 followers	267,534 followers	217,000 followers	26,119 followers	24,250 followers	41,915 followers

Employee Volunteerism at Boubyan Bank

Following its strategic objective of encouraging employee participation, Boubyan Bank endorses employee volunteerism through various channels such as circulars, the staff Instagram account, and its HR application.

The Bank's active engagement in social responsibility is reflected through the

participation of 835 employee volunteers for a total of 315 hours in Corporate Social Responsibility (CSR) initiatives during 2023.

Employee-related Events

In addition to the above-mentioned events, the following were employee-specific volunteering events. Overall, around 19,562 KD was spent on these employee-specific events.

Employee-Related Events

Name	Brief	Event dates	Participating employees	Investment made (KD)
Volunteering Team for Ramadan activities	Boubyan Bank's employees were allowed to participate in after-work Ramadan activities.	All Ramadan	20	N/A
Ramadan weekly competition	Boubyan Bank introduced a special weekly competition during the Holy month of Ramadan. The competition spanned over four weeks, with two questions posed each week.	All Ramadan	4,467	N/A
Awarding Boubyan Football Team	Boubyan Bank extended congratulations to the football team for their accomplishments and commendable efforts during the 2022-2023 season.	May	N/A	14,000
Boubyan Padel Tournament	Boubyan organized the "Boubyan Padel Tournament" for all the male employees at Boubyan Group (Boubyan Bank - Boubyan Capital - Boubyan Takaful - Boubyan National).	12 hours	64 teams - 128 players	1,500
Volunteering for Noor Boubyan	Boubyan Bank's employees were allowed to volunteer in the Noor Boubyan Campaign.	October	11 participated / 3 selected	N/A
Volunteering and participating in Yousef Al Omran's initiatives	Boubyan Bank's employees were allowed to participate in a group of community and environmental initiatives as a part of Boubyan Bank's partnership with Yousef Al Omran, a well-known leader of community initiatives.	September	10	N/A
Donations to the 6th Noor Boubyan	Boubyan employees were allowed to donate to a special account named "Noor Boubyan Donations".	October	N/A	3,062
Boubyan Bank's 19th Anniversary Draw	Boubyan Bank held a weekly raffle draw with valuable prizes and gifts for its employees.	November	700 employees, out of whom 6 were winners	1,000
Ratel with Boubyan - Quraan competition	Boubyan Bank held an annual Qur'an memorization and recitation competition (Recite with Boubyan) for employees and their children.	April 2 - 5 (5 hours / per day)	7	N/A
Annual Awards Ceremony	Boubyan Bank's Change Management Department held an Annual Awards Ceremony to recognize top-performing employees across the Bank.	3 hours	Approximately 380	N/A
Quarterly Awards Ceremony	Boubyan Bank's Change Management Department held a Quarterly Awards Ceremony to recognize top-performing employees across the Bank.	2 hours	Approximately 200	N/A

Total: 19,562.00

CSR at BLME

BLME proudly continues to build upon Sharia values to further expand the positive impacts it seeks to fulfill for its customers and communities. In total, BLME invested 12,288.90 KD towards community initiatives and 20,088.90 KD towards CSR in 2023.

BLME Community, CSR, and Sponsorships Expenditure

	2023 (£)	2023 (KD)
Expenditure towards community initiatives	31,510.00	12,288.90
Expenditure towards Corporate Social Responsibility (CSR)	51,510.00	20,088.90

BLME's Outreach Programs and Initiatives

BLME's various outreach programs and initiatives encompass a wide range of activities. These include partnerships with organizations such as Matchable Volunteering, Macmillan Cancer Charity Parliamentary Tug of War, and Maggie's Santa in the City Run. The Bank also engages in socially responsible catering by collaborating with Fat Macy's and Luminary Bakery. Employee growth and success are promoted through initiatives such as the "One Year at BLME" and "Tatawar" LinkedIn series, as well as summer placements for Boubyan employees in the

Wealth Management team. BLME participates in events such as the Standard Chartered Great City Race 5k and collaborates with the Wild Hearts Group. Other notable efforts include the Isma'a speaker series, a partnership with Fitch Learning for financial services apprenticeship training programs, distribution of From Babies with Love gifts for new parents at BLME, and sponsorship of teachers through the Aspiring Heads program. BLME has also partnered with SEO London to help prepare students from ethnic minorities or low socioeconomic backgrounds for career success.

BLME's Sharia Education Series

As part of the Bank's ongoing Sharia Education series, BLME employees contributed commentary on the intersection of Sharia banking and ESG principles, including an op-ed by Andy Thomson in Islamic Finance News (IFN), highlighting sustainability's alignment with Sharia principles.

BLME's Employee Engagement in Volunteering and Corporate Social Responsibility (CSR)





















Employees at BLME are expected to operate in an economically, socially and environmentally sustainable manner, whilst upholding the Bank's values and Sharia compliance in the marketplace and community. In 2023, BLME endorsed paid time off for employees to actively participate in public service activities in the UK. The Bank also launched a volunteering platform via Matchable, through which

employees committed to 16 hours of volunteer work. An initiative such as the "coat collection" conducted in November 2023 saw the donation of 25 coats to charity, benefiting individuals from socially disadvantaged backgrounds. Additionally, the Bank's employees play a guiding role in BLME's CSR program, Yadan Bi Yad, or Hand in Hand in partnership with the youth charity Future Frontiers. Through this program, BLME employees have mentored children aged 16 to 18 from underprivileged backgrounds into work or future education.

BLME's Employee Event Spending

	2023 (£)	2023 (KD)
Total amount spent on employee events, activities, and engagement	27,977.00	10,911.03

BLME Employee-related Events

 Macmillan Tug of War	 Charity Challenge Walk	 Charity Book Exchange	 Bake Sale for Maggie's Cancer Care	 BLME Football Team tournament
 Standard Chartered Great City Race	 Coat collection with Wrap Up London	 End of Year Party	 Santa in the City 5 km run	 The BLME KidCo Annual General Meeting
 Chinese New Year	 Shrove Tuesday	 British Pie Week	 Eid	 St. Patrick's Day
 Easter	 Festa della BLME	 UK Black History Month	 Diwali	 Christmas

BLME's Social Media Followers and Engagement Rate per Platform



5,621 Followers
477 Comments

8,829 Reactions
184 Reposts



1,110 Followers
46 Likes

32 Replies
11 Retweets and Quote Tweets

BB2 Employee Events

BB2 has held several events for its employees in both its UK and UAE offices, as detailed in the following table.

BB2 Employee-related Events

Event title	Brief on the event	Duration (Hours)	Number of employees attending the event	Investment made (£)	Investment made (KD)	Event category
UK Spring Activity Laser tag	An outdoor team activity	4	25 (including Nomo Bank)	750.00	292.50	Team building
UK Autumn activity - Sensas	A sensorial exposure (visuals, auditive, olfactive, tactile, etc.)	3	30 (Including Nomo Bank)	960.00	374.40	Team building
UK End of Year - Clay shooting	An indoor digital clay shooting activity	6	60	15,000.00	5,850.00	Celebration
UK Tug of War	An outdoors team activity competing with other organizations	4	7	0	0	Charity
Baking sale	An employee fundraising bake sale	8	100	0	0	Charity fundraising
UAE Spring Activity - Top Golf	An outdoors mini golf activity	2	12	724.00	282.36	Team building
UAE Autumn Activity - Wild Paint	A painting activity	2	13	964.00	375.96	Team building
UAE End of Year Celebration	A boat cruise event with the Nomo team	4	21	5,783.00	2,255.37	Celebration
Totals				24,181.00	9,430.59	

4.3 Responsible Procurement and Supply Chain

Through upholding responsible procurement practices, we aim at Boubyan to minimize our negative impacts on the environment, promote fair labor practices, and abide by ethical standards throughout the supply chain.

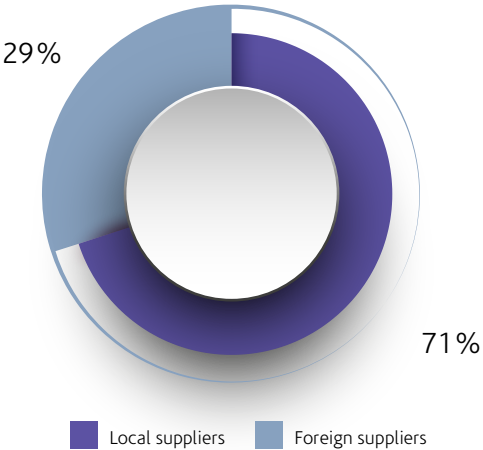
Seeking to benefit both the business and the community we serve, we opt for local suppliers in our procurement processes. The coverage of contractors, suppliers, or service providers under the Bank’s Code of Conduct stands at 1%. Notably, 100% of these entities have formally acknowledged our Code of Conduct, either through written or digital acknowledgment forms, and this information is treated with confidentiality as specified in contractual terms. In 2023, Boubyan Bank’s responsible procurement practices resulted in various initiatives such as paper recycling, electronic vouchers implementation, a plan to reduce plastic bottle usage, and support for electric

cars. Regarding changes in the Bank’s branch network, three branches have been closed by the Bank.

It is important to note that in this section any mention of “local” refers to the country of operation. In this regard, local for Boubyan Bank refers to Kuwait, and local for BLME refers to the UK.

Local vs. Foreign Suppliers at Boubyan Bank
As a demonstration of our commitment to supporting the local economy in our operational areas, the number of our local suppliers significantly exceeds that of our foreign suppliers. In 2023, Boubyan Bank had a total of 951 local suppliers (71%) and 389 foreign suppliers (29%). Similarly, the Bank allocated significantly more funds towards local suppliers in 2023, totaling 45,517,537 KD (85%), compared to the expenditure of 8,013,229 KD (15%) allocated to foreign suppliers.

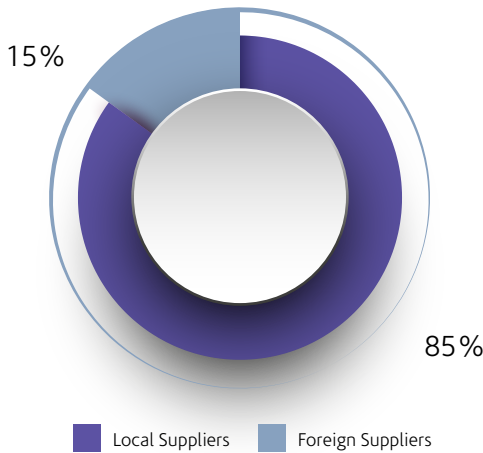
Percentage of Local vs. Foreign Suppliers (Boubyan Bank)



Local vs Foreign Suppliers’ Expenditure at Boubyan Bank

2023	
Expenditure towards local suppliers (KWD)	45,517,537
Expenditures towards foreign suppliers (KWD)	8,013,229

Proportion Of Expenditure Towards Local vs. Foreign Suppliers (Boubyan Bank)



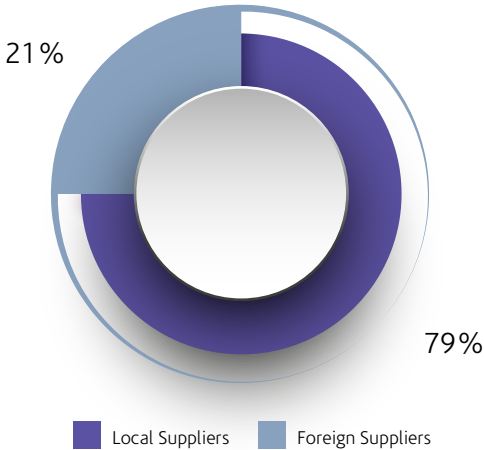
Procurement at BLME

BLME has made several modifications to its supply chain in 2023 including the relocation of premises from Cannon Place to State Street/20 Churchill Place. Additionally, there were routine business-as-usual (BAU) changes in supplier locations. Changes in the supply chain structure include the treatment of key payment-related third parties as material. Furthermore, there were changes in supplier engagement with a refresh in Master Repurchase Agreement (MRA)/ due diligence.

In terms of applying BLME’s code of conduct, all third parties undergo a thorough due diligence process that takes into account various areas of risk. ESG is integrated into the due diligence packages for third parties of medium size and above, totaling 48 entities for BLME.

Local vs. Foreign Suppliers at BLME
Similar to Boubyan Bank, the number of local suppliers for BLME continues to outnumber its foreign suppliers considerably. In 2023, the total number of local suppliers at BLME was 266 and the total number of foreign suppliers was 69, standing at 79% vs. 21% respectively.

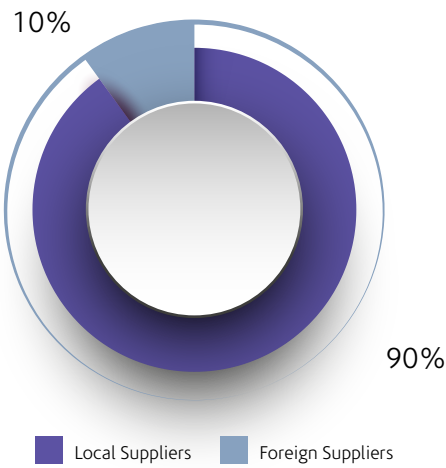
Percentage of Local vs. Foreign Suppliers (BLME)



Local vs Foreign Suppliers' Expenditure at BLME

	2023 (£)	2023 (KD)
Expenditure towards local suppliers	21,908,677.00	8,544,384.03
Expenditure towards foreign suppliers	2,415,103.00	941,890.17

Proportion of Expenditure Towards Local vs. Foreign Suppliers (BLME)



BLME's Due Diligence for Suppliers

At BLME, we realize the importance of the supplier due diligence process in ensuring compliance across our supply chain. For this reason, we have a third-party supplier process in place to ensure a risk-based approach when selecting new suppliers. This process includes background checks and adopts a multidisciplinary approach to supplier selection.

Additionally, we support policies integrated into the onboarding due diligence pack and regular health checks to ensure compliance with laws, such as minimum wage and modern slavery, which are explicitly outlined in contracts.

In 2023, due diligence screenings revealed no third parties at risk of forced or compulsory labor.



| 5 | Measuring ESG Impact

In this chapter:

- 5.1 Energy Consumption
- 5.2 Greenhouse Gas Emissions
- 5.3 Waste Management

As the financial backbone of the nation's economy, banks are integral to driving sustainable practices and achieving the country's environmental goals. At Boubyan, we recognize this imperative and have consistently opted for less energy-intensive solutions in our operations, mitigating our Greenhouse Gas (GHG) emissions, and managing waste and water consumption.

Boubyan 2024 ESG Strategy

Environmental Targets

We are dedicated to mitigating the adverse effects Boubyan causes or contribute to, striving to minimize our environmental impact and actively participating in remediation efforts. Accordingly, we have set the following environmental targets as part of our 2029 ESG strategy.




5.1 Energy Consumption

In the context of Kuwait's commitment to achieving zero emissions as outlined in its national targets, the importance of energy consumption reduction for Kuwaiti banks cannot be overstated. The same goes for the net zero emission targets across jurisdictions that Boubyan is involved in.


At Boubyan, energy is utilized across various functions, including electricity, vehicle usage, generator power, and lubricant oil applications. This section specifically addresses the electricity consumption at Boubyan, while subsequent sections go into detail about other energy sources.

Energy Efficiency Initiatives at Boubyan Bank Headquarters


Key sustainability features have been integrated into the Boubyan Bank Headquarters to enhance energy performance. These include:




Green Vehicles and Infrastructure:
• 22 Electric Vehicle (EV) charging stations with dedicated parking slots



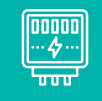
Heat Island Reduction:
• Use of exterior light-colored (high albedo) non-roof materials
• Mixed green roof and high albedo roofing finishes



Energy Performance:
• High efficiency building envelope (surpassing American Society for Heating Refrigerating and Air-Conditioning Engineers (ASHRAE) 90% 2016 standards)
• High-efficiency HVAC equipment:
• Screw chillers (at Design condition) = 4.43 / (at MEW condition) = 4.72
• Centrifugal chillers (at Design condition) = 4.83 / (at MEW condition) = 5.03
• Chilled water pumps with Variable Frequency Drive (VFD) Driver
• Air Handling Units (AHUs) and Heat Recovery Units (HRUs) with Plug fans averaging specific shaft power of 1.37 W/L/S (Design target 1.6 W/L/S)
• Fan Coil Units (FCUs) with specific power of 0.57 W/L/S



High Efficiency LED Lights and Controls:
• Lights power density (Interior) ~20% below ASHRAE 90% baseline
• Implementation of Intelligent Daylights and Presence Controls



Energy Metering:
• Electric submetering
• Cooling energy metering (BTU meter)
• MEP and Envelope commissioning

Electricity Consumption at Boubyan

We continue to apply our energy-saving initiatives of using Light Emitting Diodes (LEDs) for lighting, choosing low power rating equipment and selecting Variable Frequency Drives (VFD) for pumps at new branches. In 2023, the Boubyan's total energy consumption amounted to 22,820,634.00 kwh excluding

BLME and BB2 Tech Co operations, as shown in the following table. In 2023, a settlement has been made with Ministry of Water and Energy (MWE) consumption bills, leading to the inclusion of additional electricity consumption bills. As a result, there has been an observed increase in electricity consumption.

Electricity Consumption at Boubyan

	2023	2022	%change
Energy Consumption (kwh)	22,820,634.00 *	7,297,037*	212.74%
Intensity (tCO2eq/ employee)	5.74*	2.29 *	150.73%

*This value excludes BLME and BB2 Tech Co operations and is only limited to Boubyan's owned premises located in Kuwait (namely, Boubyan Bank, Boubyan Takaful, Boubyan Capital and Boubyan National).

Electricity Consumption at BB2 Tech Co

Energy conservation is a top priority at BB2 Tech Co, where all operations, including campaigns, are executed in a paperless manner, with digitalization being a key aspect. Additionally, every piece of data is securely stored electronically.

For the UK office, BB2 Tech Co does not have a breakdown of its electricity consumption data as such information covers the Canary Wharf Building entirely. However, according to the DIFC assessment of BB2's UAE office energy usage, it was estimated to be approximately 150 kwh per square meter per year.

5.2 Greenhouse Gas Emissions

As part of Boubyan's environmentally responsible practices, we quantify our

Greenhouse Gas (GHG) emissions on an annual basis. Such assessment provides us with insights into the carbon footprint associated with our operations, thereby supporting the alignment of our strategies and initiatives based on actual performance data.

In calculating our GHG emissions, we follow the GHG Protocol Standards developed by the World Resources Institute (WRI) and the World Business Council on Sustainable Development (WBCSD). Accordingly, we assess our GHG emissions on three scopes (Scope 1, 2 and 3). Scope 1 and 2 emissions reside within our immediate control, while Scope 3 emissions provide a more holistic view of the environmental impact across the Group's value chain.



Case Study

Background

Recognizing the importance of staying abreast of the latest environmental trends, Boubyan Bank has launched its Auto GoGreen Initiative. The initiative aims to raise environmental awareness and promote the adoption of electric-powered vehicles in Kuwait. In addition, the Bank aims to secure a significant market share in the Electric and Hybrid automotive sector by offering relevant financial products and services.

Offerings

As part of the initiative, Boubyan Bank provides a range of special offerings including:

- Special rates and discounts for consumer purchases
- Installation of home battery chargers to enhance charging convenience
- Privileged services exclusive for hybrid and electric vehicle owners
- No requirement for salary transfers

Mission

Through the initiative the Bank aims to:

- Raise awareness about the short and long-term consequences of non-renewable resource consumption
- Promote renewable energy products and services in the market
- Highlight the spectrum of available and potential services within Kuwait
- Establish publicly accessible charging stations compatible with various vehicles and technologies
- Actively contribute to the environmental movement and its expansion

Products and Services

The Bank's offerings under the GoGreen Initiative include:

- Personal financing deals with special rates for hybrid and electric cars available in the market/region
- Installation of new universal electric chargers
- Branding of current universal charging outlets in strategic locations
- Integration of all charging locations into the Boubyan App, providing users with a convenient map of available outlets
- Dissemination of information on charging capacity and efficiency of batteries per product/segment

BLME's 2023 Sustainability-related Projects

- **Sustainable Office Project:** BLME provided a £20.74 million facility for a sustainable office project in Richmond, aiming to enhance energy efficiency with targeted Energy Performance Certificate (EPC) and Building Research Establishment Environmental Assessment Method (BREEAM) ratings of A and Excellent, respectively. There was coverage of the project in Estates Gazette (EG) and React News.
- **Eco-Friendly Student Accommodation:** In November, BLME financed a £23.1 million eco-friendly purpose-built student accommodation (PBSA) block in central Nottingham, covered by CoStar and EG.

Scope 1 GHG Emissions

Scope 1 emissions refer to Boubyan's direct emissions resulting from our use of vehicles and generators. During 2023, the Group's Scope 1 emissions amounted to 118.03 tCO₂e. It is important to note that a comparison between the total Scope 1 emissions for 2023 and 2022 is inapplicable due to a variance in data input.

Scope 1 emissions from Boubyan's owned cars have totaled 91.56 tCO₂e, which is 14.84% more emissions than in 2022. Such owned cars emissions resulted from 24 cars that use gasoline as fuel. We have calculated our emissions from ten generators dispersed across nine locations. The result was a total of 26.47 tCO₂e.



Boubyan's Total Scope 1 Emissions

	2023	2022	%change
Scope 1 Generators (tCO ₂ e)	26.47*	20.81	27.19%
Scope 1 Owned cars (tCO ₂ e)	91.56*	79.73	14.84%
Total Scope 1 (tCO ₂ e)	118.03*	100.54	N/A
Scope 1 Intensity (tCO ₂ e/employee)	0.059	0.055	6.73%

*This value excludes BLME and BB2 Tech Co operations and is only limited to Boubyan's owned premises located in Kuwait (namely, Boubyan Bank, Boubyan Takaful, Boubyan Capital and Boubyan National).

Scope 2 GHG Emissions

Scope 2 emissions for 2023 totaled to 11,572.19 tCO₂e, which is 151.73% greater than 2022.



Electricity Consumption at Boubyan

	2023	2022	%change
Energy Consumption (kwh)	22,820,634.00 *	7,297,037	212.74%
GHG Scope 2 Electricity (tCO ₂ eq)	11,572.19 *	4,597.13	151.73%
Intensity (tCO ₂ e/employee)	5.74*	2.29	150.73%

*This value excludes BLME and BB2 Tech Co operations and is only limited to Boubyan's owned premises located in Kuwait (namely, Boubyan Bank, Boubyan Takaful, Boubyan Capital and Boubyan National).

Scope 3 GHG Emissions

During the reporting period, Boubyan's total Scope 3 emissions reached 1,067 tCO₂e. In 2023, the Group extended its Scope 3 assessment by incorporating additional factors, including the usage of lubricant oil and refrigerant gas. Consequently, a direct comparison of total Scope 3 emissions between 2023 and 2022 is considered inapplicable.

Considering emissions from employee commutes, this was calculated for six employee-owned cars (Manadeeb) that use gasoline fuel. The total was 34.01 tCO₂e, which is -2.59% less than that of 2022. The calculations for Boubyan's Kuwait operations rented cars were based on one gasoline vehicle, with its emissions totaling 7.19 tCO₂e. This represents a decrease of -21.99% compared to the emissions calculated in 2022.

During 2023, the mail section of Boubyan Bank's Ardiya branch facilitated courier services to multiple countries and cities in accordance

with customer demands. The total number of trips amounted to 1,606, generating 262.38 tCO₂e of Greenhouse Gas (GHG) emissions. This represents a notable increase of 45.50% compared to the emissions recorded in 2022.

Emissions from refrigerant gas were calculated for various branches and Boubyan Bank's main building, resulting in 692.58 tCO₂e of emissions. Emissions from lubricant oil were calculated for 31 Boubyan Bank locations, and the total was 1.72 tCO₂e – each calculated for the first time during 2023.

Emissions resulting from air travel were calculated for both Boubyan Bank and Boubyan Takaful. In total, 69.12 tCO₂e were emitted.

The breakdown of each source contributing to Scope 3 emissions is detailed in the following table, showing a total of 1,067 tCO₂e of Scope 3 emissions. Note that for Scope 3 emissions intensity was not calculated due to a variance in entities involved in each aspect covered



Boubyan Bank's Total Scope 3 GHG Emissions

	2023	2022	%change
GHG Scope 3 Lubricant Oil (tCO ₂ e)	1.72*	N/A	N/A
GHG Scope 3 Refrigerant Gas (tCO ₂ e)	692.58*	N/A	N/A
GHG Scope 3 Air Travel (tCO ₂ e)	69.12**	N/A	N/A
GHG Scope 3 Courier (tCO ₂ e)	262.38*	180.33	45.50%
GHG Scope 3 Rented Cars (tCO ₂ e)	7.19*	9.22	-21.99%
GHG Scope 3 Commute – Manadeeb (tCO ₂ e)	34.01*	34.91	-2.59%
Total Scope 3 (tCO ₂ e)	1,067	N/A	N/A

*This value excludes BLME and BB2 Tech Co operations and is only limited to Boubyan's owned premises located in Kuwait.
**This value considers only Boubyan Takaful and Boubyan Bank employees' air travels.

Total Scope 1,2, and 3 Emissions – Boubyan

Overall, a total of 12,575.22 tCO₂e was emitted as a result of Boubyan's operations (direct and indirect). The majority of emissions

resulted from electricity usage. Comparison of 2023 total figure against the 2022 figure is inapplicable due to varying calculation aspects covered in Scope 3 emissions.



Total Scope 1,2, and 3 Emissions

GHG Emissions Scope	2023	2022
Scope 1 (tCO ₂ e)	118.03	100.5
Scope 2 (tCO ₂ e)	11,572.19	4,597.1
Scope 3 (tCO ₂ e)	1,067	248.5
Total Scopes (tCO ₂ e)	12,575.22*	4,946.2

*This value excludes BLME and BB2 Tech Co operations and is only limited to Boubyan's owned premises located in Kuwait.

BLME GHG Emissions

For BLME, greenhouse gas emissions were calculated for Scope 3 only, as data pertaining to Scopes 1 and 2 was unavailable.

Scope 3 BLME GHG Emissions

As part of the Scope 3 emissions for BLME, air travel and railway travel emissions were calculated. The results totaled 114.07 tCO₂e from air travel and a total of 0.15 tCO₂e from railway travel. Overall, Scope 3 emissions for BLME totaled 114.23 tCO₂e at an intensity of 0.49 tCO₂e/employee.



Scope 3 Emissions for BLME

	2023
GHG Scope 3 Air Travel (tCO ₂ e)	114.07
GHG Scope 3 Railway Travel (tCO ₂ e)	0.15
Total	114.23
Intensity (tCO ₂ e/employee)	0.49

Overall GHG Emissions for Boubyan

Summing up BLME and Scope 3 emissions with Boubyan Bank's and Boubyan Takaful's total emissions, a total of 12,871.44 tCO₂e was emitted across the three scopes.



Total Scope 1,2, and 3 Emissions – Boubyan Bank, BLME, and Boubyan Takaful:

12,871.44 tCO₂e

5.3 Waste Management

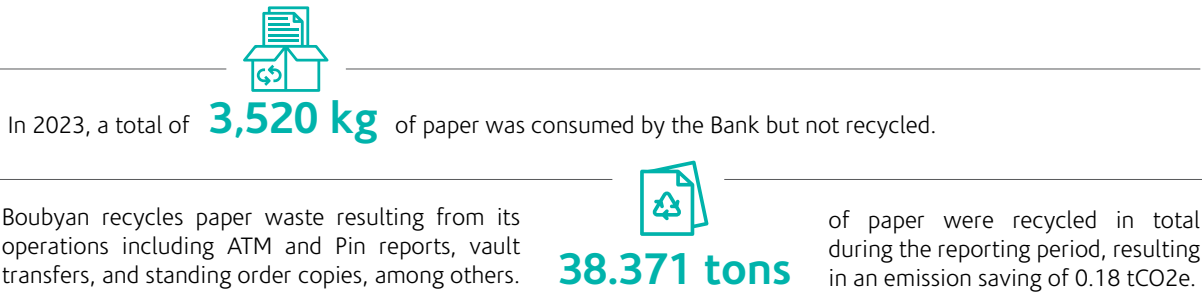
At Boubyan, our heightened sense of environmental responsibility means we have continued our efforts in waste management through various campaigns and projects. We have a dedicated location for the collection and segregation of recyclables, and have also initiated paper recycling programs and a paperless project to mitigate paper waste. In addition, a Plastic Recycling Project was launched to address the challenges posed by plastic waste. Furthermore, in our efforts to manage electronic waste, the Bank implemented a Devices and Electronics Recycling Project.

Waste Management at BLME and BB2

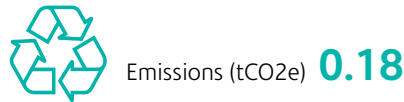
Adhering to responsible waste management principles, BLME and BB2 have implemented the following measures:

- Minimizing paper waste through digitalization
- Having distinct waste streams for mixed dry items, paper/cardboard, food, batteries, coffee grounds, and electronics
- Using recycled materials for employee welcome gifts
- Promoting a culture of reusing items and prioritizing the purchase of second-hand furniture when feasible

Paper Waste Management at Boubyan Bank



Emissions Savings from Paper Recycling at Boubyan Bank



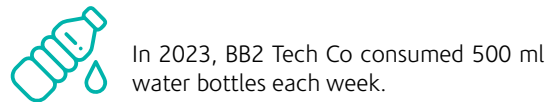
Plastic Waste at Boubyan Bank

During 2023, Boubyan Bank has utilized 6,450 one-gallon bottles.

Plastic Consumption at Boubyan



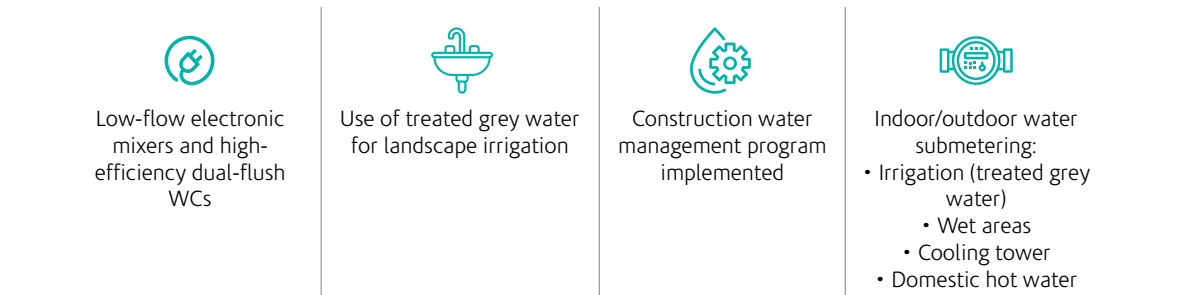
Plastic Waste at BB2 Tech Co



5.4 Water Management

The Kuwait's National Adaptation Plan (2019-2030) states that Kuwait suffers from a scarcity of conventional fresh water, and groundwater replenishing is even scarcer due to how dry the soil is and the infamous evaporation rate. The plan emphasizes the need for all stakeholders to join efforts in water management and, as a Kuwaiti Bank, Boubyan Bank seeks to adopt water-efficient practices that contribute to the country's climate change adaptation efforts.

Water Efficiency Efforts at Boubyan Bank



Water Efficiency Efforts at Boubyan National

- Implementation of Variable Frequency Drives (VFD) for the domestic water pump at the Ahmadi Branch
- Integration of sensor-operated basin mixers to regulate water flow from taps in the new Headquarters and the New Data Center

In our Kuwait operations, Boubyan disposes used water through the sewer lines established by the Kuwaiti government. In 2023, we have consumed a total of 47,507,496.00 gallons of water at a cost of 95,014.99 KD across our Kuwait-located operations.

temperatures. Additionally, BLME completes an annual risk assessment to evaluate potential water-related risks and ensure the ongoing effectiveness of its water management practices. Any maintenance issues are addressed by a third-party contractor in conjunction with the landlord.

At BLME, water is distributed via two potable water tanks, each with a capacity of 30,000 liters. To assess its water-related impacts, BLME conducts Legionella risk assessments and consistently monitors monthly tap

BB2 Water Management

In 2023, BB2 consumed a total of 526.14 liters of water for drinking purposes.



| 6 | Appendices

6.1.1 GRI Index

Statement of use	Boubyan has reported in accordance with the GRI Standards for the period January 1, 2023, to December 31, 2023.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standards(s)	N/A



GRI Index

GRI Standard/ Other Source	Disclosure	Location	Omission			Omission Gri Sector Standard Ref. No.
			Requirement(s) omitted	Reason	xplanation	
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	a. Legal name: Boubyan Bank K.S.C.P. b. Boubyan's nature of ownership and legal form is located in section 1.1, p. xx c. Boubyan is headquartered in Kuwait d. Countries of operation are reported in section 1.1, p.xx	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	2-2 Entities included in the organization's sustainability reporting	a. Entities included in sustainability reporting are listed in section: Report overview, p.xx b. There are no differences between the list of entities included in its financial reporting and the list included in its sustainability reporting c. Approach for information consolidation is provided in section: Report overview, p. xx				
	2-3 Reporting period, frequency and contact point	a. Reporting period and frequency is located in section: Report overview, p. xx b. Reporting period is in line with the reporting period for Boubyan's financial reporting				
	2-4 Restatements of information	a. There are no restatements of information in this report				
	2-5 External assurance	a, b. No external assurance was made for this report				
	2-6 Activities, value chain and other business relationships	a. Sectors in which Boubyan is active are located in Section 1.1, p.xx b. All retail and corporate banking products and services are located in Section 1.1, p. xx c. Other relevant business relationships are located in section 1.1, p. xx d. Significant changes on the above are described in section 1.1, p.xx				
	2-7 Employees	a. Total number of employees, and a breakdown of this total by gender and by region is located in Section 4.1 p. xx b. The breakdown of number of employees per number of: i. permanent employees, and a breakdown by gender and by region; ii. temporary employees, and a breakdown by gender and by region; iii. non-guaranteed hours employees, and a breakdown by gender and by region; iv. full-time employees, and a breakdown by gender and by region; v. part-time employees, and a breakdown by gender and by region; are provided in section 4.1, p. xx d. All the employment details are fed in the HRIS system. e. Significant fluctuations in the number of employees during the reporting period and between reporting periods are provided in section 4.1 p.xx				
	2-8 Workers who are not employees	a, c. Information on workers who are not employees including significant fluctuations in their numbers is provided in section 4.1, p. xx b. All the employment details are fed in the HRIS system.				
	2-9 Governance structure and composition	a. Governance structure, including committees of the highest governance body is located in section 3.1, p. xx b. The committees of the highest governance body that are responsible for decision making on and overseeing the management of the organization's impacts on the economy, environment, and people is located in section 3.1, p. xx c. The composition of the highest governance body and its committees is located in section 3.1, p. xx				
	2-10 Nomination and selection of the highest governance body	a. The nomination and selection processes for the highest governance body and its committees is located in section 3.1, p.xx b. The criteria used for nominating and selecting highest governance body members is located in section 3.1, p. xx				
	2-11 Chair of the highest governance body	a. The Chair of the BLME Board is the CEO of Boubyan Bank b. Information on the role of the CEO is located in section 3.1, p. xx				

GRI Standard/ Other Source	Disclosure	Location	Omission			Omission Gri Sector Standard Ref. No.
			Requirement(s) omitted	Reason	xplanation	
	2-12 Role of the highest governance body in overseeing the management of impacts	a. The role of the highest governance body and of senior executives in developing, approving, and updating the organization's purpose, value or mission statements, strategies, policies, and goals related to sustainable development is located in section 3.1, p. 51 b. The role of the highest governance body in overseeing the organization's due diligence is located in section 3.1, p. 51 c. The role of the highest governance body in reviewing the effectiveness of the organization's processes is located in section 3.1, p. 51				
	2-13 Delegation of responsibility for managing impacts	a. Information on how the highest governance body delegates responsibility for managing the organization's impacts on the economy, environment, and people is located in section 3.1, p. 51,59,61 b. The process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organization's impacts on the economy, environment, and people is located in section 3.1, p. 64,65				
	2-14 Role of the highest governance body in sustainability reporting	a. The highest governance body is responsible for reviewing and approving the reported information	b. N/A	N/A as answer to a. is Yes		
	2-15 Conflicts of interest	a. The processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated are located in sections 3.3 and 4.1 p. 71,106 b. Conflicts of interest are disclosed to stakeholders				
	2-16 Communication of critical concerns	a. Critical concerns communication to the highest governance body is located in section 3.3, p.70 b. Zero concerns were communicated to the highest governance body during the reporting period				
	2-17 Collective knowledge of the highest governance body		a. Measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development	Information unavailable/ incomplete		
	2-18 Evaluation of the performance of the highest governance body	a. The processes for evaluating the performance of the highest governance body in overseeing the management of the organization's impacts on the economy are located in section 3.1, p. 63 b. Evaluations are annual	c. Actions taken in response to the evaluations, including changes to the composition of the highest governance body and organizational practices	Information unavailable/ incomplete		
	2-19 Remuneration policies	a. Remuneration policies for members of the highest governance body and senior executives: ii. Remuneration policies related to fixed pay and variable pay: fixed pay includes base pay, 15% annual bonus, Grade allowance and variable pay includes Special bonus, deferred cash, air ticket, children education assistance iii. Termination payments are as per labor law iv. Claw back is applied to all staff members as per Employee incentive plan policy b. How the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance is provided in section 3.1, p. 59,60,62,63	a. ii. Sign-on bonuses or recruitment incentive payments: N/A a.v. Retirement benefits: N/A	Information unavailable/ Incomplete		
	2-20 Process to determine remuneration	a. The process for designing its remuneration policies and for determining remuneration is located in section 3.1, p. 60	b. The results of votes of stakeholders (including shareholders) on remuneration policies and proposals.	Confidentiality constraints	Results of votes are confidential	

GRI Standard/ Other Source	Disclosure	Location	Omission			Omission Gri Sector Standard Ref. No.
			Requirement(s) omitted	Reason	xplanation	
	2-21 Annual total compensation ratio	c. The data was compiled through mainly Excel data collection templates from Boubyan data owners, which is the contextual information necessary to understand the data and how the data has been compiled	a. The ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual) is confidential. b. Ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) is confidential	Confidentiality constraints	a. The ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual) is confidential. b. Ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) is confidential	
	2-22 Statement on sustainable development strategy	a. Statement from the highest governance body or most senior executive of the organization about the relevance of sustainable development to the organization is located in section: Chairman Message, p.5				
	2-23 Policy commitments	a. Policy commitments for responsible business conduct are located in section 3.3, p.68-72 b. Information on policy commitments to respect human rights is located in section 3.3, p.70 c. Boubyan's policies are available via: https://boubyan.bankboubyan.com/en/legal/policies-and-legal-commitments/ d. Policy commitments were approved by The Bank's Board, and yes, this is the most senior level e. The policy commitments apply to all the employees in the bank. f. Information on policy commitment communication is provided in section 3.3, p. 70				
	2-24 Embedding policy commitments	a. Information on how the Bank embeds each of its policy commitments for responsible business conduct is located in section 3.3, p.68-72				
	2-25 Processes to remediate negative impacts	a. Commitments to provide for or cooperate in the remediation of negative impacts is located in section 4.1, p.103,104 b. Grievances are located in section 4.1 p.107 c. Other processes by which the organization provides for or cooperates in the remediation of negative impacts that it identifies is located in Section 3.7, and Section 4.1, p. 107 and p.96 - 98 d. Information on how the stakeholders who are the intended users of the grievance mechanisms are involved in the design, review, operation, is located in section 4.1 p.107 e. How the organization tracks the effectiveness of the grievance mechanisms is located in section 4.1 p.107				
	2-26 Mechanisms for seeking advice and raising concerns	a. Mechanisms for seeking advice and raising concerns are located in section 4.1 p. 107, and Section 3.7 p.96 - 98				
	2-27 Compliance with laws and regulations	a. The total number of significant instances of non-compliance with laws and regulations during the reporting period is located in section 3.3, p. 69 b. Financial Penalties 2023: KD 25,000 c. Significant instances of non-compliance are located in section 3.3, p.69 d. How significant instances of non-compliance were determined is located in section 3.3, p. 69				
	2-28 Membership associations	a. Memberships and Associations are located in section 1.3, p. 35				



GRI Standard/ Other Source	Disclosure	Location	Omission			Omission Gri Sector Standard Ref. No.
			Requirement(s) omitted	Reason	xplanation	
	2-29 Approach to stakeholder engagement	a. Approach to stakeholder engagement is located in section 2.2, p. 44-45				
	2-30 Collective bargaining agreements	b. For employees not covered by collective bargaining agreements, Boubyan's employment procedures adhere to Kuwait Labor Law and HR Policies and Procedures guidelines. Additionally, there is a Whistleblowing Policy in place to address any employee grievances that may arise.	a. Percentage of total employees covered by collective bargaining agreement	Not applicable	Percentage of total employees covered by collective bargaining agreement is not applicable to the Bank	
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	a. Process to determine material topics is located in section 2.3, p. 45-48 b. Stakeholders and experts whose views have informed the process of determining material topics are located in section 2.3, p.44,45				
	3-2 List of material topics	a. Listof material topics is located in section 2.3, p. 47 b.Changes made to the list of material topics are described in section 2.3, p.47				
Sustainable Finance						
GRI 3: Material Topics 2021	3-3 Management of material topics	a, b,c,d,e,f. Management of material topics is provided in table GRI 3-3 in Appendix 6.1.2, p.236				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Located in Appendix 6.4.1, p. 256				
	201-2 Financial implications and other risks and opportunities due to climate change	Located in Section 3.4, p. 76				
	201-3 Defined benefit plan obligations and other retirement plans	Located in Section 4.1, p. 109				
	201-4 Financial assistance received from government		Financial assistance received from government	Not applicable	Financial assistance received from Government is not applicable for Boubyan	
GRI 207: Tax 2019	207-1 Approach to tax	Located in Sections 3.1, 3.2, and 4.1, p.105, 70, 64				
	207-2 Tax governance, control, and risk management	Located in Sections 3.1, 3.2, and 4.1, p.105,70,64				
	207-3 Stakeholder engagement and management of concerns related to tax	Located in Section 3.1, p. 70				
	207-4 Country-by-country reporting	Located in Section: Reporting Boundary, p.3				
Employee Wellbeing						
GRI 3: Material Topics 2021	3-3 Management of material topics	a,b,c,d,e,f. Management of material topics is provided in table GRI 3-3 in Appendix 6.1.2, p.236				
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Located in Section 4.1, p.110-112				
	202-2 Proportion of senior management hired from the local community	Located in Section 4.1, p.121				
Community Empowerment						
GRI 3: Material Topics 2021	3-3 Management of material topics	a,b,c,d,e,f. Management of material topics is provided in table GRI 3-3 in Appendix 6.1.2, p.236				
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported		Infrastructure investments and services supported	Information unavailable/ incomplete	Information on Infrastructure investments and services supported is not available	
	203-2 Significant indirect economic impacts	Located in Appendix 6.4.1, p.256				

GRI Standard/ Other Source	Disclosure	Location	Omission			Omission Gri Sector Standard Ref. No.
			Requirement(s) omitted	Reason	xplanation	
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	None				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Located in Section 4.2, p.132-167				
	413-2 Operations with significant actual and potential negative impacts on local communities	None				
Responsible Procurement and Supply Chain						
GRI 3: Material Topics 2021	3-3 Management of material topics	a,b,c,d,e,f. Management of material topics is provided in table GRI 3-3 in Appendix 6.1.2, p.236				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Located in Section 4.3, p.164				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Located in Section 4.3, p.164				
	308-2 Negative environmental impacts in the supply chain and actions taken		Negative environmental impacts in the supply chain and actions taken	Information is not available	Information on Negative environmental impacts in the supply chain and actions taken is not available	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Located in Section 4.3, p.164				
	414-2 Negative social impacts in the supply chain and actions taken	a. For BLME, ESG is included in the due diligence packs for medium+ third parties which is 48.However, suppliers are not assessed for social impacts at Boubyan Bank. b.e. 0 suppliers were identified as having negative social impacts	c. Significant actual and potential negative social impacts identified in the supply chain d. Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment	Not applicable	Not applicable since 0 suppliers were identified as having negative social impacts for BLME. Whereas suppliers are not assessed for social impacts at Boubyan Bank.	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	a. Total number and percentage of operations assessed for risks related to corruption is located in section 3.3, p.70 b. Significant risks related to corruption identified through the risk assessment are included as part of due diligence and screening completed on the third party and key directors.				
	205-2 Communication and training about anti-corruption policies and procedures	Located in Section 4.1 p.114				
	205-3 Confirmed incidents of corruption and actions taken	a.Confirmed incidents of corruption : 0	b. Significant risks related to corruption identified through the risk assessment.	Not applicable	Not applicable since no risks were identified	
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	a. Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant is located Section 3.3, p.70 b. Main outcomes of completed legal actions, including any decisions or judgements is located Section 3.3, p.70				



GRI Standard/ Other Source	Disclosure	Location	Omission			Omission Gri Sector Standard Ref. No.
			Requirement(s) omitted	Reason	xplanation	
Environmental Impact						
GRI 3: Material topics 2021	3-3 Management of material topics	a,b,c,d,e,f. Management of material topics is provided in table GRI 3-3 in Appendix 6.1.2, p.236				
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Located in section 5.3, p.178				
	301-2 Recycled input materials used	Located in section 5.3, p.178				
	301-3 Reclaimed products and their packaging materials		Reclaimed products and their packaging materials	Not applicable	Boubyan does not have reclaimed products	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Located in section 5.1, p.170,171				
	302-2 Energy consumption outside of the organization		Energy consumption outside of the organization	Information unavailable/ incomplete	Information is not available on energy consumption outside of Boubyan	
	302-3 Energy intensity	Located in section 5.1, p.170,171				
	302-4 Reduction of energy consumption	Located in section 5.1, p.170,171				
	302-5 Reductions in energy requirements of products and services	b. Basis for calculating reductions in energy consumption, such as base year or baseline,including the rationale for choosing it is located in section 5.1, p.170,171 c. Standards, methodologies, assumptions, and/or calculation tools used is located in section 5.1, p.170,171.	a. Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples	Information unavailable/ incomplete	Information is not available on reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	a,b,c. Located in section 5.4, p.179 d. BLME's water-related goals and targets are set by the landlord.				
	303-2 Management of water discharge-related impacts	Located in section 5.4, p.179	Management of water discharge-related impacts	Not applicable	Boubyan does not have water discharge-related impacts	
	303-3 Water withdrawal		Water withdrawal	Information unavailable/ incomplete	Information on water withdrawal from all areas, including areas with water stress and a breakdown from each source is not available	
	303-4 Water discharge		Water discharge	Information unavailable/ incomplete	Information on water discharge to all areas, including areas with water stress and a breakdown from each source is not available	
	303-5 Water consumption	a. Water consumption is Located in section 5.4, p.179	b. Water consumption in areas with water stress c. Change in water storage in megaliters, if water storage has been identified as having significant water-related impact d. Contextual information necessary to understand how the data have been compiled	Not applicable	There was no water consumption from areas with water stress nor has water storage been identified as having significant water-related impact	

GRI Standard/ Other Source	Disclosure	Location	Requirement(s) omitted	Omission		Omission Gri Sector Standard Ref. No.
				Reason	xplanation	
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not applicable	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas is not applicable for Boubyan	
	304-2 Significant impacts of activities, products and services on biodiversity		Significant impacts of activities, products and services on biodiversity	Not applicable	Significant impacts of activities, products and services on biodiversity is not applicable for Boubyan	
	304-3 Habitats protected or restored		Habitats protected or restored	Not applicable	Habitats protected or restored is not applicable for Boubyan	
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not applicable	IUCN Red List species and national conservation list species with habitats in areas affected by operations is not applicable for Boubyan	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Located in Section 5.2, p.172				
	305-2 Energy indirect (Scope 2) GHG emissions	Located in Section 5.2, p.172				
	305-3 Other indirect (Scope 3) GHG emissions	Located in Section 5.2, p.172				
	305-4 GHG emissions intensity	Located in Section 5.2, p.172				
	305-5 Reduction of GHG emissions	Located in Section 5.2, p.172				
	305-6 Emissions of ozone-depleting substances (ODS)		Emissions of ozone-depleting substances (ODS)	Information unavailable/incomplete	Information is not available on emissions of ozone-depleting substances (ODS)	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Information unavailable/incomplete	Information is not available on nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Located in Section 5.3, p.178				
	306-2 Management of significant waste-related impacts	Located in Section 5.3, p.178				
	306-3 Waste generated	Located in Section 5.3, p.178				
	306-4 Waste diverted from disposal	Located in Section 5.3, p.178				
	306-5 Waste directed to disposal	Located in Section 5.3, p.178				
Organizational Development						
GRI 3: Material Topics 2021	3-3 Management of material topics	a,b,c,d,e,f. Management of material topics is provided in table GRI 3-3 in Appendix 6.1.2, p.236				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Located in Section 4.1, p.119				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Located in Section 4.1, p.109-110				
	401-3 Parental leave	Located in Section 4.1, p.109-110				

GRI Standard/ Other Source	Disclosure	Location	Omission			Omission Gri Sector Standard Ref. No.
			Requirement(s) omitted	Reason	xplanation	
Environmental Impact						
GRI 402: Labor/ Management Relations 2016	No minimum notice periods regarding operational changes are provided					
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Located in Section 4.1, p.112				
	403-2 Hazard identification, risk assessment, and incident investigation	a. Processes used to identify work-related hazards and assess risks are located in section 3.4,p.78,81 b. Processes for workers to report work-related hazards and hazardous situations will be included in Boubyan's upcoming development of a comprehensive ESG Risk Framework c. Policies and processes for workers to remove themselves from work situations that they believe could cause injury or ill health, and an explanation of how workers are protected against reprisals are provided in section 4.1 p.112 d. Processes used to investigate work-related incidents, including the processes to identify hazards and assess risks relating to the incidents are located in Section 3.4, p.78,81				
	403-3 Occupational health services	Located in Section 4.1 p.112				
	403-4 Worker participation, consultation, and communication on occupational health and safety	Located in Section 4.1 p.112				
	403-5 Worker training on occupational health and safety	Boubyan has a Boubyan Care program in addition to training programs such as First Aid, fire and security induction program and other programs.				
	403-6 Promotion of worker health	Located in Section 4.1 p.112				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Located in Section 4.1 p.112				
	403-8 Workers covered by an occupational health and safety management system	Located in Section 4.1 p.112				
	403-9 Work-related injuries	Located in Section 4.1 p.112				
	403-10 Work-related ill health	Located in Section 4.1 p.112				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Located in Section 4.1 p.112				
	404-2 Programs for upgrading employee skills and transition assistance programs	Located in Section 4.1 p.112				
	404-3 Percentage of employees receiving regular performance and career development reviews		Percentage of employees receiving regular performance and career development reviews	Information unavailable/ incomplete	Information is not available on the percentage of employees receiving regular performance and career development reviews	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Located in Sections, 3.1 and 4.1 p.51-58, and p.119-122				
	405-2 Ratio of basic salary and remuneration of women to men	Located in Section 4.1 p.110,111				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Located in Section 4.1 p.107				
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	For Boubyan Bank operations or suppliers in which the right to freedom of association and collective bargaining may be at risk are not assessed; for BLME, there are no operations or suppliers in which the right to freedom of association and collective bargaining may be at risk				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	None				
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	There is no child labor in Boubyan's operations Boubyan conducts due diligence on vendors				

GRI Standard/ Other Source	Disclosure	Location	Omission			Omission Gri Sector Standard Ref. No.
			Requirement(s) omitted	Reason	xplanation	
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Security personnel are not trained in human rights policies or procedures				
Corporate Governance						
GRI 3: Material Topics 2021	3-3 Management of material topics	a,b,c,d,e,f. Management of material topics is provided in table GRI 3-3 in Appendix 6.1.2, p.236				
	415-1 Political contributions	Located in Section 3.3 p.70				
Customer Experience and Satisfaction						
GRI 3: Material Topics 2021	3-3 Management of material topics	a,b,c,d,e,f. Management of material topics is provided in table GRI 3-3 in Appendix 6.1.2, p.236				
GRI 305: Emissions 2016	416-1 Assessment of the health and safety impacts of product and service categories		Assessment of the health and safety impacts of product and service categories	Information unavailable/ incomplete	Information is not available on the assessment of health and safety impacts of product and service categories	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	None				
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	a. Products and service information and labeling requires approvals as per policy and procedure	b. Percentage of significant product or service categories covered by and assessed for compliance with such procedures.	Information unavailable/ incomplete	Information on the percentage of significant product or service categories covered by and assessed for compliance with such procedures is not available	
	417-2 Incidents of non-compliance concerning product and service information and labeling	None				
	417-3 Incidents of non-compliance concerning marketing communications	There were no incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship.				
Cybersecurity and Data Privacy						
GRI 3: Material Topics 2021	3-3 Management of material topics	a,b,c,d,e,f. Management of material topics is provided in table GRI 3-3 in Appendix 6.1.2, p.236				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	a. There were no substantiated complaints received concerning breaches of customer privacy b. There were no identified leaks, thefts, or losses of customer data.				
Innovative Digital Solutions						
GRI 3: Material Topics 2021	3-3 Management of material topics	a,b,c,d,e,f. Management of material topics is provided in table GRI 3-3 in Appendix 6.1.2, p.236				
Proactive Risk Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	a,b,c,d,e,f. Management of material topics is provided in table GRI 3-3 in Appendix 6.1.2, p.236				
Stakeholder Awareness and Accessibility						
GRI 3: Material Topics 2021	3-3 Management of material topics	a,b,c,d,e,f. Management of material topics is provided in table GRI 3-3 in Appendix 6.1.2, p.236				

6.1.2 GRI 3-3

Material Topic	Actual and potential, negative and positive impacts on the economy, environment, and people	Involvement with negative impacts through activities or as a result of its business relationships	Policies or commitments regarding the material topic	Actions taken to prevent or mitigate potential negative impacts	Actions taken to address actual negative impacts, including actions to provide for or cooperate in their remediation	Actions taken to manage actual and potential positive impacts	Processes used to track the effectiveness of the actions	Goals, targets, and indicators used to evaluate progress of the actions	Actions effectiveness	Lessons learned
Customer Experience and Satisfaction	The topic impacts people and in terms of work culture and interactions with customers. Impacts are positive.	Customer Experience Management (CXM) scores affect the Bank's reputational risk	Boubyan Capital has policies and procedures in place for customer handling procedures. Additionally, Boubyan's policies to this topic are provided in section 3.6	To prevent negative impacts Boubyan provides customer complaints channels. Further details are presented in section 3.6	Boubyan addresses customer complaints as per its set Policies in line with CMA regulations. Issues are to the concerned and are reported to the management on a monthly basis.	Boubyan reviews comments and feedback on an annual basis, and performs site to branches.	Boubyan tracks processes through the CXM scores	Goals and targets are provided by the CXM. Provided in section 3.7	The effectiveness of action is apparent in the Complaints and Customer Protection Department's rating, having the highest percentage of complaint resolution among all banks in Kuwait, both Islamic and non-Islamic	Results and factors are taken in consideration by the Bank.
Sustainable Finance	Boubyan has a positive impact in this area	Boubyan is not involved in negative impacts in this area	The Business takes into consideration Sustainable Finance factors.	Any recommendations raised by the committee are considered	Any recommendations raised by the committee are considered	Boubyan conducts an annual review, and performs site to branches.	Management is done by the by Credit Admin team and corporate team	Provided in section 3.4	N/A	Results and factors are taken in consideration by the Bank.
Compliance and Business Ethics	N/A	Boubyan is not involved in negative impacts in this area	Boubyan has established policies and procedures with respect to Compliance, Corporate Governance and FATCA & CRS which have been approved by the Board / MEC (as applicable) and are adhered to by all employees of the bank. details are provided in section 3.3	To prevent negative impacts Continuous Regulatory Compliance Testing is done as per the Compliance Testing Plan which is approved annually by the Board Risk and Compliance Committee.	Boubyan takes the necessary corrective actions to resolve and avoid for the future.	N/A	Boubyan tracks through Regulatory Compliance Testing on a continuous basis as per the Compliance Testing Plan and through the day-to-day activities of the Compliance Group.	Provided in section 3.3	N/A	N/A
Corporate Governance	Boubyan stresses the importance of governance in mitigating risks and maintaining financial stability, highlighting its crucial role in the economy and its relationships with stakeholders.	N/A	Boubyan's Governance Unit implements policies and procedures to oversee the bank's governance activities and facilitate communication between the Board of Directors and executive management, serving the interests of stakeholders.	The Governance Unit has procedures for reviewing governance best practice according to the instructions of the Central Bank of Kuwait to the concerned departments, and these procedures prevent obtaining violations from the regulatory authorities.	The Governance Unit has procedures for reviewing governance best practice according to the instructions of the Central Bank of Kuwait to the concerned departments, and these procedures prevent obtaining violations from the regulatory authorities.	The Governance Unit has procedures for reviewing governance best practice according to the instructions of the Central Bank of Kuwait to the concerned departments, and these procedures prevent obtaining violations from the regulatory authorities.	The Governance Unit has procedures for reviewing governance best practice according to the instructions of the Central Bank of Kuwait to the concerned departments, and these procedures prevent obtaining violations from the regulatory authorities.	Provided in section 3.3	The goal of the Governance Unit is to protect stakeholder rights. It scrutinizes governance best practices within relevant parties and departments, concurrently conducting follow-ups to prevent regulatory violations stemming from potential errors. A distinct report is compiled for each department, categorizing risk indicators based on severity and assessing governance practices of the involved parties.	Weak governance standards and failures to implement best practices, whether in banking or other corporate businesses, were among the factors that contributed to the outbreak of the global financial and economic crisis.
Proactive Risk Management	Upcoming development of a comprehensive ESG Risk Framework.	Upcoming development of a comprehensive ESG Risk Framework.	Upcoming development of a comprehensive ESG Risk Framework.	Upcoming development of a comprehensive ESG Risk Framework.	Upcoming development of a comprehensive ESG Risk Framework.	Upcoming development of a comprehensive ESG Risk Framework.	Upcoming development of a comprehensive ESG Risk Framework.	Provided in section 3.4	Upcoming development of a comprehensive ESG Risk Framework.	Not applicable
Stakeholder Awareness and Accessibility	Boubyan consistently raises stakeholders awareness/ knowledge about bank products, services, campaigns, mental/physical health and all CSR activities. Hence, it has no negative impacts.	N/A	Boubyan's Marketing policy adheres to CBK regulations by enhancing customer awareness through transparent media advertisements and communication channels, ensuring clear information is provided about bank products, services, and campaigns.	Boubyan takes the following actions: Communicating the CBK campaign "Know your rights" and avoid fraud. Having direct customer engagements through bank events and presence in government/private sectors. Having clear and transparent media communication and messaging.	N/A	N/A	N/A	Boubyan reviews the MPI report which includes the following: * Top of Mind * Market Share * Trustworthy * Customer Service and Thinks ahead.	Effectiveness is evident in prominence of customers, and increased market share and customer base.	N/A

Material Topic	Actual and potential, negative and positive impacts on the economy, environment, and people	Involvement with negative impacts through activities or as a result of its business relationships	Policies or commitments regarding the material topic	Actions taken to prevent or mitigate potential negative impacts	Actions taken to address actual negative impacts, including actions to provide for or cooperate in their remediation	Actions taken to manage actual and potential positive impacts	Processes used to track the effectiveness of the actions	Goals, targets, and indicators used to evaluate progress of the actions	Actions effectiveness	Lessons learned
Innovative Digital Solutions	Provided in section 3.6	N/A	N/A	N/A	N/A	Provided in section 3.6	Tracking the percentage of active users of Boubyan's mobile applications	Provided in section 3.6	Active Mobile Users Percentage out of Total Customer Base: Retail App: 73% Corporate App/ Online (Business Banking): 72% in average and mix (Online/Mobile)	Provided in section 3.6
Organizational Development	Provided in section 4.1	N/A	Provided in section 4.1	N/A	Processes including grievance channels, among others as stated in section 4.1	Provided in section 4.1	of the annual turnover rate, employee surveys, with further provided in section 4.1	Provided in section 4.1	Provided in section 4.1	Provided in section 4.1
Community Empowerment	Provided in section 4.2	N/A	Boubyan has a CSR strategy framework in place, described in detail in section 4.2	N/A	N/A	Provided in section 4.2	Community statistics are provided in section 4.2	Provided in section 4.2	Provided in section 4.2	Provided in section 4.2
Cybersecurity and Data Privacy	Provided in section 3.5	N/A	Provided in section 3.5	N/A	N/A	Provided in section 3.5	Provided in section 3.5	Provided in section 3.5	Provided in section 3.5	Provided in section 3.5
Employee Wellbeing	Provided in section 4.1	N/A	Provided in section 4.1	N/A	N/A	Provided in section 4.1	Provided in section 4.1	Provided in section 4.1	Provided in section 4.1	Provided in section 4.1
Environmental Impact	Provided in Chapter 5	N/A	N/A	N/A	N/A	Provided in Chapter 5	Boubyan Bank has incorporated a capital charge for climate risk in the semi-annual Internal Capital Adequacy Assessment Process (ICAAP).	Provided in Chapter 5	Provided in Chapter 5	Provided in Chapter 5
Responsible Procurement and Supply Chain	Provided in section 4.3	N/A	Provided in section 4.3	N/A	N/A	Provided in section 4.3	Provided in section 4.3	N/A	Percentage of local suppliers: 71% Percentage of foreign suppliers: 29%	Provided in section 4.3

6.2 Boursa Kuwait Index

Metric	Calculation	Disclosure / Page Number
Environmental		
GHG Emissions	E1.1) Total amount, in CO2 equivalents, for Scope 1 (if applicable) E1.2) Total amount, in CO2 equivalents, for Scope 2 (if applicable) E1.3) Total amount, in CO2 equivalents, for Scope 3 (if applicable)	Section 5.2 Section 5.2 Section 5.2
Emissions Intensity	E2.1) Total GHG emissions per output scaling factor E2.2) Total non-GHG emissions per output scaling factor	Section 5.2 Not disclosed
Energy Usage	E3.1) Total amount of energy directly consumed E3.2) Total amount of energy indirectly consumed	Section 5.1 Section 5.2
Energy Intensity	Total direct energy usage per output scaling factor	Section 5.1
Energy Mix	Percentage: Energy usage by generation type	Section 5.1
Water Usage	E6.1) Total amount of water consumed E6.2) Total amount of water reclaimed	Section 5.4 N/A
Environmental Operations	E7.1) Does your company follow a formal Environmental Policy? Yes/ No E7.2) Does your company follow specific waste, water, energy, and/or recycling policies? Yes/No E7.3) Does your company use a recognized energy management system? Yes/No	No No No
Environmental Oversight	Does your Board/Management Team oversee and/or manage climate-related risks? Yes/No	Yes, Boubyan Bank has incorporated a capital charge for climate risk in the semi-annual Internal Capital Adequacy Assessment Process (ICAAP).
Environmental Oversight	Does your Board/Management Team oversee and/or manage other sustainability issues? Yes/No	Yes
Climate Risk Mitigation	Total amount invested, annually, in climate-related infrastructure, resilience, and product development	N/A
Social		
Gender Pay Ratio	Ratio: Median male compensation to median female compensation	No gender discrimination in compensation
Employee Turnover	S3.1) Percentage: Year-over-year change for full-time employees S3.2) Percentage: Year-over-year change for part-time employees S3.3) Percentage: Year-over-year change for contractors and/or consultants	Section 4.1 Section 4.1 N/A
Gender Diversity	S4.1) Percentage: Total enterprise headcount held by men and women S4.2) Percentage: Entry- and mid-level positions held by men and women S4.3) Percentage: Senior- and executive-level positions held by men and women	Section 4.1 Section 4.1 Section 4.1
Temporary Worker Ratio	S5.1) Percentage: Total enterprise headcount held by part-time employees S5.2) Percentage: Total enterprise headcount held by contractors and/or consultants	Section 4.1 N/A
Non-Discrimination	Does your company follow a sexual harassment and/or non-discrimination policy? Yes/No	Yes, as part of the code of conduct
Injury Rate	Percentage: Frequency of injury events relative to total workforce time	0%
Global Health and Safety	Does your company follow an occupational health and/ or global health and safety policy? Yes/No	Yes, Boubyan Bank promotes employee health through its Boubyan Care program. BLME has a Health and Safety Policy
Child and Forced Labor	S9.1) Does your company follow a child and/or forced labor policy? Yes/No S9.2) If yes, does your child and/or forced labor policy also cover suppliers and vendors? Yes/No	No. Boubyan Bank applies the State of Kuwait's New Private Sector Labor Law. No. Boubyan Bank applies the State of Kuwait's New Private Sector Labor Law.
Human Rights	S10.1) Does your company follow a human rights policy? Yes/No S10.2) If yes, does your human rights policy also cover suppliers and vendors? Yes/No	In terms of human rights, Boubyan Bank applies the State of Kuwait's New Private Sector Labor Law. In terms of human rights, Boubyan Bank applies the State of Kuwait's New Private Sector Labor Law.
Nationalization	S11.1) Percentage of national employees S11.2) Direct and indirect local job creation	Section 4.1 Section 4.1
Governance		
Board Diversity	G1.1) Percentage: Total board seats occupied by men and women G1.2) Percentage: Committee chairs occupied by men and women	Section 3.1 Section 3.1
Board Independence	G2.1) Does your company prohibit its CEO from serving as board chair? Yes/No G2.2) Percentage: Total Board seats occupied by independents	N/A Section 3.1
Incentivized Pay	Are executives formally incentivized to perform on sustainability? Yes/No	No
Collective Bargaining	Percentage: Total enterprise headcount covered by collective bargaining agreement(s)	N/A
Supplier code of conduct	G5.1) Are your vendors or suppliers required to follow a code of conduct? Yes/ No G5.2) If yes, what percentage of your suppliers have formally certified their compliance with the code?	Suppliers are expected to adhere to the laws and regulations within each jurisdiction of operation and apply industry best practices. 100%
Ethics and Anti-Corruption	G6.1) Does your company follow an Ethics and/or Anti-Corruption policy? Yes/No G6.2) If yes, what percentage of your workforce has formally certified its compliance with the policy?	Yes N/A
Data Privacy	G7.1) Does your company follow a Data Privacy policy? Yes/No G7.2) Has your company taken steps to comply with GDPR rules? Yes/No	Yes N/A
Sustainability Reporting	G8.1) Does your company publish a sustainability report? Yes/No G8.2) Is sustainability data included in your regulatory filings? Yes/No	Yes Yes
Disclosure Practices	G9.1) Does your company provide sustainability data to sustainability reporting frameworks? Yes/No G9.2) Does your company focus on specific UN Sustainable Development Goals (SDGs)? Yes/No G9.3) Does your company set targets and report progress on the UN SDGs? Yes/No	Yes Yes No
External Assurance (Recommended)	Are your sustainability disclosures assured or validated by a third party? Yes/No	No

6.3 Gulf Cooperation Council (GCC) Stock Exchange Index

Category	Metric	Calculation	Corresponding GRI Standard	Notes	Location/ Disclosure
Environment	E1. GHG Emissions	E1.1) Total amount in CO2 equivalents, for Scope 1 E1.2) Total amount, in CO2 equivalents, for Scope 2 (if applicable) E1.3) Total amount, in CO2 equivalents, for Scope 3 (if applicable)	GRI 305: Emissions 2016	Actual or estimated atmospheric emissions produced as a direct (or indirect) result of the company's consumption of energy. Please refer to the WRI/WBCSD GHG protocol.	E 1.1) Section 5.2 E 1.2) Section 5.2
	E2. Emissions Intensity	E2.1) Total GHG emissions per output scaling factor E2.2) Total non-GHG emissions per output scaling factor	GRI 305: Emissions 2016	Dividing annual emissions (numerator) by relevant measures of economic output (denominator). Scaling factors set by reporting company. Examples include revenues, sales, production units, employee headcount, and physical floor space.	E 2.1) Section 5.2 E 2.2) Not disclosed
	E3. Energy Usage	E3.1) Total amount of energy directly consumed E3.2) Total amount of energy indirectly consumed	GRI 302: Energy 2016	Typically measured in megawatt-hours (MWh) or gigajoules (Gj). Direct energy produced and consumed on company-owned or operated property. Indirect energy is produced elsewhere (i.e., utilities).	E 3.1) Section 5.1 E 3.2) Section 5.2
	E4. Energy Intensity	Total direct energy usage per output scaling factor	GRI 302: Energy 2016	Dividing annual consumption (numerator) by relevant measures of physical scale (denominator). Examples include revenues, sales, production units, employee headcount, and physical floor space.	Section 5.1
	E5. Energy Mix	Percentage: Energy usage by generation type	GRI 302: Energy 2016	Quantifying the specific energy sources most directly used by the Company. "Generation type" set by reporting company; examples include renewables, hydro, coal, oil, and natural gas.	Section 5.1
	E6. Water Usage	E6.1) Total amount of water consumed E6.2) Total amount of water reclaimed	GRI 303: Water and Effluents 2018	Water consumed, recycled, and reclaimed annually, in cubic meters (m3).	E 6.1) Section 5.4 E 6.2) N/A
	E7. Environmental Operations	E7.1) Does your company follow a formal environmental policy? Yes/No E7.2) Does your company follow specific waste, water, energy, and/or recycling policies? Yes/No E7.3) Does your company use a recognized energy management system?	GRI 103: Management Approach 2016*	Publish a commitment, position statement, or a policy document that covers this subject. Examples of management systems: ISO14001: Environmental management system. ISO 50001: Energy management system.	E 7.1) No E 7.2) No E 7.3) No
	E8. Environmental Oversight	Does your Management Team oversee and/or manage sustainability issues? Yes/No	GRI 102: General Disclosures 2016	Does your company cover sustainability issues in senior management (as part of the official agenda), or does it have a management committee dedicated to sustainability-related issues?	Yes, Boubyan Bank has incorporated a capital charge for climate risk in the semi-annual Internal Capital Adequacy Assessment Process (ICAAP).
	E9. Environmental Oversight	Does your Board oversee and/or manage sustainability issues? Yes/No	GRI 102: General Disclosures 2016	Does your company cover sustainability issues in Board meetings (as part of the official agenda) or has a Board committee dedicated to sustainability-related issues?	Yes
	E10. Climate Risk Mitigation	Total amount invested, annually, in climate- related infrastructure, resilience, and product development		Companies measure the total AED amount invested in climate-related issues, including R&D spend, if any.	N/A
Social	S1. CEO Pay Ratio	S1.1) Ratio: CEO total compensation to median Full Time Equivalent (FTE) total compensation S1.2) Does your company report this metric in regulatory filings? Yes/No	GRI 102: General Disclosures 2016	As a ratio: the CEO Salary & Bonus (X) to Median (FTE - Full Time Equivalent) Salary, is usually expressed as "X:1" Use total compensation, including all bonus payments and incentives.	S 1.1) N/A S 1.2) N/A
	S2. Gender Pay Ratio	Ratio: Median male compensation to median female compensation	GRI 405: Diversity and Equal Opportunity 2016	As a ratio: the median total compensation for men compared to the median total compensation for women. Reported for Full Time Equivalent (FTEs) only; Use total compensation, including all bonus payments and incentives.	S 2) No gender discrimination in compensation
	S3. Employee Turnover	S3.1) Percentage: Year- over-year change for full-time employees S3.2) Percentage: Year- over-year change for part-time employees S3.3) Percentage: Year- over-year change for contractors/consultants	GRI 401: Employment 2016	Percentage of total annual turnover, broken down by various employment types. Turnover includes all job changes, whether due to dismissal, retirement, job transition, or death.	S 3.1) Section 4.1 S 3.2) Section 4.1 S 3.3) N/A
	S4. Gender Diversity	S4.1) Percentage: Total enterprise headcount held by men and women S4.2) Percentage: Entry- and mid-level positions held by men and women S4.3) Percentage: Senior- and executive- level positions held by men and women	GRI 102: General Disclosures 2016 GRI 405: Diversity and Equal Opportunity 2016	Percentage of male-to- female metrics, broken down by various organizational levels.	S 4.1) Section 4.1 S 4.2) Section 4.1 S 4.3) Section 4.1



6.3 Gulf Cooperation Council (GCC) Stock Exchange Index

Category	Metric	Calculation	Corresponding GRI Standard	Notes	Location/ Disclosure
	S5. Temporary Worker Ratio	S5.1) Percentage: Total enterprise headcount held by part-time employees S5.2) Percentage: Total enterprise headcount held by contractors and/or consultants	GRI 102: General Disclosures 2016	Percentage of Full-Time (or FTE-equivalent) positions held by non-traditional workers in the value chain.	S 5.1) Section 4.1 S 5.2) N/A
	S6. Non- Discrimination	Does your company follow a non- discrimination policy? Yes/No	GRI 103: Management Approach 2016*	Publish a commitment, position statement, or a policy document that covers this subject.	Yes, as part of the code of conduct
	S7. Injury Rate	Percentage: Frequency of injury events relative to total workforce time	GRI 403: Occupational Health and Safety 2018	Total number of injuries and fatalities, relative to the total workforce.	0%
	S8. Global Health & Safety	Does your company follow an occupational health and/or global health & safety policy? Yes/No	GRI 103: Management Approach 2016*	Publish a commitment, position statement, or a policy document that covers this subject.	Yes, Boubyan Bank promotes employee health through its initiatives. And BLME has a Health and Safety Policy
	S9. Child & Forced Labor	S9.1) Does your company follow a child and/or forced labor policy? Yes/No S9.2) If yes, does your child and/or forced labor policy also cover suppliers and vendors? Yes/No	GRI 103: Management Approach 2016*	Publish a commitment, position statement, or a policy document that covers this subject.	S 9.1) No S 9.2) No
	S10. Human Rights	S10.1) Does your company follow a human rights policy? Yes/No S10.2) If yes, does your human rights policy also cover suppliers and vendors? Yes/No	GRI 103: Management Approach 2016	Publish a commitment, position statement, or a policy document that covers this subject.	S 10.1) In terms of human rights, Boubyan Bank applies the State of Kuwait's New Private Sector Labor Law. S 10.2) In terms of human rights, Boubyan Bank applies the State of Kuwait's New Private Sector Labor Law.
Governance	G1. Board Diversity	G1.1) Percentage: Total Board seats occupied by men and women G1.2) Percentage: Committee chairs occupied by men and women	GRI 405: Diversity and Equal Opportunity 2016	Percentage of women at the board. Percentage of committee chairs held by women.	G 1.1) Section 3.1 G 1.2) Section 3.1
	G2. Board Independence	G2.1) Does your company prohibit CEO from serving as Board chair? Yes/No G2.2) Percentage: Total Board seats occupied by independent Board members		Highlight the separation of the role of Chairman and CEO. Disclose the percentage of independent Board members.	G 2.1) Yes G 2.1) Section 3.1
	G3. Incentivized Pay	Are executives formally incentivized to perform on sustainability?		Describe links between executive performance and sustainability performance, if any.	No
	G4. Supplier code of conduct	G4.1) Are your vendors or suppliers required to follow a code of conduct? Yes/ No G4.2) If yes, what percentage of your suppliers have formally certified their compliance with the code?		Publish a commitment, position statement, or a policy document that covers this subject.	G 4.1) Suppliers are expected to adhere to the laws and regulations within each jurisdiction of operation and apply industry best practices. G 4.2) 100%
	G5. Ethics & Prevention of Corruption	G5.1) Does your company follow an Ethics and/or Prevention of Corruption policy? Yes/No G5.2) If yes, what percentage of your workforce has formally certified its compliance with the policy?		Publish a commitment, position statement, or a policy document that covers this subject.	G 5.1) Yes G5.2) N/A
	G6. Data Privacy	G6.1) Does your company follow a Data Privacy policy? Yes/No G6.2) Has your company taken steps to comply with GDPR rules? Yes/No		Publish a commitment, position statement, or a policy document that covers this subject.	G 6.1) Yes G 6.2) N/A
	G7. Sustainability Reporting	Does your company publish a sustainability report? Yes/No		The company can publish a stand-alone sustainability report or integrate sustainability information in its annual report.	Yes
	G8. Disclosure Practices	G8.1) Does your company provide sustainability data to sustainability reporting frameworks? Yes/No G8.2) Does your company focus on specific UN Sustainable Development Goals (SDGs)? Yes/No G8.3) Does your company set targets and report progress on the UN SDGs? Yes/No		Does your company publish a GRI, CDP, SASB, ZRC, or UNGC based report?	G 8.1) Yes G 8.2) Yes G 8.3) No
	G9. External Assurance	Are your sustainability disclosures assured or verified by a third-party audit firm? Yes/No	* GRI 103: Management Approach 2016 is to be used in combination with the topic-specific standards	Please specify whether your sustainability data has been verified by a third party. Please highlight the Key Performance Indicators (KPIs) that have been verified, if any.	No

6.4 Performance Disclosures

6.4.1 Financial Disclosures

Performance Disclosure	KD Value
Boubyan Bank's total audit fees	92,000
Boubyan Bank's non-audit fees paid to audit companies	194,000
Boubyan Bank's total revenue	442,320,369
Boubyan Bank's profit attributable to shareholders	80,438,483
Boubyan Bank's spendings for employee compensation and remuneration (executives and non-executives)	63,660,071
Boubyan Bank's spendings for employee training and e-learning	175,785
Total Invested Towards Employee Initiatives	19,562
BLME's total audit fees	334,393
BLME's non-audit fees paid to audit companies	19,500.00
BLME's total revenue	35,209,529
BLME's net income	4,474,800
BLME's total spendings for employee compensation and remuneration (executives and non-executives)	8,151,221

6.4.2 ESG Disclosures

Department	ESG Disclosure	Boubyan's Performance
Corporate Governance	Negative vote received in excess of 10% on the Bank's pay policies and practices for the most recently reported period.	None
	The company's pay policies or practices attracting adverse public comments from stakeholders (including shareholders, government, regulators, etc.).	No
	Shareholder or shareholder bloc controls more than 30% of the voting shares, or shareholder is able to elect more than 50% of the company's board.	Yes
	The company's ownership structure or governance arrangements indicate special concerns for minority public shareholders.	Yes
	The company so widely held that there are no principal shareholders or other large-bloc holders.	No
	The company is involved in a series of cross-shareholdings with other (related or unrelated) companies.	No
	The company has issued more than one class of equity shares, and these classes do not carry unequal voting rights.	No
	The capital structure includes a single share class where the voting rights vary based on the duration of ownership (or extra voting rights are granted via "loyalty shares").	No
	Voting rights are capped at a certain percentage, no matter how many shares the investor owns.	No
	Voting rights are different for foreign or non-resident shareholders.	No
	The company's capital and ownership structures includes a "golden share" provision, or has equivalent provisions in national or state laws, or government nominations to the board.	No
	The company has adopted a takeover defense such as a poison pill, shareholder rights plan, or equivalent provision.	No
	The board has the unilateral right to amend the company's bylaws / Articles of Association without shareholder approval.	No
	Shareholders can't request an extraordinary general meeting (EGM) with 10% voting rights.	Shareholders cannot request EGM with 10% voting rights
	Shareholders are limited in their ability to make changes at the company due to the nature of provisions in the governing documents.	No
	The company has failed to implement regular say-on-pay votes.	No
	The company has failed to implement confidential voting, barring reasonable exceptions.	No
	Qualified shareholders are allowed to nominate directors for election at the annual general meeting, such nominees to be included in the meeting agenda circulated by the company to its shareholders.	The Bank lists all candidates, and those approved by the Central Bank of Kuwait will be included in the election at the Annual General Assembly (AGM).
	Shareholder-elected directors stand for re-election at intervals greater than one year.	Yes
	The company has classified or staggered board in combination with other limitations on shareholder rights that further limit shareholders' ability to affect the makeup of the board.	No
	The company has failed to use or adopt binding majority voting in the election of directors (with immediate resignation if the director does not receive a majority of the votes cast).	No
	The bank allows the cumulative voting system for director elections, despite having a controlling shareholder using a plurality vote standard.	The Bank allows the cumulative voting system.
	Shareholders lack the right to remove individual directors without cause.	No
	Evidence of governance failures at the company.	No
	In case of a non-independent chair, the company has failed to designate an individually named non-executive lead director or independent deputy chairman classified as both independent of management and independent of other interests.	No

Department	ESG Disclosure	Boubyan's Performance
BLME - Compliance	The non-executive chair is classified as both independent of management and independent of other interests.	Yes
	There has been public criticism from stakeholders of golden hellos provided by the company to its CEO or other senior executives.	No
	The company is being traded as a tracking stock or similar trading-based entity.	No
	Current exposures to business activities or geographies facing a higher incidence of corruption or involvement in ongoing controversies.	There are no current exposures.
	The bank has an anti-bribery and anti-corruption policy covering all employees, contractors, and suppliers.	Yes
Compliance	Involvement in anticompetitive and business ethics controversies.	No involvement
	Scope of bribery and anti-corruption policy in place for suppliers.	The Anti Bribery Policy covers all suppliers.
	Company is traded as a tracking stock or similar trading-based entity	Stock is listed on Boursa Kuwait
	Involvement in anticompetitive and business ethics controversies	Boubyan adheres as per CBK's instructions in this regard
BLME - ESG Risk	Scope of bribery and anti-corruption policy in place for suppliers.	N/A
	There is a formal management system to assess ESG risks in financing activities.	No, however each financing application must assess and comment on the Climate Change Risk from a Physical Risk and Transition Risk perspective so this can be considered. The approval framework and delegated authority for financing follows the Banks Credit related approval authority.
	The Company has an ESG due diligence triggers and risk-escalation process	
	Company has oversight of ESG risk management in financing activities	
	Climate-related risk analysis is conducted.	
BLME - Financial Risk	The involvement of Group Credit Risk in ESG due diligence	The involvement of Group Credit Risk in ESG due diligence is by analyzing the environmental impact of all facilities as part of the general credit assessment of new and existing clients. This assessment includes assessing a) the client's impact on Climate Change b) impact of Transition and Physical risk on client's business and the Bank's collateral.
	The Company's exposure to business activities or geographies facing a higher incidence of corruption or involvement in ongoing corruption-related controversies.	The Banks Country Risk assessment includes corruption perception index updates as part of our ongoing methodology. All identified High Risk Countries are subject to EDD and this currently includes UAE which is one of our target markets. Our Country Risk Reviews are undertaken on a quarterly basis. Real Estate and Private Banking business also carries a corruption risk due to the complex UBO / ownership structure.
	The depth and breadth of your environmental credit policy across four sectors and one theme: o Agriculture o Power utilities o Mining o Oil & gas o Biodiversity (theme)	There is no specific environmental credit policy, however as part of the credit risk assessment of clients, the Bank is looking at the client's impact on Climate Change - ie whether the client operates within a sector responsible for driving climate change - ie the income to service the facilities comes from industries contributing to climate change.
	The Company's certifications	The Society for Worldwide Interbank Financial Telecommunication Customer Security Program (SWIFT CSP)
BLME-IT	The Company has privacy and data security controversies	N/A
	The Company's access control and protection of personal/sensitive data	Minimum required access principles All Access is done via Service Desk and requires approval External sharing requires approval by DPO Biannual Access reviews DLP monitoring
	The Company's efforts to minimize data collection and retention with respect to data and IT	Retail: Business activated data destruction process No collection of data not declared on the website Backup retention policies
	The Company's privacy-enhancing technologies and initiatives	Production data obfuscated in Development environment Security profiles on CRM system Minimum required access principles No external systems access to P2 data
	Climate-related risk analysis is conducted.	As part of the CBK guidelines, banks are expected to determine and measure the potential impact of climate change on the banks' performance. This should be done through the Bank's Internal Capital Adequacy Assessment Process (ICAAP). Therefore, Boubyan has included a capital charge for climate risk in the ICAAP starting from December 2022.
ESG Risk	Formal management system to assess ESG risks in financing activities.	Will be considered as part of the comprehensive ESG Risk Framework, currently under development.
	Scope of management system to assess ESG risks in financing activities.	Will be considered as part of the comprehensive ESG Risk Framework, that is currently under development.
	ESG due diligence triggers and risk-escalation process.	
	Oversight of ESG risk management in financing activities.	
	Exposure to business activities or geographies facing a higher incidence of corruption and involvement in ongoing corruption-related controversies	No exposure involved
Financial Risk	Involvement of Group Credit Risk in ESG due diligence.	N/A
	Formal management systems to assess ESG risks in financing activities.	N/A

Department	ESG Disclosure	Boubyan's Performance
Information Security Risk	Scope of data protection policies for publicly available data	We do not have specific data protection policies for publicly available data. The handling of publicly available data is governed by the stated applicable laws and regulations in the state of Kuwait. However, there are dedicated policies for protection of personal data that is controlled and processed by the Bank.
	Percentage of operations in countries with strengthening or evolving data and privacy regulations.	Boubyan Bank as a data controller operates in Kuwait, which is not a strengthening or evolving data and privacy jurisdiction, yet, it has operations via data processor/s in Egypt that has an evolving data and privacy regulation issued in 2020. Boubyan bank has business partners (mainly corresponding banks) across the globe, mainly for money transfer and remittance services, which may entail business partners in such jurisdictions, yet, this would not be Boubyan bank's own operations (although such breaches would have an impact on Boubyan bank).
	Percentage of operations in countries with high cost and frequency of data breaches.	Boubyan Bank as a data controller operates in Kuwait, which is not a jurisdiction with a high cost and frequency of data breaches.
	The Company has any privacy and data security controversies.	No Privacy nor Data breach happened
	Data breach/incident response plan	Boubyan has a plan for responding to data breaches or incidents as outlined in the ISO-RMG-ISD-V2-2023 Incident Response Framework and Procedure. Additionally, the SOC team utilizes Security Operation Centre PlayBooks to enhance incident response capabilities.
IT and Information Security Risk	Executive body responsible for privacy and data security	The Data Privacy Office, consisting of a Data Privacy Officer. This is along with the ISD who is responsible for setting the organization's security controls & measures. DPO also helps with putting in place minimum technical, organizational & administrative measures to protect personal data from confidentiality, integrity & availability aspects.
	The Company's regular audits of information security policies and systems	Internal Audit is performed monthly continuously through the year External Audit is performed annually. For 2023, it was performed in October to December 2022. Boubyan has a weekly scan to the bank system and conducts 3 compliance audits like CBK CSF, PCI-DSS, and ISO 27001
	There are privacy and data security controversies.	N/A
	The Company's certification to widely recognized standards	In addition to the ISO 27001:2013, the bank is PCI-DSS certified along with the implementation of all the mandated security requirements by the Central Bank of Kuwait, published in the latest version of CBK-CSF
Information Technology	There are labor management controversies.	No
	There is an external recognition as an employer of choice in the last three years.	N/A
	There have been layoffs affecting more than 10% of the workforce or more than 1,000 employees in the last three years.	N/A
	There has been major merger & acquisition activity affecting more than 10% of the workforce or more than 1,000 employees in the last three years.	N/A
	There is an employee stock ownership plan (ESOP) or employee stock purchase plan (ESPP) provision applied.	No
Human Resources	There are collective bargaining controversies.	No
	Incorporation of links to sustainability performance in current executive pay policies.	No
	The Companies variable component to pay.	Special Bonus Deferred Cash Education Assistance Annual Air ticket allowance
	The Company has adopted a claw back policy, applicable to both the annual and long-term incentives, that would recoup incentive pay based on accounts that were restated at a later date.	Clawback applied to long term incentives only. Clawbacks include forfeiture or cancellation of unvested incentive compensation if the Remuneration Committee, based on the advice of Risk Management Committee
	The Company's percentage of operations in business segments with high/moderate/low levels of employee specialization, education, and qualification needs.	Business segments Corporate banking, Consumer banking, Treasury, and Private banking High level 3.4% (EM and above) Mid-Level 9.5% (M & SM) Juniors 87% (Grade 11 and below)
	The Company's percentage of operations in business segments with high/moderate/low levels of compensation per employee?	Business segments Corporate banking, Consumer banking, Treasury, and Private banking High level 20.8% (EM and above) Mid-Level 20.3% (M & SM) Juniors 58.9% (Grade 11 and below)
	The Company has a dept collection policy	Boubyan Corporate Banking has a standalone debt collection policy in place with well-defined procedures under the responsibilities of three departments.
	The company, or a material subsidiary, is currently in receivership, under bankruptcy protection, or facing liquidation.	No
	There have been recent breaches of debt covenants, deferrals or waivers of debt covenant terms, or reports of impending breaches.	No
Finance (Group)	There are concerns identified by the Board or reported in the press regarding the going-concern assumption or financing difficulties.	No
	The potential dilution in traded shares is 10% or greater.	No
	The company has adopted specific stock ownership guidelines for non-executive directors.	No
	There have been concerns raised regarding the treatment of security holders in relation to raising and/or return of capital.	No

Department	ESG Disclosure	Boubyan's Performance
	The company's auditor has come under investigation for issues related to its work on the audit of the company.	No
	At least 5% of the group's revenue does not come from Variable Interest Entities (VIEs) where the company has no/minimal voting stake.	No
	Current run rate is 2% or more.	N/A
	Involvement in ongoing tax-related controversies.	N/A
	Percentage of revenue derived from business segments that: Require collection and/or handling of sensitive personal data; Have witnessed high cost and frequency of data breaches.	N/A
	Fair price provision (with a mandatory bid requirement not exceeding 33.3%) in place, and is it subject to fair price protection under applicable law.	N/A
	Unvested equity awards still eligible for vesting when the CEO's employment is terminated.	N/A
	The Company's business or assets mix (property and casualty insurance, life and health insurance, reinsurance, asset management, other)	Utilizing customers' deposits through managing diverse financing and investment portfolios while maintaining regulatory caps. This mix allows for the generation of income while maintaining healthy liquidity measures and ensuring financial stability.
	Adoption of specific stock ownership guidelines for non-executive directors	None
BOG - Corporate Services and Central Operations	Involvement in lending or underwriting activities.	N/A
	Clients have loan modification options.	N/A
	Innovation in mobile/online / alternative branchless distribution channels	we have a service for corporate online salaries for private sector which available 24H.
	Sustainability-related financial products development (i.e., Hybrid cars).	N/A
	Involvement in high-risk lending, insurance, or investment products.	N/A
BOG - Corporate Credit Operations	Product innovation – retail and households.	N/A
	Involvement in lending or underwriting activities.	The Corporate Credit Operations (CCOD) prepares the facility contracts then sets up the limits and makes the drawdowns. The products and services are available for all of corporate clients.
	Microfinance/ microinsurance involvement	CCOD does the drawdowns and makes sure that the insurances are obtained and renewed.
	Product's safety and quality and highlight any controversies	CCOD implements the products' terms and conditions and there were no controversies raised.
	Client loan modification options	CCOD should obtain approvals for any modifications which should be presented by business and approved by designated authority.
BLME - Finance	Involvement in high-risk lending, insurance or investment products	CCOD prepares the facility contracts then setups the limits and makes the drawdowns.
	Currently in breach of continuing obligations that apply to the listing of securities, which may threaten continued listing or trading.	Not applicable (not listed)
	Company, or a material subsidiary, currently in receivership, under bankruptcy protection, or facing liquidation.	No
	Recently breached the terms of debt covenants, had a test of debt covenant terms deferred or waived, or been reported to be in danger of breaching debt covenants.	No
	Concerns identified by the board or reported in the press in relation to the going-concern assumption, or evidence of financing difficulties.	No
	Potential dilution in traded shares is 10% or greater.	Not applicable (not listed)
	Current run rate 2% or more	Not applicable (not listed)
	Company has adopted specific stock ownership guidelines for non-executive directors.	No
	Involvement in ongoing tax-related controversies.	None
	Concerns raised as to the treatment of security holders in relation to the raising and/or return of capital.	Not applicable (not listed / external debt)
	Percentage of revenue derived from business segments.	Not applicable to our business model
	Fair price provision in place, and the Company is subject to fair price protection under applicable law.	Not Applicable to our business model
	Unvested equity awards still eligible for vesting when the CEO's employment is terminated.	No
	The company's auditor has come under investigation for issues related to its work on the audit of the company.	No
	At least 5% of the group's revenue comes from Variable Interest Entities (VIEs) where the company has no/minimal voting stake	No
	Business or assets mix (property and casualty insurance, life and health insurance, reinsurance, asset management, other).	Provided in the Credit Exposure by sector pie chart on page 11 of the BLME Holdings Limited Annual Report and Accounts 2022. Real Estate is the largest component at 35%.
	Debt collection policy	BLME is not a retail bank and does not have a collections team. However, pages 114 and 122 to 124 respectively of the BLME Holdings Limited Annual Report and Accounts 2022 provide descriptions of BLME's Asset Recovery Unit and forbearance process.
	Restricted or discriminatory access to products and services.	N/A

Department	ESG Disclosure	Boubyan's Performance
Business Banking	Involvement in high-risk lending, insurance, or investment products.	N/A
	Involvement in lending or underwriting activities	Currently, Boubyan is in the process of experimenting with a lending program for business banking clients.
	Innovation in mobile/ online / branchless distribution channels	N/A
	Depth and breadth of environmental credit policy across four sectors and one theme.	N/A
	Environmental intensity of loan portfolio calculated based on the weighted average of environmental risk associated with industry exposures.	N/A
	Loans to small and medium-size enterprises (SMEs) as a percentage of total lending.	The lending program is currently undergoing testing and is not included in the bank's total lending figures.
	Microfinance/microinsurance involvement.	N/A
	Business to underserved communities (including rural development).	N/A
	Percentage of operations in countries with high/moderate/low levels of opportunity to provide increased financial access.	N/A
	Sustainability-related financial product development.	N/A
	Oversight of financial product or service reviews.	N/A
	Product innovation – small and medium businesses.	N/A
Corporate Banking Group	Oversight of financial product or service reviews.	Ongoing oversight by multiple departments in terms of financial product or service.
	Involvement in lending or underwriting activities.	Boubyan Bank provides full support to all segments by providing full banking services including lending of cash and non-cash facilities. There is a dedicated team to offer this service and the Bank aims to take the lead in online banking services.
	Microfinance/microinsurance involvement.	N/A
	Business to underserved communities (including rural development).	N/A
	Percentage of operations in countries with high/moderate/low levels of opportunity to provide increased financial access.	N/A
	Sustainability-related financial product development.	N/A
	Product innovation – small and medium businesses.	N/A
	Involvement in high-risk lending, insurance, or investment products.	Involvement is on a case by case basis.
	Depth and breadth of environmental credit policy across four sectors and one theme.	N/A
	Environmental intensity of loan portfolio calculated based on the weighted average of environmental risk associated with industry exposures.	N/A
	Restricted or discriminatory access to products and services, if any	Boubyan's products and services are available for all of the Bank's corporate clients.
	Client loan modification options	Yes, corporate clients do have such option available - based on their cash flow and their cash cycle and subject to the committee approval.
Marketing	Fair advertising policies and procedures for financial products.	N/A
	Financial education initiatives and stakeholder outreach.	N/A
Private Banking	Business to underserved communities (including rural development).	N/A
	Percentage of operations in countries with high/moderate/low levels of opportunity to provide increased financial access.	N/A
	Sustainability-related financial product development.	N/A
	Oversight of financial product or service reviews.	N/A
	Restricted or discriminatory access to products and services, if any.	N/A
Treasury	Controversial investment controversies, if any.	Not applicable
	Involvement in green bonds issuance, if any.	Not applicable
Complaints and Customer Protection Unit	Complaint growth over the past 2 years.	The number of complaints handled in 2022 was increased by 8% from 2021
	Financial product complaint handling process	There is no special process as all the complaint will be handled with regular process.
Innovation and Partnership	Background on department in terms of key responsibilities and strategic directions.	Innovation and partnership division, establishing partnerships with Business Partners (third party) and funding / incubating startups. It includes: <ul style="list-style-type: none"> · Applying Innovation by IPD; · Receiving partnerships' requests (third party) along with funding and incubation requests by startups; · Performing Business Analysis for Approval/ Rejection; and · Establishing Partnerships with Partners (third party)
	Innovation in alternative branchless distribution channels	We work with partners to extend financial services to the distribution of the partner. For example, with Alhisba app, we are reaching out to the real estate market in Kuwait to provide financing.
Social Media	Financial education initiatives and stakeholder outreach.	N/A

Department	ESG Disclosure	Boubyan's Performance
Data Management	Transfer of personal data to third parties and consent requirement	The transfer of personal data to third parties is governed by a combination of reactive measures such as the Data Protection Act (DPA) and proactive measures namely third-party assessments and Privacy By Design. Boubyan guarantees the fair, lawful, and transparent handling/processing of personal data, strictly adhering to the agreed-upon purposes of processing. In instances where consent is required, it serves as the lawful basis, particularly in cases where processing could be consent-based. However, the primary bases for processing are both contractual and legal. Consent, when applicable, is presumed implicit until an individual opts to withdraw it, and some processing activities require explicit consent. The consent management models are designed to ensure that consent is concise, freely given, clear, and revocable.
Data Management	Efforts to minimize data collection and retention with respect to data and IT	Data minimization is consistently recommended through Boubyan's Privacy By Design Assessments for new products and services, as well as in the Privacy Impact Assessments (PIAs) conducted for existing products and services within each department. Boubyan evaluates the necessity of each Personally Identifiable Information (PII) element, providing guidance and ensuring the implementation of controls to minimize data. Regarding retention, each Data Owner Department currently formulates and enforces its retention policies/tables. As part of the future plans, a comprehensive Bank-level Data Retention Policy is in development, detailing retention tables for both PII and Non-PII data. This collaborative initiative involves the Information Security Department (ISD), Data Protection Officer (DPO), Information Technology Group (ITG), and Data Management (DM).

6.5 Consumer Banking Products and Services

6.5.1 Consumer Banking Services

Cash Withdrawal Without Debit Card
Cash withdrawal using civil ID
Western Union
Changing the PIN number of bank cards through the Boubyan application and the Internet banking service
School Payment
Pay You
Pay Me
Civil ID Update through IB/MB
Cash Deposit using Civil ID
Apple Watch & Android Wear
Finger Print/Face ID
Waferli Service
Open Fixed Deposit / Banking Account
Boubyn App Notifications
Msa3ed
Card issuance service through Boubyan ATMs and Boubyan Direct machines
Digital Murabaha Service
Eidiya
Boubyan Direct
Boubyan Concierge
Utap
Civil ID update on ATM
Doorstep Banking
3D secure
Valet Parking
Visa Checkout
PIN set
PIN reset on ATM (Debit Cards)
Visa Gold /Visa Platinum Lounge Key
Print-IBAN
Become A Customer
Fit pit Pay - Samsung Pay - Garmin Pay - Apple Pay - Swatch Pay - Google Pay
My Expenses Service
Boubyan WhatsApp Service
Boubyan Checkout
ITM Onboarding
Smart Watches in ATMs
Boubyan Invest
AWS Activate

6.5.2 Consumer Banking Accounts, Cards, Deposits, and Private Banking

Accounts	Nomo Account
	Salary Account
	Normal Saving Account
	Premium Saving Account
	Call Account
	Current Account
	Al-Amil Account
	Al-Ghaly Account
	Prime Account
	Business Banking Account
	Barwa Account
	Trust Account
	Foreign Currency Account
Deposits	Sama
	Wakala
	Jana
	Mona
	Hana
	Saving Plans
Cards	Gift Card
	Credit Card:
	1) Visa Platinum
	2) Master Card Platinum
	3) Visa Signature
	4) MasterCard World
	5) Visa Infinite
	6) Premium Master Card World Elite
	7) Visa Infinite Privilege
	Debit Card:
	1) One Debit Card
	2) Visa Platinum Debit Card
	3) Visa Infinite Debit Card
	4) Alghaly Debit Card
	5) Prime Debit Card
	6) USD Debit Card
	7) Weyyak Debit Card
	Prepaid Card:
	1) Gift Card
	2) Virtual Prepaid Card
	3) National day Prepaid card
	4) Multi-Currency
	5) Dazza Prepaid card
	6) Prime prepaid card
	7) Oasis club digital
Personal Finance	Virtual Prepaid Card
	National day Prepaid card
	Multi-Currency
	Dazza Prepaid card
	Prime prepaid card
	COC club digital
	Personal Finance - Housing
	Personal Finance - Consumer:
	1)Auto.
	2)Education.
	3)Health.
	4)Cash.
	Financing Against Collateral
	Private Banking Finance
	Automac Leasing

6.5.3 Boubyan Corporate Banking and Business Banking Services to Customers and SMEs

Category	Subcategory
Finance	Ijrah Murabaha Supply Chain
Non-Cash	Letters of Credit (LC) Letters of Guarantee (LG)
Payment Gateway	
Point of Sales (POS)	
E-pay (SMS collection)	
Open Application Programming Interface(API) service for payments	
Physical cash collection	
Cash Collection ATM	
Credit cards	Charge Revolving Business Banking Credit Card Government Transactions Card
Debit Cards	Petty Cash Mandoub Deposit card
Accounts	Call account Amil Account Current Account
Payroll	
Online platforms	Supply Chain Corporate online banking Credit card limit management
Term Deposits	Treasury FX Al Jana Deposit Wakala Deposit
Assets Under Management (AUMs) (Through Boubyan Capital)	
Insurance (Through Boubyan Takaful)	
Investments	
Banking Solutions	Boubyan Online Banking Boubyan Corporate App eRent
Additional Benefits	Boubyan B2B Marketplace

6.6.1 Boubyan Bank’s Trainings Provided Per Department

Training course	Hours per Employee	Number of Employees Trained	Total Training Hours per Course	Department	Employee Level	Virtual / Physical	Training area
Certificate in Treasury Fundamentals (CertTF)	100	4	100	Corporate Banking Group	Junior - Mid	Virtual	Technical & Financial
Certified Credit Manager (CCM)	350	4	350	Corporate Banking Group	Junior - Mid	Physical	Technical & Financial
FranklinCovey Emerging Leaders Program	200	4	200	HR, Consumer Banking, Marketing	Mid-level	Virtual	Leadership
Certified Bank Branch Manager (CBBM)	200	13	200	Consumer Banking	Mid-level	Physical	Leadership in Branches
Wealth Management Academy	24	22	24	Private Banking Division	Mid-level	Physical	Customer Relationship and Investment
Branches induction	140	92	140	Consumer Banking	Junior level	Physical	Core Job Skills
Contact Center induction	220	59	220	Consumer Banking	Junior level	Physical	Core Job Skills
Microsoft Excel 2016 Training and Exam Preparation for Microsoft Office Specialist (MOS) Certification	16	59	16	All Bank Divisions	Junior - Mid	Physical	Candidates will know and demonstrate the correct application of the principal features of Excel.
Coursera E-learning Platform	12	277	12	All Bank Divisions	Junior - Mid	E-learning	All kinds of courses
Udemy E-learning Platform	8	91	8	All Bank Divisions	Junior - Mid	E-learning	All kinds of courses
AML Annual Training	1.5	380	1.5	All Bank Divisions	All	Virtual	Compliance
Central Sales Academy	48	11	48	Consumer Banking	Junior level	Physical	Core Job Skills

6.6.2 Boubyan Bank’s Trainings Provided to Customer-facing Employees

Name and Description of Training Offered	Description
AML Annual Training (Mandatory from CBK) - Sessions	Covers AML Law no 106, regulations, preventive measures, and high-risk approach.
Beyond Words: Body Language	Workshop focusing on effective use of body language in communication.
Boubyan brokerage web update (V3)	Update session for Boubyan Relationship managers on brokerage web.
Boubyan Concierge Awareness Session - Premium	Develops Concierge program knowledge.
Boubyan Islamic Leasing Finance Funds	Update session on Islamic Leasing Finance Funds.
Boubyan KD Money Market Fund 2	Update session on KD Money Market Fund 2.
Branch Banking Academy	Development program for front-liners focusing on job skills and competencies.
Branch Development Program	Training session for branch employees on new systems.
Branches Inductions	Internal training for new branch employees covering various aspects.
Business Psychology: Mastering Yourself & Influencing Others	Focuses on understanding self and others for positive influence.
Call center inductions	Internal training for new call center employees.
Central Sales Academy	Development program for front-liners focusing on job skills and competencies.
Central Sales Part-Time Induction	Internal training for part-time central sales employees.
Certified Assistant Bank Branch Manager - (CABBM)	Training program leading to Certified Assistant Bank Branch Manager.
Certified Bank Branch Manager - (CBBM)	Training program leading to Certified Bank Branch Manager.
Certified Bank Branch Operations Manager (CBBOM)	Training program for Bank Branch Operations Manager role.
Certified Bank Relationship Manager for High-Net-Worth Customers (CBRM)	Training for Relationship Managers serving high net worth customers.
Certified Bank Wealth Manager	Training program for Wealth Managers focusing on wealth management techniques.
Certified Islamic Bank Manager (CIBM)	Training program leading to Certified Islamic Bank Manager.
CI Net Training sessions	Focuses on developing core job skills about CI Net.
Communication, Coordination & Leadership	Training course covering communication and leadership skills.
Contact Center Development	Development program for front-liners focusing on job skills and knowledge.

Name and Description of Training Offered	Description
Coursera Financial Markets	E-Learning program
Coursera Leading Teams	E-Learning program
Coursera Public Speaking with Canva	E-Learning program
Department Induction	Internal training for new department employees.
Digital Transformation	Strategic initiative for integrating digital technologies into operations.
Digital Transformation in the Financial Sector	Training on digital transformation in banking and investment sectors.
Enhancing Your Leadership	Leadership development program focusing on self-awareness and team dynamics.
Executive Leadership	Training on driving change and results in complex situations.
FranklinCovey Emerging Leaders Program	Leadership development program for engaging and delivering results.
G3 On-Job Training Orientation Session: Learner's Guide	Session to educate our employees on the on job training methodology and its techniques.
Islamic Finance Outlook: Driving Change	Event discussing industry trends in Islamic finance.
Islamic Global Sukuk Fund – Boubyan Capital	Update session on Islamic Global Sukuk Fund.
KD Money Market Fund	Update session on KD Money Market Fund.
KFAS Innovation Challenge	Completion of Module 1 of KFAS Innovation Challenge.
KFAS Innovation Challenge - Module 2	Completion of Module 2 of KFAS Innovation Challenge.
Kuwaiti Sign Language	Training program on sign language for bankers.
Leadership Accelerator Course	Custom leadership development plan with coaching sessions.
Lean Management	Training on Lean Methodology and process improvement.
Local and GCC Equity Fund	Update session on Local and GCC Equity Fund.
Microsoft Excel 2016 Training and Exam Preparation for Microsoft Office Specialist (MOS) Certification	Training for MOS Excel Certification.
Operation Manager IJP training session	Training session for Operation Managers.
Operation Managers (workshop)	Workshop for newly appointed Operation Managers.
Private Equity Deal Structuring, Documentation, and Negotiation	Training on private equity deal structuring.
Rotation Program	Program providing insight into business and department interactions.
Sales Leaders Transformation	Training for transitioning to outbound sales and consistency in results.
Service Tellers Development	Development program for service tellers.
Strategic Planning	Training for developing strategic planning skills.
Stress Management and Burnout Workshop	Workshop for overcoming work burnout.
The Psychology Of Influential Leadership	Program focusing on influential leadership.
UB's Development Program	Program for enhancing Universal Bankers System Knowledge.
Wealth Management Academy – Phase 4	Training program focusing on core job skills and management skills.
Insurance legislation and the limitation of liability (Boubyan Takaful Insurance Company)	Session related to insurance legislation and liability.
Judicial applications on a number of issues related to credit facility contracts (Operations / Commercial Financing)	Training on judicial applications related to credit facility contracts.
Agency limits in concluding credit facility contracts (Operations / Commercial Financing)	Training on agency limits in concluding credit facility contracts.
Drafting letters and correspondence with commercial financing clients (Operations / Commercial Financing)	Training on drafting letters and correspondence.

6.6.3 BB2 Tech Co Selected Training Courses

Training course	Hours per Employee	Number of Employees Trained	Total Training Hours per Course	Department	Employee Level	Virtual / Physical	Training area
UK Payroll Training	7	2	14	HR	Mid-level	Physical	Payroll
Information Technology Infrastructure Library (ITIL) Foundation training and Certification	54	1	54	IT	Senior manager	Virtual	IT
ITIL 4 Foundation Certification. Entry Level	30	1	30	IT	Mid-level	Virtual	IT
Guided introductory programme	3	1	1	Third Party Management	Mid-Level	Virtual	Coaching
Mental Health First Aid Training	16	1	16	HR	Mid-level	Virtual	Payroll
Salesforce App builder certification	8	1	8	IT	Mid-Level	Virtual	IT
Certified Scaled Agile Framework Leading SAFe	14	1	14	IT	Mid-Level	Virtual	IT
Dubai International Financial Center (DIFC) Employment Law	1.5	4	6	HR	All levels	Virtual	HR
Delivery At Scale	18	1	18	IT	Mid-Level	Virtual	Agile
Microsoft Sentinel training	7	1	7	IT	Manager	Virtual	IT
Centre stage at Shakespeare's Globe Theatre	7	10	70	All departments	All levels	Physical	Public speaking

6.6.4 Trainings Provided for Boubyan Takaful Employees

Number of Employees	Training Courses	Hours Per Employee
7	Actuarial Principles Course for Non-actuaries	16
1	Technical Reserves Calculation and Assessing Financial Viability of Insurance Companies	16
2	Introduction to Insurance (W01)	30
8	MS PowerPoint	12
3	Professional Diploma in Digital Marketing	40
4	Discussion Session on the Legal and Procedural Framework of Conciliation in Minor Accidents	3
1	C2	80
1	RGA 50th Anniversary Life & Health Seminar	6.5
2	Anti-Money Laundering Workshop	6
2	Marine Insurance	12
3	Workshop on the New Form Filling Mechanism for Monthly Statistics	2
2	Customer Relationship Management Training Program	12
2	First Roundtable Meeting on the Role of Solidarity in Climate Risk Mitigation	6
14	Excel Training	12
2	National Risk Assessment Workshop for Kuwaiti Life and Capital Insurance Companies	2
25	Insurance Fraud	9
2	Certified Financial Specialist (CFS)	24
2	Climate Risk Insurance	9
1	Governance Risk and Compliance	20

