

Kuwait: 17/06/2026  
Ref: 6799/2026

الكويت: 2026/06/17  
الإشارة: 2026/6799

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 would like to state that Boubyan Bank has prepared its annual sustainability report, which shows the impact of our bank's activities on the environment, the society, and the economy, highlighting the opportunities and risks associated with these areas and how our bank manages the same.

بالإشارة إلى أحكام الفصل الأول من الكتاب الثاني عشر لللائحة التنفيذية لقانون هيئة أسواق المال بشأن "القواعد التنظيمية الخاصة بتقرير الاستدامة للشركات المدرجة"، نود الإفادة بأن بنك بوبيان قد قام بإعداد تقريره السنوي الخاص بالاستدامة والذي يوضح تأثير أنشطة مصرفنا على البيئة والمجتمع والاقتصاد، إضافة إلى الفرص والمخاطر المرتبطة بهذه المجالات وكيفية إدارة مصرفنا لهذه الفرص والمخاطر.

Accordingly, we attach herewith Boubyan Bank's "2025 Sustainability Report".

نرفق لكم طيه تقرير الاستدامة لبنك بوبيان عن سنة 2025.

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



# Embedding ESG: Driving Responsible Growth

Sustainability Report **2025**



Towards perfection

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  
**Meshal Al-Ahmad Al-Jaber Al-Sabah**  
Amir of the State of Kuwait



H.H. Sheikh  
**Sabah Khaled Al-Hamad Al-Sabah**  
Crown Prince



H.H. Sheikh  
**Ahmed Abdullah Al-Ahmad Al-Sabah**  
Prime Minister

# Report Overview

## Reporting Boundary

This Sustainability Report covers Boubyan Group, comprising its direct subsidiaries, namely Boubyan Bank, Bank of London and The Middle East plc. (BLME), Boubyan Capital Investment Company K.S.C. (Boubyan Capital), and Boubyan Takaful Insurance Company K.S.C. (Boubyan Takaful). Together, these entities reflect the Group's operating presence across core banking, investment, and takaful insurance activities.

The reporting boundary includes Boubyan's operational footprint in Kuwait i.e., facilities, branches, and the Head Office, with the exception of BLME, headquartered in the United Kingdom (UK), which operates regionally outside Kuwait's jurisdiction. Therefore, ESG disclosures in this report apply to the Group entities operating in Kuwait, unless otherwise specified.

For reporting purposes, "Boubyan" or "the Group" denotes consolidated performance across Boubyan Bank, BLME, Boubyan Capital, and Boubyan Takaful. Where a disclosure relates to one entity only, the relevant subsidiary or business unit is identified. "The Bank" or "Boubyan Bank" refers specifically to Boubyan Bank's standalone practices, activities, and performance.

This boundary has been applied to support clear and consistent disclosure of the Group's ESG-related impacts, performance, and commitments across the reporting period and improve comparability between reporting periods.

## Standards and Principles

Boubyan Bank K.S.C.P. reaffirms its commitment to transparency, accountability, and sustainable business practices through its sixth consecutive annual disclosure on environmental, social, and governance (ESG) performance. This 2025 Sustainability Report covers the period from January 1, 2025, to December 31, 2025, and offers a comprehensive overview of Boubyan Group's key ESG related developments, practices, and performance across the reporting year.

The report has been developed in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2021 as the primary reporting framework, with select disclosures informed by other globally recognized frameworks, including the Sustainability Accounting Standards Board (SASB). Detailed GRI, SASB, and other content indexes are provided in the Appendix. The report is also aligned with the United Nations Sustainable Development Goals (UN SDGs), Kuwait Vision 2035, Boursa Kuwait ESG Reporting Guide 2026, and selected ESG indicators.

This report provides stakeholders with an overview of Boubyan Group's most material economic, environmental, and social impacts and the progress made during the reporting year in governance, stakeholder confidence, and contribution to Kuwait's sustainable development priorities.

No external assurance has been obtained over the ESG data presented in this report. External assurance during the reporting year was limited to an internal control review performed by an external auditor, which confirmed the effectiveness of the Bank's internal control systems in all material aspects.

## Contact

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

## Chairman's Message

Dear Valued Shareholders,

It is with great pride that we present Boubyan's sixth Sustainability Report, reflecting our continued commitment to the Islamic values of fairness, honesty, integrity, and transparency. These principles remain central to how we govern the Bank, guide our decisions, and create long term value for our stakeholders. We strengthened Boubyan's market position through continued progress on Boubyan 2028 corporate strategy, higher customer satisfaction, and further integration of sustainability into governance and operations.

In 2025, we operated in a regulatory environment that placed greater emphasis on timely and transparent sustainability disclosure, including the Capital Markets Authority (CMA) requirement for listed companies to disclose sustainability information by June 2026 as part of the annual reporting cycle. In response, we strengthened Board oversight of the Bank's sustainability reporting, governance, and disclosure preparedness to ensure a structured and credible approach. Supported by our committee structure and regular reporting across key control and oversight areas, we remained closely engaged in overseeing our strategic direction, resilience, and long-term sustainability priorities. We also continued to embed sustainability and climate-related matters within our broader governance framework, reaffirming our view that sustainability is not a standalone agenda, but an integral part of sound governance and responsible Islamic banking.

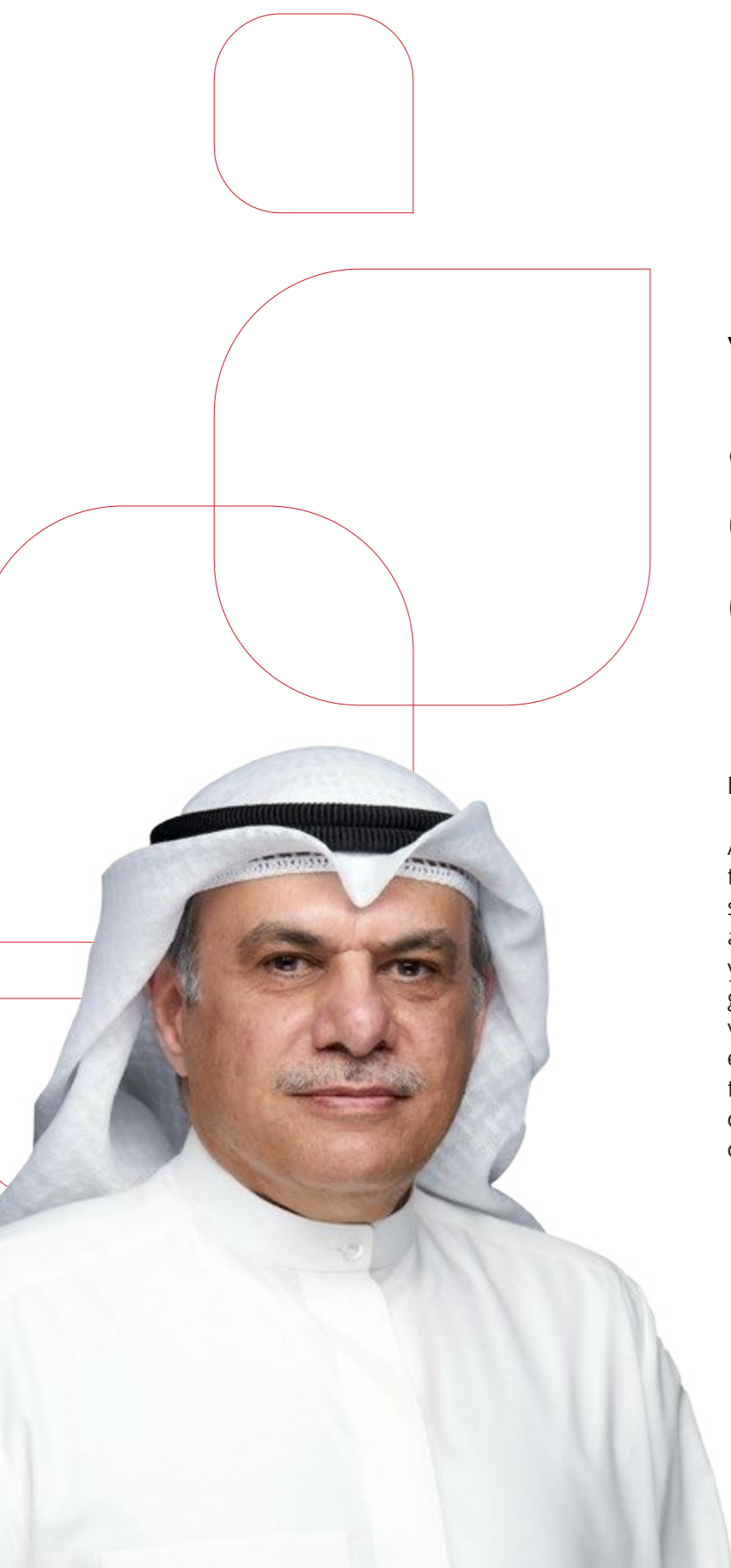
We made meaningful progress across both the Boubyan 2028 corporate strategy and the 2029 ESG Strategy. The Bank continued to strengthen ESG integration through implementation of its Sustainability Policy and Sustainable Finance Framework, reinforcing the alignment between sustainability, risk management, and financing activities. Boubyan also continued to invest in innovation and customer-centric transformation, including progress on its Core Banking System transformation, Card Management System program, and the operationalization of a bank-wide AI strategy supported by structured governance. These efforts were complemented by strong market and customer indicators, including the highest customer loyalty level among benchmarked banks and improved customer satisfaction compared with the prior year.

Our progress during this reporting period extended to people, community, and environmental stewardship. Women represented a considerable portion of our total workforce and local employees continued to account for the majority of the workforce. On the environmental front, Boubyan further developed its emissions reporting by expanding Scope 3 disclosures, while practical initiatives such as recycling paper and using greenhouse gas emissions data from our value chain contributed to lower courier-related emissions and broader progress in sustainable operations.

Boubyan's achievements were reflected in the recognition it received across local, regional, and international platforms. Among those recognitions were being named Best Islamic Bank in Customer Service for the 15th year in a row, Kuwait's Best Islamic Digital Bank, Kuwait's Best Digital Bank for SMEs, and Kuwait's Best Bank for Corporate Responsibility. These recognitions along with the Bank's wider achievements during the year reflect the dedication of our employees, the confidence of our customers, and the strength of our governance and strategic direction.

As we look ahead, the Board remains committed to advancing 2029 ESG Strategy, supporting prudent growth, and ensuring that the Bank remains resilient, innovative, and responsive to the expectations of its stakeholders and the needs of Kuwait's future. We extend our sincere appreciation to our employees, customers, partners, and shareholders for their continued trust and support. Together, we will continue to build a more sustainable, inclusive, and forward-looking future for Boubyan and the communities we serve.

**Abdulaziz Abdullah Dakheel Al-Shaya**  
Chairman



## Vice-Chairman and Group Chief Executive Officer

Dear Valued Stakeholders,

As I reflect on Boubyan's journey through 2025, I take great pride in the progress we have made in strengthening our business while continuing to advance our sustainability ambitions. This past year reaffirmed our commitment to responsible growth, innovation, resilience, and inclusive value creation. These principles remain deeply embedded in our identity and continue to guide the way we operate, serve our customers, develop our people, and contribute to the communities around us.

In 2025, our focus was firmly anchored in the execution of Boubyan's 2029 ESG Strategy, a structured framework that translates our sustainability commitments into measurable priorities across governance, environmental stewardship, social impact, and responsible finance. Aligned with the pillars of our Boubyan 2028 corporate strategy, the ESG Strategy is not a parallel agenda but a direct enabler of the long-term growth, resilience, and stakeholder value that underpin our wider business direction.

Across the ESG Strategy's three pillars, Leadership and Governance, Sustainable Business, and People and Community, we made tangible progress in 2025. We advanced the implementation of our Sustainability Policy and secured approval of our Sustainable Finance Framework, embedding sustainability considerations more concretely into how we govern, finance, and operate. The majority of our 2029 ESG targets were either achieved or on track, a result that reflects the seriousness with which our teams across the business have embraced this agenda.

On the environmental front, we delivered measurable improvements. Scope 1 stationary combustion emissions were reduced by 58.43% and Scope 3 upstream transportation emissions by 49.63% compared to the prior year. We also recycled 1,500 kg of paper waste, avoiding approximately 1,740 kg CO<sub>2</sub>e in associated emissions. These results provide a concrete baseline for the next stage of strengthening our environmental reporting and management frameworks.

From a social lens, we continued to invest in our people and workplace culture. We remained focused on capability building, employee development, and fostering an inclusive work environment that supports long-term growth. During 2025, Kuwaiti nationals represented 82.4% of the Bank's total workforce, with women accounting for approximately 24% of its employees, a profile we continue to develop through structured development programs, performance management, and an inclusive workplace culture. Community investment worth KD 952,071 also remained a meaningful part of our social contribution during the year.

Our commitment to customers remained equally strong. Throughout the year, Boubyan continued to strengthen customer trust, satisfaction, and loyalty through service excellence, innovation, and ongoing enhancements to the banking experience. We achieved a customer satisfaction score of 96% reflecting the dedication of our teams and our continued focus on delivering value across every customer touchpoint.

Our progress during the year was recognized through a number of distinguished awards across customer service, digital banking, and corporate responsibility. These recognitions reflect not only the strength of our strategy and execution, but also the dedication of our employees and the confidence of our stakeholders.

I remain confident in Boubyan's ability to lead with purpose and continue creating sustainable value for all stakeholders. We will continue to place sustainability, innovation, resilience, and responsible growth at the center of our strategy as we move forward in our Boubyan 2028 journey. I extend my sincere appreciation to our employees, customers, shareholders, partners, and wider stakeholders for their continued trust and support. Together, we are shaping a future built on shared success, lasting impact, and long-term value.

**Adel Abdul Wahab Al-Majed**

Vice-Chairman and Group Chief Executive Officer

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# Introduction

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## About Boubyan Group

Boubyan is a Sharia-compliant financial group headquartered in Kuwait, with operations spanning banking, investment, and takaful insurance activities through Boubyan Bank, BLME, Boubyan Capital, and Boubyan Takaful. It provides Sharia-based financial solutions grounded in [Islamic banking principles](#), with a business model that reflects its commitment to ethical and interest-free banking.

## Boubyan Group Mission and Vision

The Group's direction is guided by a clear institutional purpose and long-term ambition, reflected in its mission, vision, and core values.



### Mission

Fulfilling lives and driving prosperity for people



### Vission

To be the leading Islamic bank that excels in innovating top tier financial and digital solutions



### Core Values

Innovation, empowerment, and a driven approach that supports progress, prosperity, and better possibilities for customers and stakeholders

These guiding statements reflect Boubyan's ambition to go beyond conventional banking and serve as a trusted enabler of financial wellbeing, shared prosperity, and sustainable development throughout the Group's operational jurisdictions.

## Customer Commitment

Boubyan's customer-facing commitments emphasize financial stability, service excellence, and continued innovation in response to customer aspirations. These commitments are further reflected in the Customer Charter, which outlines Boubyan's service principles as follows:

- Serving all customers with respect and professionalism.
- Providing clear information and transparent financial guidance
- Protecting customer confidentiality and information security
- Addressing feedback and complaints in a timely manner
- Providing accessible and innovative banking channels aligned with customer needs

### Principal Operating Subsidiaries

At Group level, Boubyan's operating model is complemented by specialized subsidiaries that broaden its service offering beyond core banking to include investment, brokerage, wealth, and Takaful solutions. Boubyan's service offerings span Kuwait and the UK, with BLME also serving customers across Gulf Cooperation Council (GCC) markets through selected products and services.



Within this wider platform, Boubyan Bank represents the Group's core domestic banking business in Kuwait, serving retail, Small and Medium Sized Enterprise (SMEs), corporate, and financial institution customers through Sharia-compliant products and services offered across 46 branches and various digital channels. Its offering spans retail banking, corporate banking, and wealth management, all delivered in line with Islamic Sharia principles. Since its establishment, the Bank has continued to strengthen its market position through ethical business practices, prudent growth, and ongoing investment in its operating model.

The Bank's approach is guided by values of trust, responsibility, and service, which shape the way it engages with customers and delivers long-term value. Over time, Boubyan Bank has developed a strong presence in Kuwait's banking sector, supported by its focus on customer experience, digital development, and innovation in Islamic banking.

Boubyan Bank offers Islamic [financial products and services](#) across several key segments, core financing products, and service channels, including the following:

#### Corporate Banking Solutions

Corporate Banking supports startups, eligible SMEs under the National Fund for SME Development criteria, and established companies seeking financing for business expansion, operational requirements, and working capital needs. To meet these needs, financing solutions include Murabaha, Ijara, and financing against deposits, alongside trade finance services such as letters of credit and letters of guarantee.

Corporate banking activities are delivered through multiple service channels, including corporate branches, automated teller machines, self-service channels, a 24/7 call center, and social media platforms. From a commercial perspective, corporate banking contributes through direct corporate financing, fees and commissions, and asset management-related services, with custody services offered for corporate assets including shares and properties. Reflecting the domestic focus of these activities, 100% of total revenue from this segment is generated in Kuwait, highlighting the local concentration of its corporate banking operations.

In addition, Corporate Banking supports individual real estate financing through a dedicated unit while corporate clients may access corporate credit cards and related payment services as part of the Bank's transaction banking offering.

#### Accessible Retail Banking

Retail customers may access murabaha modification and restructuring options subject to eligibility and internal policies, including revised repayment schedules, top-up financing, grace periods, and early settlement options.

To further support prudent lending, measures to mitigate customer over-indebtedness include mandatory credit checks through the Ci-Net Credit Information System, conducted in accordance with regulatory requirements in Kuwait.

#### Business Banking

Business Banking focuses on licensed SMEs operating across Kuwait in sectors such as trading, retail and e-commerce, food and beverage, contracting, and professional services. Customers are supported through a dedicated Business Banking team and a digital SME platform that enables access to accounts, payment solutions, financing services, payroll tools, rent collection solutions, and business debit cards.

In parallel, digital platforms allow customers to access most services remotely, while relationship managers provide onboarding support, advisory services, and ongoing account management. During 2025, Business Banking expanded its SME client base by 220% and grew its SME portfolio by 45%.

#### Private Banking

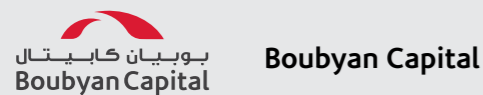
Private Banking serves high-net-worth (HNW) and ultra-high-net-worth (UHNW) individuals, as well as government and semi-government institutions. Within this segment, clients are supported by dedicated relationship managers who provide personalized banking services, including account management, fixed deposits, and access to selected investment funds.

Through this relationship-led service model, the Bank is able to deliver tailored financial solutions and specialized banking services to clients requiring customized financial support.

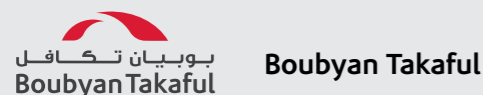
These offerings are supported by the Bank's digital capabilities, which enable customers to access and manage services through secure and convenient channels.



BLME is a Sharia-compliant bank based in the UK that offers real estate finance, wealth management, private banking, savings products, mortgages, and selected digital banking services through its digital brand, Nomo. Its locations of operation include London, Dubai, and Riyadh, alongside a small sales office in Jeddah. Its activities include retail deposit products in the UK, as well as mortgage and card offerings for GCC based customers seeking UK property-related solutions, reflecting its role as the Group's principal international banking platform.



Boubyan Capital is a Kuwait based Sharia-compliant investment company that provides asset management, alternative investments, brokerage, fund and portfolio management, and proprietary investment management services. Boubyan Capital identified fintech and consultancy firms among the suppliers supporting the development of its services. During 2025, it added the Shanghai, Shenzhen, and Hong Kong markets to its trading platform, expanding client access to a wider range of regional and international investment opportunities.



Boubyan Takaful is a Kuwait based Sharia-compliant insurance company offering takaful solutions across non-life insurance segments that include the segments below, in addition to tailored offerings for corporate and SME clients.

- Motor
- Medical
- Travel
- Personal accident
- Property
- Other general insurance products

Services are delivered through in-branch, direct, and digital channels, supporting policy issuance, claims handling, and ongoing customer engagement in its primary market of Kuwait.

Taken together, these businesses position Boubyan as an integrated Sharia-compliant financial group combining domestic banking leadership in Kuwait with selected international and specialized capabilities across the wider Group structure. For further details on Boubyan Group, its subsidiaries, and the services offered by each entity, please refer to [Boubyan's website](#).

### Market Presence and Growth

Boubyan Bank continued to strengthen its position in 2025 as one of Kuwait's leading Islamic financial institutions, supported by steady brand and market performance marking a strong start to its fourth strategic journey, "Boubyan 2028."

Boubyan Bank's market presence in 2025 was assessed through ongoing internal brand tracking and market performance analysis using structured customer research to monitor brand health over time, with metrics covering areas such as awareness, consideration, loyalty, trustworthiness, customer service, and innovation, and broader brand perception across the Kuwaiti banking market. The assessment drew on a brand power framework that examined how the brand was perceived in terms of meaning, difference, and salience, alongside market performance surveys conducted among banked respondents in Kuwait through repeated wave-based measurement. In this context, Wave 1 (W1) and Wave 2 (W2) refer to distinct research periods during the year, with W2 covering August 2025 to November 2025. These measures indicate how the Bank's brand was positioned during the year, including progress in areas related to customer relevance, innovation, and service perception.

Among Kuwaiti nationals, Boubyan's top-of-mind awareness and salary transfer positioning both improved in W2 2025 compared with the previous wave, while the share of respondents identifying Boubyan among the banks they currently deal with remained stable, as reflected in the table below.

Brand perception indicators also remained positive. As shown in the table below, perceptions of trustworthiness and customer service remained stable in W1 and W2 of 2025. Perceptions of new product innovation remained consistent across both waves.

Furthermore, customer-based indicators further reflected Boubyan's market strength in selected areas. The Bank recorded the highest customer loyalty level among benchmarked banks, reaching 74% in W2 2025, with customer loyalty in this context referring to the share of customers indicating they would remain with their current bank rather than switch. Customer ratings for trustworthiness and service quality, which reflect how existing customers rated their bank's trust and customer service on a 10-point scale, each reached an 8.8 score in W2 2025. In addition, as reflected in the same table, Boubyan's "thinks ahead" score among customers increased between W1 and W2 of 2025, pointing to stronger perceptions of the Bank as forward looking, proactive, and digitally innovative.

### Boubyan MPI Scorecard

	Among Kuwaitis	W1 2024	W2 2024	W1 2025	W2 2025
Top of Mind Awareness		22%	20%	21%	24%
Trustworthiness Perceptions		9.0	8.8	8.8	8.8
Customer Services Perceptions		8.8	8.8	8.8	8.8
Think Ahead		30%	26%	28%	30%
Digital Innovation		-	-	30%	31%
New Product Innovation		-	-	26%	26%

The Bank continued to manage its brand identity through defined governance processes and updated brand standards. In 2025, Boubyan undertook a brand refreshment and enhanced its brand guidelines to support a more contemporary and customer-centric approach, improve consistency across communication channels, strengthen alignment across departments and external partners, and maintain compliance with regulatory and corporate requirements.

In line with the above, the Bank’s approach to responsible marketing is guided by its Marketing Policy, which was approved by the Board Risk and Compliance Committee (BRCC) and Board of Directors (BOD) in October 2022. Responsible marketing involves promoting products and services in a fair, transparent, and customer-conscious manner, while supporting informed decision making and protecting stakeholder trust. This was further supported through the policy’s strategic marketing objectives, which focus on strengthening Boubyan’s value proposition, enhancing positioning across target segments, increasing brand awareness and value, supporting the communication of products and services, and sustaining customer engagement through interactive campaigns.

Extending this market position into its broader business model, the Bank’s main sources of revenue include banking services and investment income, reflecting the contribution of financing activities, fee-based services, and investment operations within the Group’s business model as reflected in the table below.

#### Direct Economic Value Generated and Distributed (EVG&D) - Boubyan Bank

Economic Indicator	Amount (KD)
Economic Value Generated (EVG)	267,565,163
Economic Value Distributed (EVD)	220,480,788
Operating Costs	134,684,493
Employee Wages and Benefits	71,491,209
Payments to Providers of Capital	67,806,000
Payments to Government	17,038,224
Community Investments <sup>1</sup>	952,071
Economic Value Retained (EVR)	47,084,375

Contributions and Subscriptions	
Kuwait Banking Association (KBA)	209,212
Kuwait Foundation for Advancement of Sciences (KFAS)	1,022,000
Kuwait Institute of Banking Studies (KIBS)	175,842

<sup>1</sup> These include sponsorships, including schools and hospitals, community events, sporting events, donations, greenery contributions, road maintenance contributions, Ramadan food giveaways, gift baskets, and certain marketing-related expenses.

#### Partnerships and Recognition

Across its value chain, Boubyan continued to strengthen its external relationships during 2025 through partnerships intended to expand customer access, support digital innovation, and broaden the Group’s service ecosystem across relevant market segments. These developments reflected ongoing efforts to enhance product reach, strengthen selected distribution channels, and support a broader range of customer and business needs across Boubyan’s operating platform.

At the Bank’s level, new strategic partnerships during the year were established to support fintech services and enhance Boubyan’s customer satisfaction through rewards and service accessibility. Additional collaboration initiatives included partnerships with the following entities:

#### Boubyan Bank Partnerships

Business Perspective	Partner Entity	Objective
<b>Innovation and Partnership</b>	· Al Hisba · Enable · IKEA	To position the Bank as “the Bank of choice” for young entrepreneurs and startup.
<b>Rewards and Loyalty</b>	· Qatar Airways · Etihad Airways · Saudi Airlines · Gulf Air · Shukran Centerpoint	To expand selected value propositions through the Bank’s rewards and financing ecosystem, which included partnering with new vendors in our rewards marketplace for our clients to redeem their points.
<b>Personal Finance</b>	· Musawama	We have added multiple new vendors to our Musawama product for “0% financing” to be used with our client for financing product across areas including education, automotive, and construction.
<b>Youth Account (PRIME)</b>	· E-fly · Baims	A scooter and bike rental app targeted for our PRIME segment and a renewed partnership with Baims for tutoring service for our PRIME customer base.
<b>SMEs</b>	· Holistic	SME focused solutions to serve our SME customer base.





### Boubyan Takaful Fitch Ratings

In addition, Boubyan Takaful maintained an “A” Insurer Financial Strength (IFS) rating with a Stable Outlook from Fitch Ratings for the second consecutive year, to reinforce the Company’s financial resilience, transparency, and governance standards while enhancing confidence among customers, regulators, reinsurers, and business partners.

The achievement and renewal of the “A” rating has had a significant and positive impact across multiple ESG dimensions including:

- Customer Protection and Trust: The rating signals to policyholders that Boubyan Takaful has a strong ability to meet its financial obligations, including claims payments, even under adverse conditions.
- Market Stability: Strong financial ratings support the stability of Kuwait’s insurance sector by reinforcing confidence in the reliability of insurers.
- Improved Risk Governance: Fitch’s ongoing review process requires robust underwriting discipline, capital management, and risk oversight, driving continuous improvements in internal controls and governance.
- Sustainable Growth: The rating enables Boubyan Takaful to engage more effectively with reinsurers, institutional partners, and corporate clients, supporting long term, sustainable business growth.



As part of strengthening our value chain ties, Boubyan Group pursued a series of strategic partnerships and investments aimed at shaping a new generation of digital banking services in Kuwait and the wider region. These collaborations broadened the service offering and enhanced customer choice across selected retail solutions. It reflects the Group’s focus on digital transformation, artificial intelligence, entrepreneurship, and financial innovation as it reinforces Boubyan’s visibility across key regional and international financial platforms.



### Partnership with Microsoft

Boubyan began the year by announcing a collaboration with Microsoft through an AI-Driven Transformation program. The initiative is designed to accelerate the Bank’s shift from digitalization to AI enabled banking through a memorandum of understanding focused on developing an integrated banking platform powered by advanced AI technologies in a secure environment aligned with Central Bank of Kuwait (CBK) requirements and international standards.

Under the agreement, Microsoft will provide advanced AI solutions, including pilot models operated in secure, well-governed environments using local servers equipped with modern encryption and data protection standards. The partnership aims to strengthen cybersecurity, accelerate digital transformation, and provide specialized training programs to build employees’ AI capabilities.

A key goal of the collaboration is to significantly improve customer experience by enabling more personalized, responsive, and predictive services. It marks an important step in the development of “Msa3ed”, Boubyan’s AI-powered digital assistant, through the integration of generative AI across the Bank’s channels, including the app, website, and smart branches.

### Buy Now, Pay Later – Deema Kuwait

Boubyan Group, represented by Boubyan Bank and Boubyan Capital, announced a strategic partnership with Deema Kuwait, the first licensed Buy Now, Pay Later (BNPL) provider in Kuwait, alongside a preliminary investment agreement subject to final regulatory approvals.

This investment forms part of Boubyan Group’s strategy to build an integrated digital financial services ecosystem that keeps pace with market developments. It reinforces the Group’s role in supporting modern financial trends that are gaining traction across the GCC, particularly as Deema Kuwait plans to expand regionally.

Deema Kuwait has built a fully digital BNPL business model serving a broad consumer base in Kuwait. For Boubyan Capital, the investment aligns with its commitment to offering modern financial products and services suited to the digital economy. For Boubyan Bank, the partnership supports greater institutional collaboration, a more efficient digital banking experience, and enhanced value for customers through instant financing solutions that can stimulate growth and sales.





### Holistic Consulting

Boubyan Group continued to support innovation and entrepreneurship through a strategic partnership with Holistic Consulting. This partnership builds on the Group's broader strategy to support entrepreneurs and SMEs through targeted collaborations with startups and innovative businesses, recognizing them as important drivers of economic growth.

The partnership is intended to create added value by improving the efficiency of SMEs and providing integrated solutions that support business development and strengthen their contribution to innovation and entrepreneurship.



### Open Banking with Spare

As the first financial institution in Kuwait to contribute directly to the open banking sector, Boubyan Group announced a strategic partnership with Spare, further strengthening its presence in fintech and banking innovation through collaboration with companies offering digital solutions capable of transforming the regional financial landscape.

As Spare's banking partner in Kuwait, Boubyan Bank will provide the support and resources needed to launch an advanced open banking operating model, helping Spare expand its services and introduce new financial solutions that improve banking efficiency and deliver a more seamless digital customer experience.

Spare is a leading Gulf open banking infrastructure company that enables businesses to build, scale, and innovate quickly through a single secure API. The platform allows easier connectivity with financial institutions, giving businesses and fintech providers direct access to financial data and payment services. Spare's platform is fully aligned with local regulatory requirements, making it a trusted partner for SMEs and fintech firms. The company is headquartered in Saudi Arabia and is expanding across Bahrain, the United Arab Emirates (UAE), and Kuwait.



### Boubyan Takaful Partnerships

Boubyan Takaful reported several developments in its business relationships during 2025 aimed at strengthening its market position and widening its distribution ecosystem. Takaful entered into new strategic partnerships to enhance digital distribution and customer access, most notably through the launch of Zain Insurtech, a fully digital insurance platform powered by Boubyan Takaful.

Additionally, Boubyan Takaful collaborated with the National Bank of Kuwait (NBK) to provide tailored insurance solutions, particularly in the property and home protection segment. Takaful also partnered with Dima Insurance to improve affordability and accessibility of insurance products particularly for retail customers seeking flexible payment options.



### BLME Partnerships

BLME maintained relevant business relationships supporting its digital banking activities, including a partnership with Abu Dhabi Commercial Bank (ADCB) in the UAE to provide Nomo digital banking services. BLME also received outsourced technology support from BB2 Tech Co (Nomo Fintech) for Nomo Bank and BLME, reflecting the operational partnerships supporting its digital service model.

Alongside these partnerships, Boubyan's institutional presence continued to be supported through participation in sectoral bodies such as the Kuwait Banking Association and the Kuwait Banks Club, reflecting its engagement within the local banking sector.

## Awards and Recognitions

Boubyan Bank's 2025 achievements were reflected in a broad range of awards recognizing its performance in innovation, customer experience, and digital banking excellence. These recognitions reinforce the Bank's standing as a leader in Islamic digital banking and reflect its continued focus on customer centricity and strong market performance. Boubyan received recognition across multiple local, regional, and international platforms. For a detailed overview of the Bank's 2025 awards and recognitions, please refer to the awards table below:



### Service Hero

- Best Islamic Bank in Customer Service for the 15th year in a row in Kuwait
- The Best Islamic Bank in Customer Service in Kuwait for the Year 2024



### MEED-MENA

- MENA Islamic Private Bank Award
- Best Islamic Bank in Kuwait Award
- Best Digital Payment Platform for SMEs
- Excellence in Islamic Payment Innovation Award



### VISA

- Best in Class International Spends (ITV) Growth
- Best in Class Premium International Spends (ITV) Growth
- Kuwait Airways Period Growth



### Euromoney

- Kuwait's Best Islamic Digital Bank Award
- Kuwait's Best Digital Bank for SMEs Award
- Kuwait's Best Islamic Project Finance House Award
- The UAE's Best Islamic Project Finance Deal Award
- Kuwait's Best Bank for Corporate Responsibility Award



### Cards and Payments - Middle East

- The Highly Commended Award for Dazzah Prepaid Card, in the Best Pre-Paid Product Category
- The Highly Commended Award for PRIME Rewards Program (Youth Segment), in the Loyalty Scheme Category"



### Global Finance

- World's Best Islamic Digital Bank - 11th year in a row
- Best Islamic Digital Bank in the Middle East
- Best Islamic Digital Bank in Kuwait
- Best Elevating Conversational Banking in the Middle East - Msa3ed 2025
- Best Islamic Bank for CSR 2025 - Global
- Best Islamic Financial Institution 2025 - Kuwait

Boubyan's partnerships, affiliations, and recognitions reflect continued efforts across Boubyan and its subsidiaries to strengthen market connectivity, support service development, and reinforce stakeholder confidence across key areas of the Group's operating model. This was reflected in the Group's improved S&P assessment score in 2025, highlighting progress made across the underlying areas that supported stronger sustainability performance and external recognition.

**Best Islamic Bank  
in Customer  
Service for the  
15th year in a row**



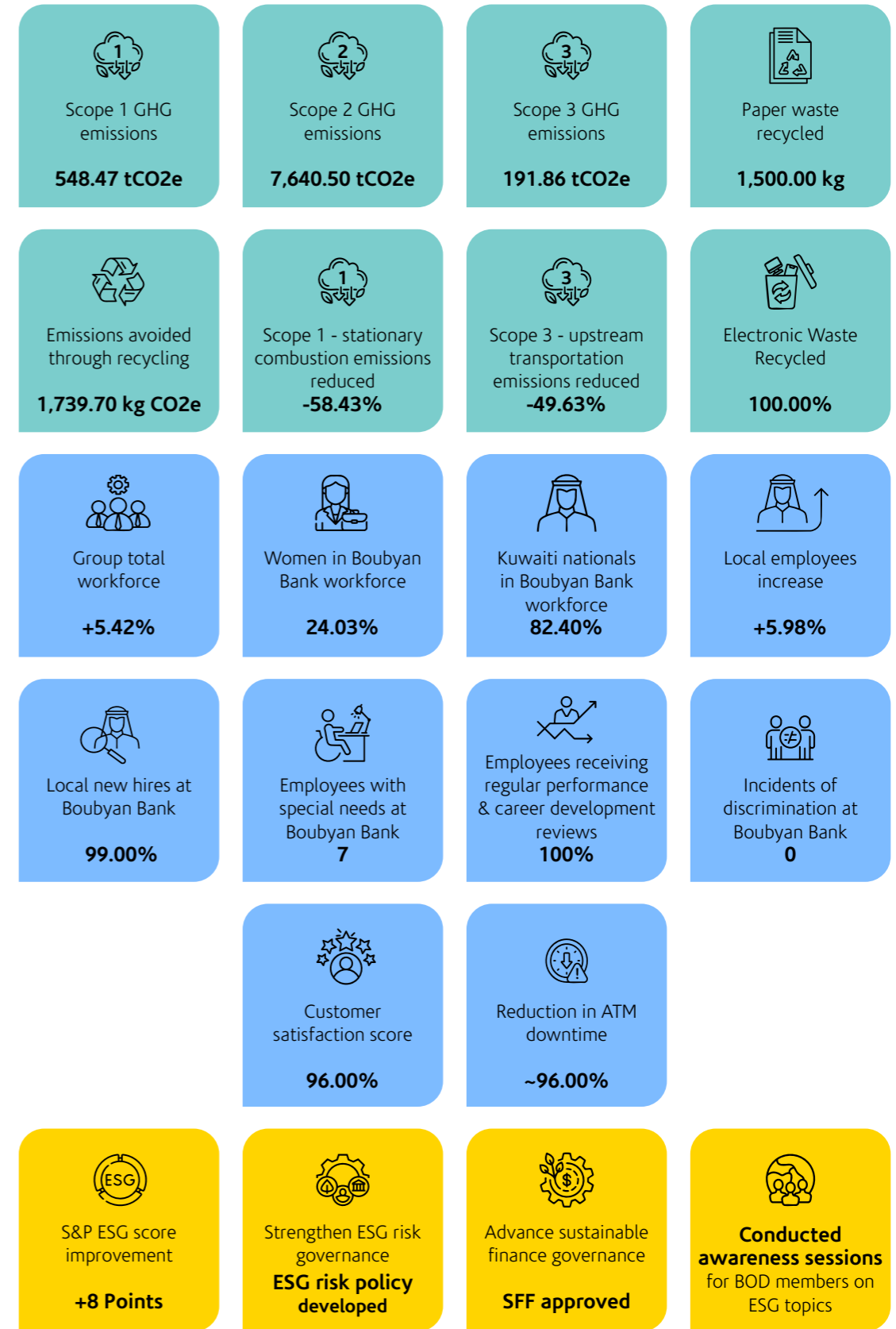
# 2

## ESG Integration

### In this chapter:

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Reinforcing our ESG Priorities	37

### Highlights of 2025 <sup>1</sup>



<sup>1</sup> Increases and decreases shown above are measured against the 2024 baseline, unless otherwise stated

## Strengthening ESG Integration

In 2025, Boubyan's ESG integration advanced on several fronts, including approving the Sustainable Finance Framework (SFF), establishing the criteria and governance structure for classifying green, social, and sustainability financing. Additionally, the following developments helped progress against the ESG Strategy objectives and sustainability priorities.



### 1. Policy Progress

ESG integration is governed more broadly through the Sustainability Policy and supporting procedures across the Bank, with portfolio and investment specific disclosures expected to develop further as the SFF roadmap progresses. Boubyan Bank continued to build on the policy and framework progress established in the previous reporting cycle. This was reinforced by the policy enhancement review conducted during the prior reporting year, which supported the Bank's ongoing efforts to strengthen ESG integration through its policies by identifying practical areas to enhance oversight, risk management, responsible finance practices, environmental and social commitments, and reporting transparency.



### 2. SFF Progress

As of 2025, the SFF was formally approved by the Board providing a foundation for future implementation in the periods ahead. At present, Boubyan Bank's SFF disclosures relating to portfolio-level processes and metrics remain limited, but these are being enhanced as the program matures. Similarly, disclosures on sustainable finance are currently high level, with more detailed reporting expected to evolve over time, including information such as category volumes and eligibility methodology as implementation progresses. This reflects continued progress from the prior year, when the SFF was being developed to help direct financing toward projects with environmental and social impact in line with Islamic finance principles and good practice.



### 3. ESG Reporting Expansion

ESG integration at the Bank is not treated as a standalone activity, but rather as part of a broader governance and implementation process supported by internal policies and procedures. Boubyan Bank continued to build on earlier progress linked to its IFRS S1 and S2 readiness assessment, which provided a practical foundation for strengthening governance, expanding the scope of sustainability related reporting, and improving how sustainability risks and opportunities are considered alongside financial performance.



### 4. ESG Rater Progress

Boubyan Bank's broader ESG integration journey has been supported by its long term ESG Strategy, under which the Bank has continued to strengthen alignment with stakeholder expectations, national priorities, and evolving sustainability frameworks. In addition, the Bank has continued to participate in ESG rating and benchmarking processes, including engagement with S&P Global and MSCI, to assess performance across ESG criteria, support year-on-year progress tracking, and identify areas for future improvement. This ongoing participation has been accompanied by year-on-year improvement in Boubyan's S&P score, including a notable increase from 2024 to 2025 as detailed in the previous section.



### 5. Strategic Monitoring and Tracking

In 2025, the Bank formalized and advanced the implementation of its ESG Strategy through a broader internal push across the organization, supported by the establishment of monitoring and tracking mechanisms through the ESG Strategy Scorecard. This enabled the Bank to track ESG performance and progress against the objectives and KPIs set under its ESG Strategy pillars, helping to monitor delivery against its targets through 2029.



## ESG Strategy Spotlight

### Endorsement of the Sustainability Policy

#### ESG Commitments in Action

Boubyan Bank's ESG Strategy provides a structured framework to guide its sustainability direction across the listed key pillars with defined strategic objectives, 2029 targets for each objective through the years 2024–2029, and related Key Performance Indicators (KPIs) to support implementation and track progress over time.

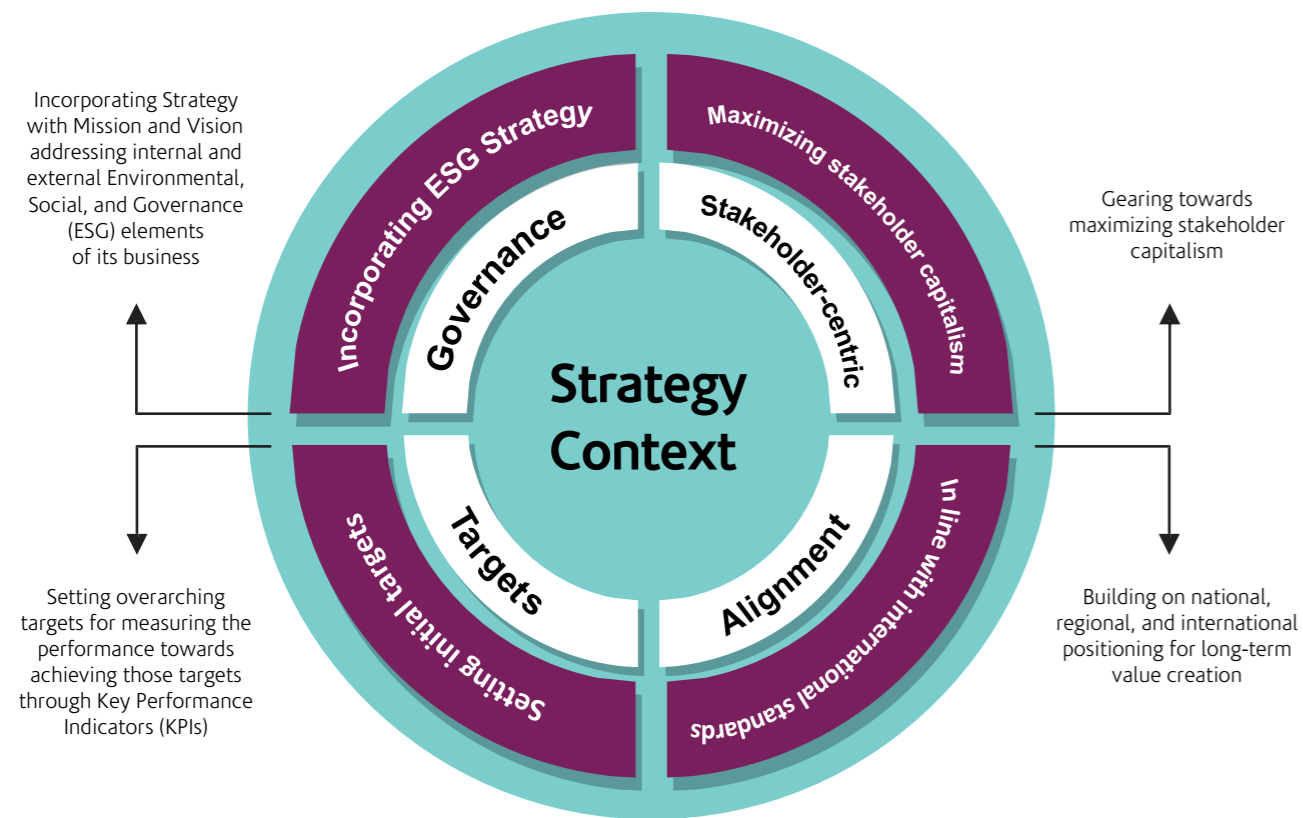
Boubyan Bank recorded tangible progress in 2025 in advancing the commitments set out under its ESG Strategy. The Bank's 2029 ESG Strategy provides the foundation for this journey, reflecting both its Islamic values and its ambition to generate positive and lasting impact. In a rapidly evolving operating environment, strengthening ESG integration remains important to meet changing stakeholder expectations, aligning with national development priorities and international sustainability frameworks, and shaping the Bank's long-term growth direction.

### Boubyan's ESG Strategy

Boubyan's 2028 corporate strategy sets the Group's overall strategic direction through a stakeholder-centered lens, linking long term growth to value creation for employees, customers, shareholders, and communities. Its overarching pillars provide the foundation against which the Bank's ESG commitments are positioned and measured.

On the other hand, Boubyan's ESG Strategy is designed to operate in alignment with this corporate direction, reinforcing and advancing select pillars through a dedicated sustainability lens. Shaped by a broad understanding of the landscape in which the Group operates including sector trends, regulatory developments, stakeholder priorities, and wider sustainability ambitions. This context allows the Bank to identify and respond to the ESG issues and opportunities most relevant to the financial sector and to Boubyan's role as a leading Islamic financial institution.

Boubyan's strategy context reflects how ESG considerations are incorporated into the Bank's broader strategic direction through governance, stakeholder centricity, targets, and alignment. The strategy links ESG integration with performance measurement, stakeholder value creation, and alignment with national, regional, and international standards, supporting a more structured connection between sustainability priorities and long-term business direction.



The contextual factors influencing Boubyan's ESG Strategy include:



#### 1. Industry and Sector

Boubyan's ESG approach reflects the issues most relevant to financial institutions, including responsible financing, data privacy, sustainable finance, and governance.



#### 2. Stakeholder Expectations

The Bank considers the evolving expectations of investors, regulators, employees, customers, and communities in shaping its ESG priorities.



#### 3. Governance and Regulatory Requirements

The strategy is guided by applicable local and international requirements related to ESG matters including alignment with the Capital Markets Authority (CMA) sustainability reporting requirements.



#### 4. Sustainability Goals

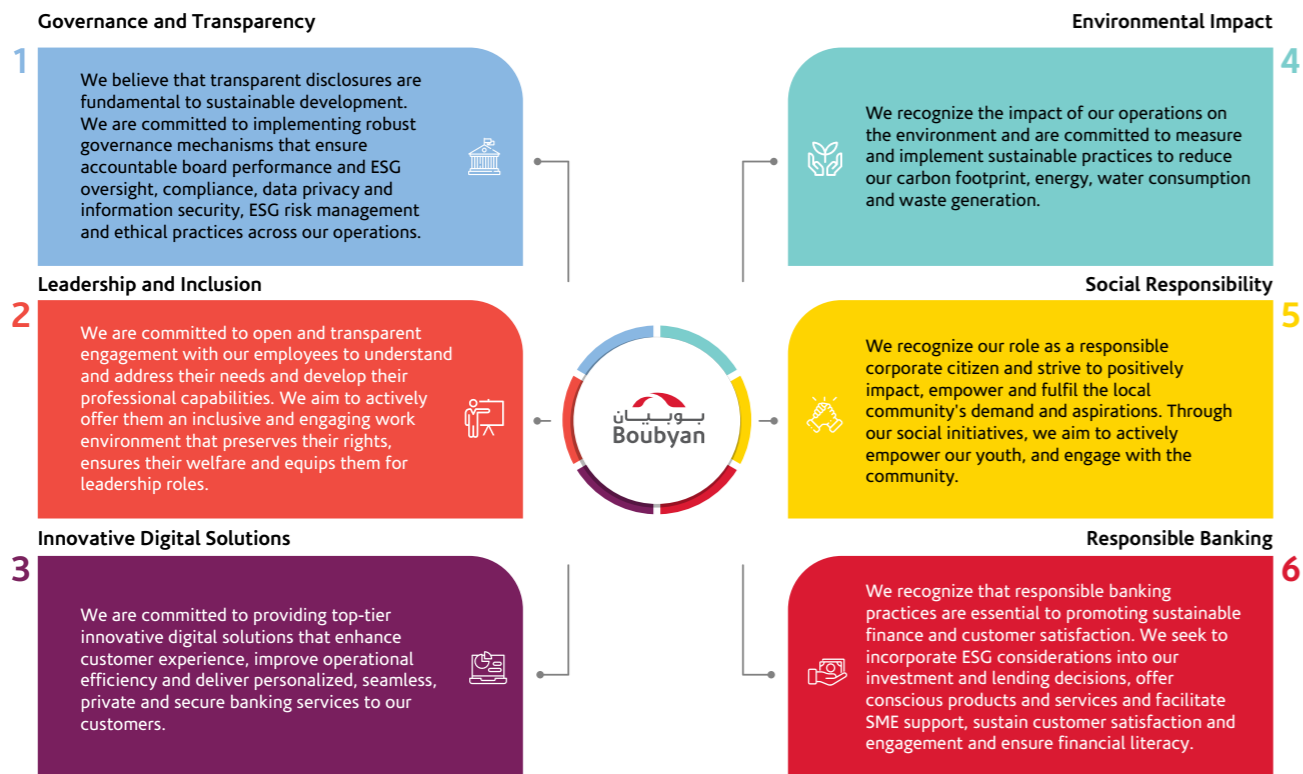
Boubyan aligns its ESG efforts with broader sustainability frameworks, including the UN SDGs, to support national and global priorities.

Boubyan's 2029 ESG strategy presents the Group's strategic direction through a stakeholder centered lens, linking long term growth to value creation for employees, customers, and shareholders and communities.



### ESG Strategy Statement

As a leading Islamic financial institution, Boubyan's ESG Strategy reflects its commitment to ethical conduct, responsible growth, and long-term value creation for the communities it serves. The Bank's ESG approach is anchored in a set of core principles that shape how sustainability is embedded across the business.



### ESG Pledges

Boubyan Bank's ESG commitment is closely linked to its wider Group strategy, which supports sustainable and inclusive growth across the business. This strategic direction is reflected in three connected priorities:

- Investing in employee growth through talent development and capability building
- Driving customer growth through innovation and a customer focused approach
- Supporting community and shareholder growth through financial resilience and contribution to broader socioeconomic progress

As part of its sustainability reporting journey, Boubyan Bank aligns its approach with selected pillars of relevant UN SDGs. These include:



**SDG 3, Good Health and Wellbeing:** Promoting healthy lifestyles through wellness initiatives and financial well-being.



**SDG 5, Gender Equality:** Enhancing female workforce representation and inclusive leadership.



**SDG 12, Responsible Consumption and Production:** Supporting responsible lending and launching initiatives such as Plastic-Free Kuwait.

## 2035 | رؤية الكويت KUWAIT VISION

The Bank's contribution is also linked to national priorities under Kuwait Vision 2035 such as:



### Creative Human Capital

Attracting and retaining Kuwaiti talent.



### Sustainable Diversified Economy

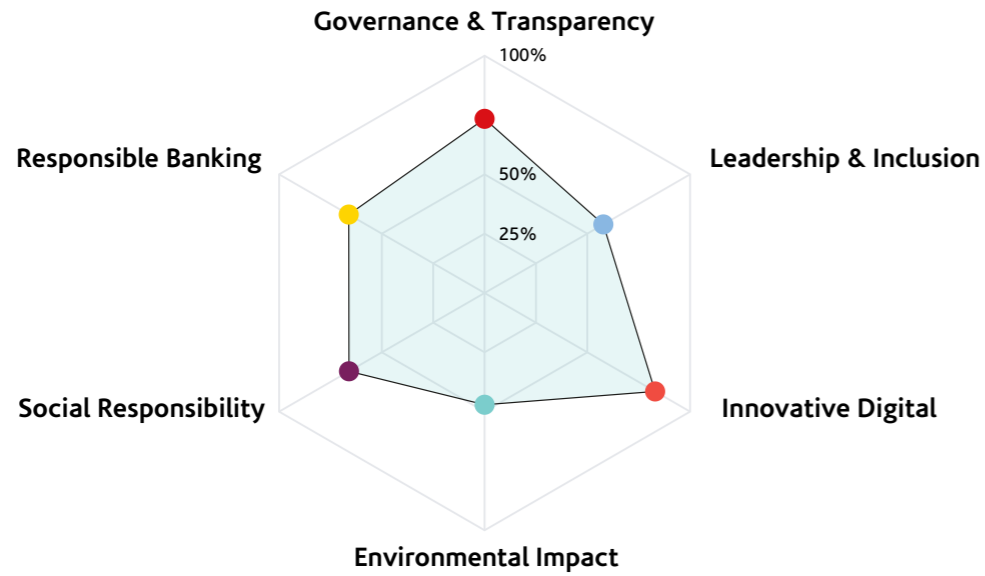
Supporting underbanked segments and SMEs through accessible financial solutions.

These focus areas continue to shape the Bank's sustainability approach to global sustainability alignment and ongoing national development priorities.

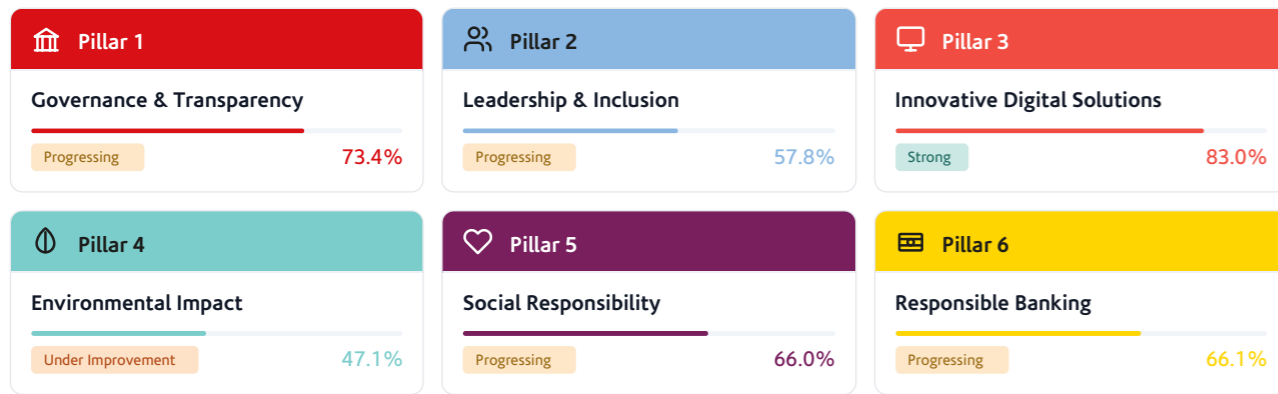
### ESG Strategy Progress

Boubyan developed an ESG Scorecard to provide a structured view of how the Bank monitors progress against its ESG Strategy across the relevant strategic pillars. As reflected below, the scorecard links each pillar to the ESG Strategy's objectives, while also capturing the 2025 progress recorded against each pillar covering 90% of the Strategy's defined objectives in comparison to 2024, with the exception of a few objectives being under data availability restrictions and quality improvements. This approach supports more consistent oversight of ESG implementation and helps connect strategic priorities with measurable actions, operational follow-through, and reported outcomes. The 2025 update shows progress across all ESG strategy pillars to provide a practical view of how Boubyan is tracking ESG performance over time and where further work remains to advance delivery within the next four years. For context, the rating scales used below reflect the following criteria:

- Strong: solid progress shown with most of the underlying objectives and 2029 targets were either achieved or on track to achieve.
- Progressing: rapid convergence toward the 2029 targets with some fluctuations observed in KPIs.
- Under development: slight divergence from 2029 targets with some KPIs underperforming compared to baseline.



2025 performance  
Goal horizon: 2029



■ Strong (≥75%) ■ Progressing (50–74%) ■ Under Improvement (<50%)

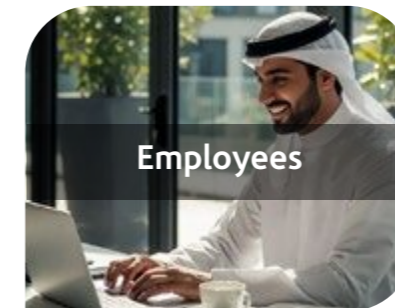
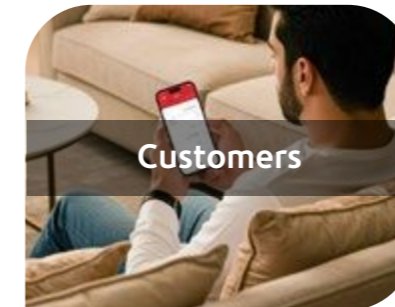
### Stakeholder Engagement

Boubyan recognizes meaningful engagement with stakeholders is essential to building trust, delivering shared value, and reinforcing the Bank's role as a responsible financial institution. Stakeholder engagement at Boubyan is approached with care, consistency, and a commitment to adding value to all parties involved. Boubyan Bank engages with stakeholders through a combination of structured communication channels, feedback mechanisms, and ongoing dialogue intended to maintain connection, strengthen visibility, and support positive impact. This engagement approach spans both governance level oversight and day-to-day interaction with stakeholder groups relevant to the Bank's business, ESG priorities, and public presence.

### Bottom-up Approach

At governance level, the BGC, BRCC and Executive Management (EM) remain connected to stakeholders through structured engagement channels, including customer feedback and complaints channels, employee engagement forums, regulatory interactions, and community partnerships. Stakeholder inputs are consolidated by management and used to inform ESG priorities and related disclosures. The findings from stakeholder engagement and internal ESG reviews are used to refine priorities, update policies and controls where needed, and shape annual disclosure content, with material themes escalated through management governance to the BGC and BRCC for oversight and follow-up.

The Bank engages across a wide stakeholder base, including both local and international audiences:



These stakeholder groups are engaged based on their relevance to the Bank's operations, the level of mutual impact across financial, social, and regulatory dimensions, and the role they play in supporting the Bank's long-term priorities. The purpose of this engagement is to remain continuously connected, increase exposure, and create a positive impact through ongoing interaction and responsiveness. Engagement is carried out with an emphasis on responsiveness and constructive interaction, helping ensure that stakeholder concerns are heard and addressed while strengthening relationships that support the Bank's wider business and sustainability objectives.

Boubyan maintains regular engagement with key groups engaged on at least a monthly basis to support ongoing communication and responsiveness to evolving expectations. This regular cadence helps the Bank remain closely connected to stakeholder priorities and maintain a proactive approach to relationship management.

Stakeholder engagement extends across Boubyan’s subsidiaries, reflecting a Group-wide emphasis on maintaining strong, informed, and responsive stakeholder relationships. Within this context, engagement supports the positioning of entities such as BLME as a credible voice on GCC investor activity in the UK commercial real estate market, while Nomo continues to engage around GCC customer sentiment in the residential and buy-to-let segment. At BLME, this engagement is approached strategically and remains aligned with the Bank’s broader objectives and PROUD values.

**Engagement Channels**

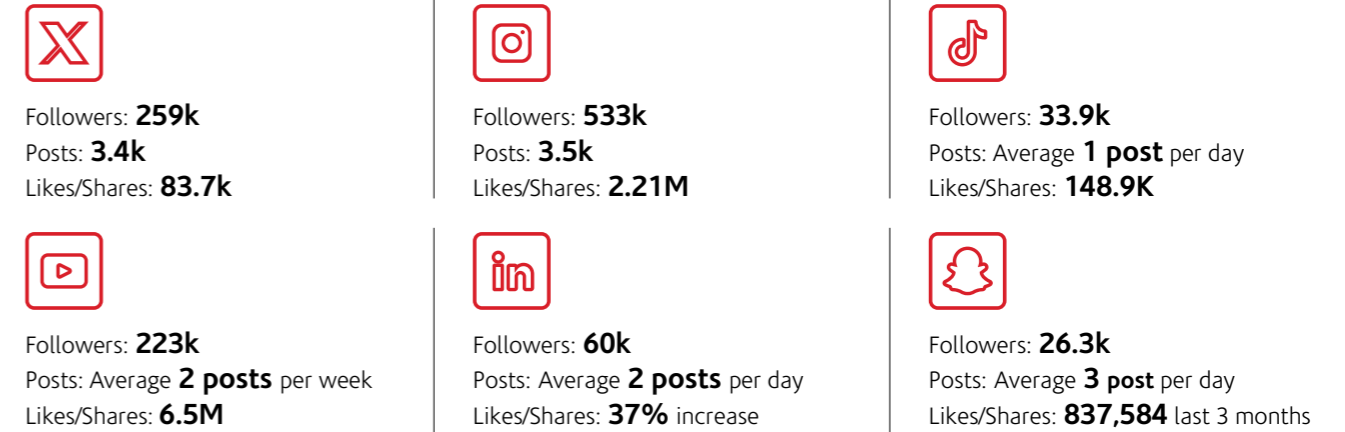
Boubyan Bank serves and communicates with stakeholders through multiple service and engagement channels, including telephone, email, direct service, and sending a representative if needed. These channels support accessibility and ongoing relationship management across the Bank’s stakeholder base. The table below summarizes Boubyan’s structured stakeholder engagement approach, including the main stakeholder groups, engagement channels, and frequency of interaction across its core categories.

**Boubyan’s Stakeholder Engagement Approach and Frequency**

Stakeholder Category	Stakeholder Engagement Type	Engagement Frequency
Shareholders	Consultation	Quarterly and as needed
Investors	Consultation	Quarterly and as needed
Regulatory Bodies	Information and Consultation	As needed
Customers	Consultation	Ongoing
Suppliers	Participation	Ongoing
Employees	Participation	Ongoing
Local Community	Participation	As needed

In addition to direct communication, Boubyan Bank actively leverages digital platforms, particularly social media as major channels to connect with stakeholders. These platforms support sharing updates, receiving feedback, and maintaining real-time dialogue with stakeholders. This digital presence extends the Bank’s reach and supports more immediate and visible interaction with the public and other stakeholder groups. The social metrics shared in the following table provides insight into the scale and responsiveness of Boubyan’s stakeholder interaction across online channels.

**Boubyan Bank Social Media Reach**



Boubyan’s engagement mechanisms help the Bank in creating feedback loops that support service quality, policy refinement, and ESG related oversight. Through this structured approach, stakeholder engagement remains an ongoing part of how the Bank strengthens accountability, supports informed decision-making, and sustains relationships across its operating environment. These engagement outcomes provide an important input into the identification and prioritization of material topics, forming a bridge to the Bank’s materiality assessment process outlined in the following section.

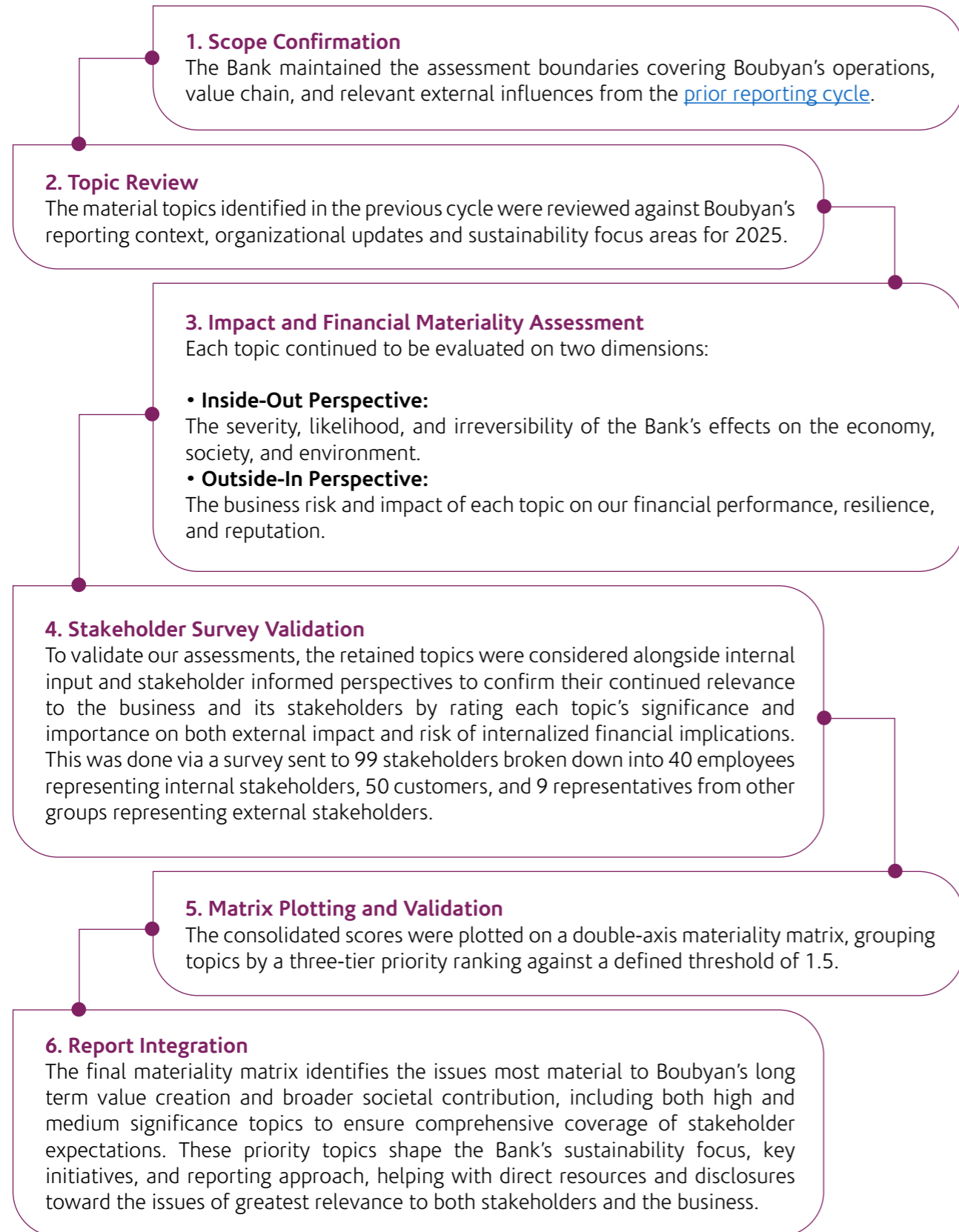
**Reinforcing our ESG Priorities**

To ensure Boubyan’s sustainability priorities focused on the areas of greatest relevance to the business and its stakeholders, the Bank continued to rely on the Double Materiality Assessment (DMA) approach established in the [prior reporting cycle](#). Although Boubyan’s materiality assessment was not externally verified, however Boubyan’s materiality approach considers both Boubyan’s impacts on society and the environment and the sustainability related matters that could influence its financial performance and long-term resilience. Accordingly, the material topics identified in 2024 were retained for 2025 reflecting the unchanged nature of Boubyan’s operations and business relationships, while providing continuity in how Boubyan assesses, prioritizes, and responds to the sustainability issues most relevant to business continuity and stakeholder expectations. Moreover, the identified material ESG issues are considered in Boubyan’s ESG Risk Framework. This exercise allows Boubyan to capture variations in stakeholder views and opinions of sustainability priorities amidst the continuously shifting regulatory expectations and global economic, environmental, and social issues.



### Assessment Methodology

The methodology below outlines how Boubyan applies this approach in practice to support the review and reporting of its material sustainability topics considering financial impact.



### Material Topics

The following presents the full list of identified material topics reflected in the 2025 Materiality Matrix.

Material Topic	Impact Materiality	Financial Materiality	ESG Alignment	Boubyan ESG Strategy Alignment	SDGs Alignment
Sustainable Resource Management	Medium	Medium	Environment	Environmental Impact	 
Carbon Footprint	Medium	Medium	Environment	Environmental Impact	 
Sustainable Finance	Medium	Medium	Environment	Responsible Banking	 
Financial Inclusion, Literacy, And Accountability	High	High	Social	Responsible Banking	  
Employee Wellbeing and Diversity	High	High	Social	Leadership and Inclusion	 
Community Impact	High	High	Social	Social Responsibility	 
Customer Experience and Satisfaction	High	High	Social	Responsible Banking	 
Stakeholder Engagement	High	High	Social	Leadership and Inclusion	
Responsible Procurement and Supply Chain	Medium	Medium	Social	Environmental Impact	 
Corporate Governance and Compliance	High	High	Governance	Governance and Transparency	
Cybersecurity and Data Privacy	High	High	Governance	Governance and Transparency	 
Risk Management and Resilience	High	High	Governance	Governance and Transparency	 
Innovative Digital Solutions	High	High	Governance	Innovative Digital Solutions	 

### Materiality Matrix

Based on Boubyan’s materiality approach, the matrix below presents the retained material topics across two key segments according to their relative impact and financial significance:



#### Priority Segment (Upper-Right Region):

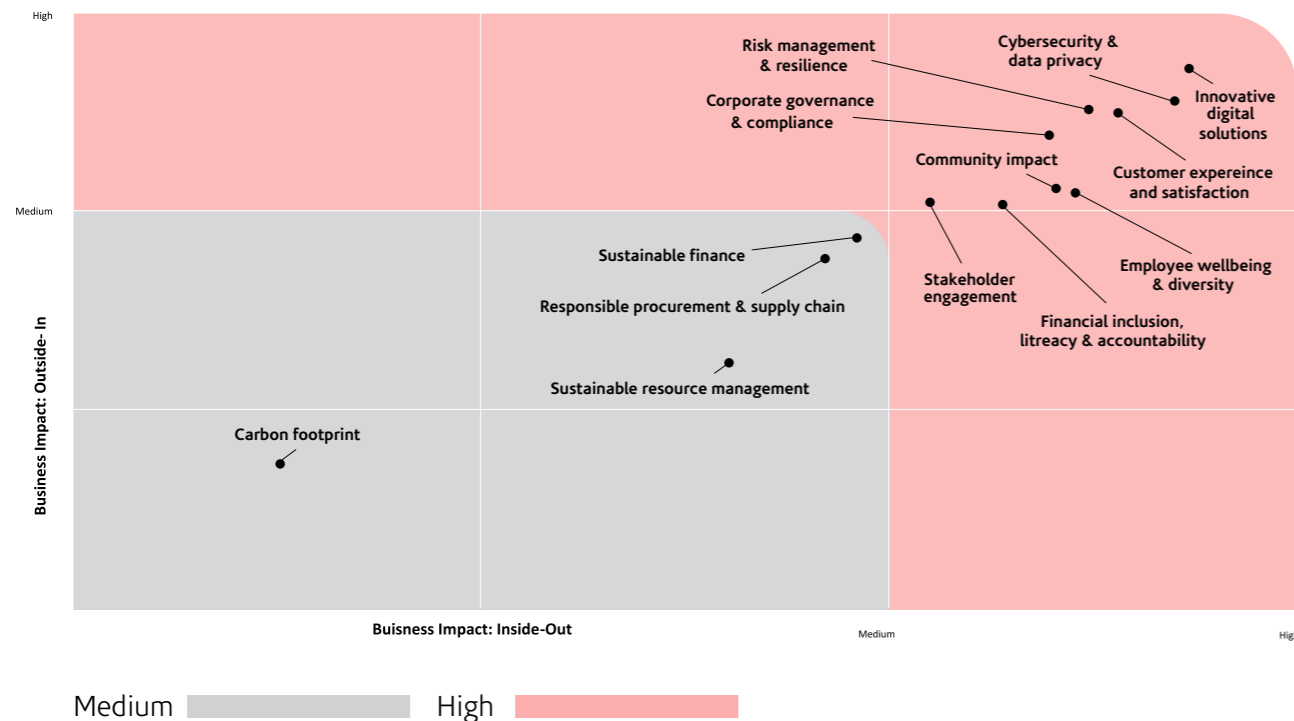
Topics here represent Boubyan’s highest priority material matters carrying strong significance across both inside-out and outside-in impact dimensions.



#### Strategic Enablers (Moderate-to-High Region):

Material topics in this zone reflect issues where significance is present across one or both impact dimensions, contributing to broader strategic progress and long-term value, though with comparatively lower combined weighting than top priority topics.

By categorizing topics into these regions, Boubyan can prioritize directing attention toward the most significant topics while maintaining visibility over enabling and foundational sustainability matters across its business. Topics below the materiality threshold (Low Materiality) were then excluded from the materiality matrix below.



Boubyan’s ESG strategy commitments and progress reflect a structured approach to ESG integration at Boubyan, shaped by clearer policies, a defined strategic direction, ongoing progress tracking, stakeholder engagement, and a sustained focus on the issues most relevant to the Bank and its stakeholders. These priorities are carried forward through the governance structures, oversight mechanisms, and control systems that support this implementation in practice, including leadership oversight, risk management, compliance, business ethics, policy governance, and cybersecurity detailed in the Governance and Resilience Chapter.



# 3

## Governance & Resilience

### In this chapter:

Leadership and Oversight	43
Governance Practices	59
AML and Corruption Functions	67
Enterprise Resilience	72
Cybersecurity and Data Privacy	91



2029 Strategic Alignment:  
Governance and Transparency

Governance and institutional resilience remained central to Boubyan’s ability to manage risk, maintain accountability, and support sustainable long-term performance beyond 2025. This chapter brings together the frameworks and practices through which the Group oversees leadership accountability, governance practices, responsible business conduct, compliance, enterprise resilience, cybersecurity and data privacy reflecting the foundations through which sound decision-making and effective oversight are maintained across the organization.

These themes sit at the core of Boubyan’s Governance and Transparency ESG strategy pillar priorities. Governance is therefore addressed not as a standalone function, but as an integrated part of how the Bank manages resilience, control, and institutional trust across its business and operational activities.

During 2025, progress under this area was reflected through continued Board and committee oversight of sustainability and risk matters, continuous development of ESG risk governance and reporting arrangements, reinforcement of compliance and anti-bribery controls, and ongoing oversight of cybersecurity and data privacy. Some key outcomes across these areas included maintaining effective internal controls where zero confirmed incidents of corruption data breaches or substantiated customer privacy complaints were recorded across all Group entities throughout 2025. These results reflect the robustness of the control environment and governance foundations that underpin Boubyan’s broader ESG strategy and long-term resilience.

### Leadership and Oversight

Boubyan’s leadership and oversight structure is designed to support disciplined governance, effective control, and accountability across strategic, risk, compliance, and sustainability-related matters. The Bank applies a structured governance framework starting at Board level and extends through Board committees, EM, and designated management functions, enabling oversight of business activities in line with regulatory requirements, governance principles, and the Bank’s strategic direction which extends to Boubyan’s subsidiaries in accordance with their respective regulatory authorities.



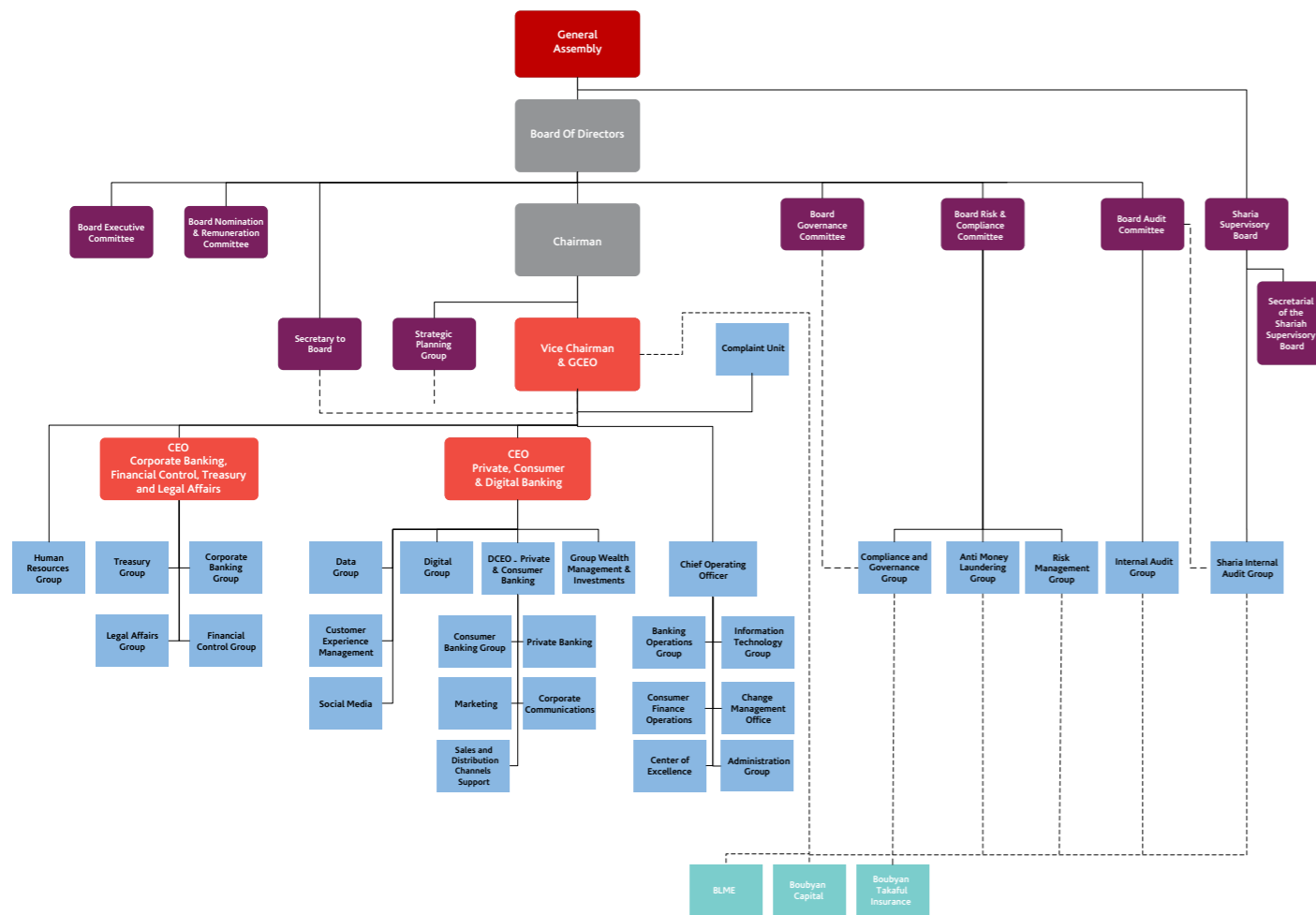
### Organizational Structure

Boubyan’s organizational structure reflects this model through established reporting lines and defined roles across the Bank’s governance and subsidiary functions. The following structure reflects the Bank’s oversight flows from the General Assembly and BOD through Board committees and EM to the Bank’s business, risk, compliance, audit, and support functions, providing the institutional foundation for the governance arrangements described in the Leadership and Oversight section.

This structure reflects the role of the Compliance and Governance Group, Risk Management Group, and its linked Sustainability and Business Continuity Departments, alongside distributed ownership for impact-related matters across business and support functions, supported by departmental owners, designated focal points, and ESG coordinators responsible for data provision and implementation.

On a semi-annual basis, the Governance Unit verifies that the Compliance, Risk, and Internal Audit Departments conduct the periodic assessment of risks associated with the Group’s structure.

### Boubyan Organizational Structure\*



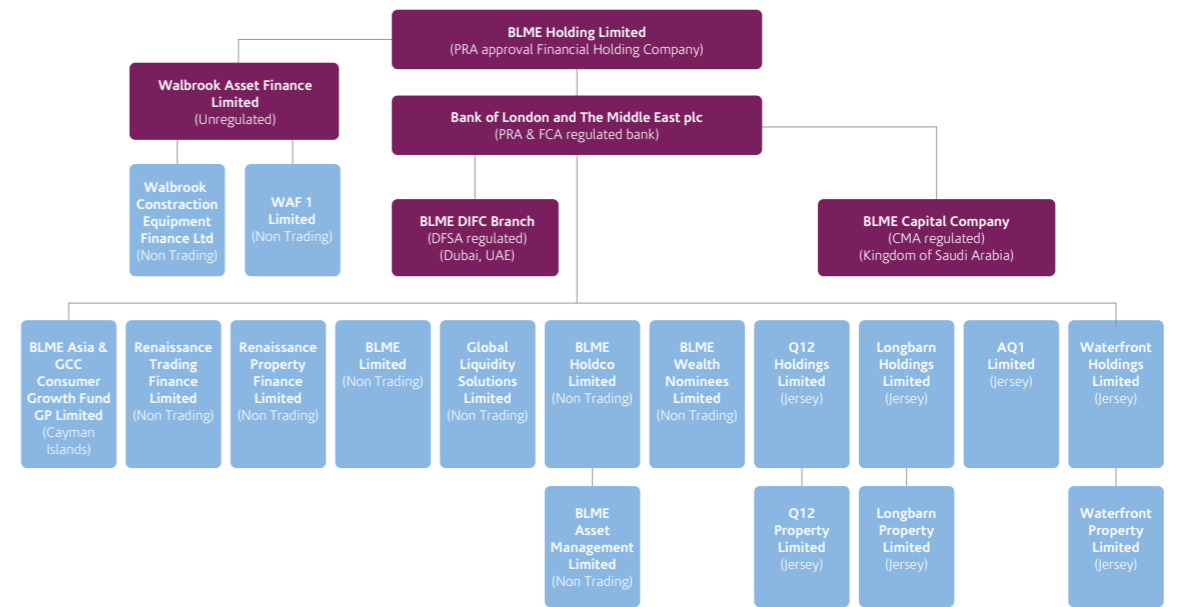
\* The above organizational structure was approved on April 2026.



### BLME Organizational Structure

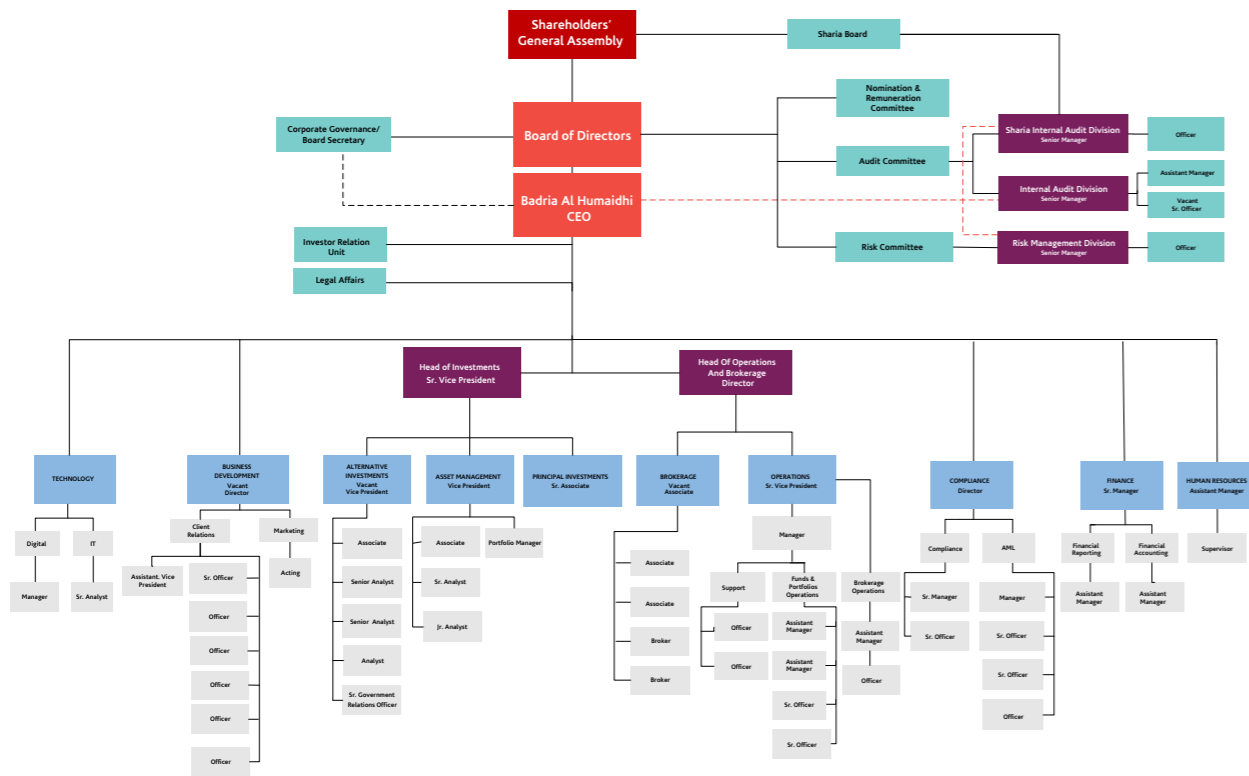
BLME maintains a separate entity-level organizational structure that reflects its role as Boubyan Bank’s UK subsidiary and the wider governance and ownership arrangements of the BLME Group. As illustrated below, the structure reflects the reporting and ownership links between BLME Holdings Limited, Bank of London and The Middle East plc, and its controlled entities, branches, and affiliated businesses.

### BLME Holdings Limited Group Structure Chart

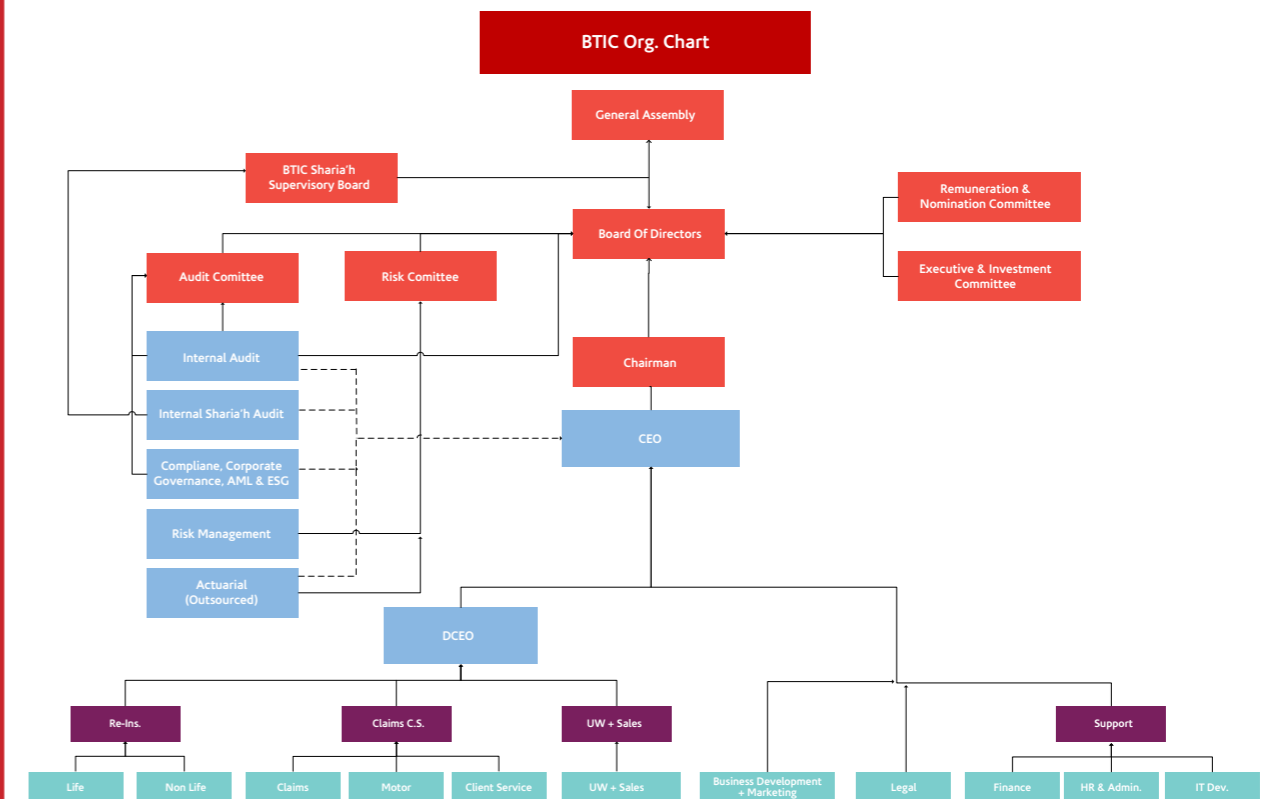




### Boubyan Capital Organizational Structure



### Boubyan Takaful Organizational Structure



### Board Mandate and Oversight

Boubyan Bank’s Board holds the broadest authority to manage the Bank and is responsible for setting strategy, determining risk appetite, approving capital and operating plans, monitoring Executive Management, and reviewing the work of Board committees. In 2025, the Board held several meetings and its scope includes implementing approved General Assembly resolutions, setting governance rules for relationships with shareholders and stakeholders, and providing required information to regulatory bodies and the Sharia Supervisory Board as disclosed in [Boubyan Bank’s 2025 Annual Report](#). In addition, board connectivity with shareholders and investors was maintained through the General Assembly, analysts’ conferences, telephone communication, and email communications, providing channels through which stakeholder perspectives can be communicated to the Bank’s leadership and oversight structure.

### Impact Management

The Board retains oversight of critical strategic matters while delegating day-to-day management to EM. Within this division of responsibilities, retained Board authorities include approval of business plans, risk appetite and performance targets, approval or delegation of authority over key credit and market risk limits and investments. This allocation of responsibilities supports Board oversight without shifting the Board into operational management.

Board oversight is supported by regular reporting through which the Board receives regular reports on the following areas, including information regarding status updates, performance metrics, and trends:



This reporting strengthens oversight across governance, resilience, and ESG-related matters within the Bank’s control mechanisms. These reporting and review processes provide visibility over progress against key initiatives, material risks and opportunities, and any control or compliance gaps identified through internal reviews and stakeholder feedback. In this context, executives and employees report back to the highest governance body through quarterly reports where the reported information is reviewed and approved by the Bank’s highest governance body. At the same time, the Board’s use of due diligence and impact-management outcomes is guided by the Bank’s established policies and internal procedures, which are intended to segregate interests and clarify responsibilities across governance and oversight processes.

### Oversight

The oversight of ESG and climate-related matters is embedded within this broader Board governance model. At Board level, the Board oversees climate-related risks and opportunities, and sustainability matters through the BRCC, in line with the approved Sustainability Policy and provides strategic direction on ESG integration, including oversight of ESG considerations in financing and investment activities. At management level, the Business Continuity and Sustainability Committee and BRCC drives implementation, monitoring, and coordination, while the Executive Manager for Business Continuity and Sustainability handles day-to-day follow-up and reporting. Alongside this, senior executives are held accountable for ESG Strategy execution within their respective functional mandates, while impact management responsibilities remain distributed across relevant business and support functions, including Risk and Compliance, HR, and Operations. Across this structure, ESG coordination is managed through the Sustainability function and cross-functional governance.

This governance structure operates through established reporting lines whereby periodic sustainability updates are reviewed at management level and can be escalated to the BGC and BRCC where Board visibility is needed. In practice, reporting occurs through periodic management governance cycles, typically quarterly presentations at management committee level. ESG disclosures are also subject to departmental review prior to publication, while the Sustainability Report is finalized following Group Chief Compliance and Governance Officer and Chief Risk Officer (CRO) approval. This governance approach is reinforced by the Board’s role in approving the annual ESG and Sustainability Report as part of its wider review of governance and disclosure outputs.

Within the same governance structure, climate-related oversight forms a key part. The Bank’s CRO acts as a senior executive responsible for overseeing ESG and climate-related risk matters, while the Risk Management Department supports oversight of ESG-related risks. Accordingly, climate-related governance within the Bank’s broader risk and compliance oversight structure, with more detailed risk management processes are addressed in the Enterprise Resilience Section.

Further to Governance pillar in particular, the established mechanisms require the Executive Manager - Corporate Governance and CMA Compliance to prepare the governance report, oversee the governance of subsidiaries through an annual review, and prepare the annual governance report. Subsequently, the Executive Manager - Corporate Governance and CMA Compliance reviews the Bank’s Islamic Shariah governance framework before submitting the report to the Board Governance Committee followed by the BOD’s approval.

**blme**

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### BLME Governance Model

At BLME, sustainability and climate-related oversight are embedded within its risk governance framework. At the Board level, the Board Risk Committee oversees the Group's approach to climate-related risks, while the CRO acts as the climate risk lead. This oversight is reinforced at management level through the Executive Risk Committee and EM Team, with periodic climate risk training and recurring Board assessment processes in place. Supporting this structure further, the Board Risk Committee reports to the BLME Board, while the Enterprise Risk Committee supports management of BLME's sustainability strategy under CRO ownership.

Alongside these internal arrangements, four shareholder non-executive directors in 2025 interacted with the two largest shareholders representing 79.87% of shares, providing one of the channels through which the highest governance body remains connected to key stakeholders. In parallel, the Chief People Officer (CPO) manages people-related impacts. As part of this climate governance framework, the Board, through the Board Risk Committee ensures to:

- Set climate change strategy
- Transition plans and targets
- Monitor alignment between climate strategy and the business model
- Provide strategic oversight of climate-related risks and opportunities, challenges and approves climate risk appetite and the policy framework
- Signs off climate-related risk appetite and disclosures in the financial statements
- Reviews material climate risk exposures through regular reporting

To support this oversight cadence, the Board Risk Committee meets at least four times per year.

### Board Structure and Committees

Boubyan Bank's Board and committee structures are designed to enable independent judgment, clear accountability, and effective oversight across the Bank's principal governance matters. As outlined below, the Board's composition and committee architecture provide the basis for oversight of strategy, governance, risk, compliance, and sustainability-related issues. However, for additional information on Boubyan Group subsidiaries' Board of Directors and Executive Management, kindly visit their respective official websites.

### Boubyan Bank Board Composition

Boubyan Bank is governed through a one-tier BOD. In 2025, the Board comprised 11 members, including one executive director, 6 non-executive directors, and 4 independent directors. Only the Vice-Chairman and Group CEO held executive Board roles, while the remaining Board members did not participate in the day-to-day management of the Bank. This composition enables independent oversight and aligns with the Bank's governance framework and CBK's requirements. At Boubyan Bank, the Board includes one female in 2025, representing 9% of Board membership, while average Board tenure stood at 7 years. For details on Boubyan Board members and their associated Board committees, refer to Boubyan Bank's [2025 Annual Report](#). Additionally, subsidiaries' BOD members can be viewed through their respective annual reports and official websites.

At Boubyan Bank, Board nominations are subject to CBK's approval and election through the Annual General Meeting (AGM), while Board committees are selected from within the Board. Board members are appointed every three years in accordance with the governance instructions of the CBK. In this process, selection considerations include independence, relevant expertise, and diversity across backgrounds and specializations. Nomination is also open to the public where candidates meet the nomination standards set by the CBK with public elections taking place through the AGM as well. In addition, specific skills and expertise relevant to the Bank's impacts and oversight needs are considered in the selection process. Members of the BOD are selected from several diverse specializations that help the Board make decisions in the best interest of the Bank and its stakeholders and the selection process is carried out in accordance with the procedure adopted by the Nomination and Remuneration Committee (BNRC).

This governance structure is reinforced by the clear separation of leadership roles at Board level. The roles of Chairperson and CEO are segregated. Under this structure, the Chairperson serves in a non-executive capacity in compliance with CBK's corporate governance instructions, while executive responsibility at Board level rests with the Vice-Chairman and Group CEO. This segregation is complemented by the presence of non-executive and independent directors bringing an independent perspective to strategy development, management oversight, and monitoring of risk appetite and performance, and confirms that Board decisions are not dominated by certain individuals or groups. Subsequently, Board independence is maintained through annual review by the governance unit in accordance with CBK governance instructions as the Bank discloses its independent Board members through its website, annual report, stock exchange disclosures, and governance reporting.

### Individuals within Boubyan's Governance Bodies

Economic Indicator	Boubyan Capital	Boubyan Takaful	Boubyan Bank	BLME	2025 Group Total
Total per Subsidiary	5	7	11	9	32
By Gender					
Male	5	7	10	8	30
Female	-	-	1	1	2
By Age Group					
Under 30 Years Old	-	-	-	-	-
30-50 Years Old	4	5	-	-	9
Over 50 years Old	1	2	11	-	14



### Boubyan Takaful Board Nomination

Boubyan Takaful's nomination practices are guided by defined governance arrangements that support Board oversight of appointment and composition matters. These practices provide for a committee of at least three members, including at least one independent director, and require that the Board Chairman does not chair the committee. Nomination-related review is supported through formal meeting, documentation, and decision-making procedures, with meetings held as needed but at least once each year and administrative coordination in place to maintain records and supporting documentation. While the committee supports nomination-related oversight, ultimate accountability for decisions remains with the Board, and the underlying arrangements are reviewed periodically, with any amendments requiring Board approval.



### Boubyan Capital Board Nomination

Boubyan Capital's Board nomination process is governed by the requirements of the Capital Markets Authority (CMA) and supported through the Nomination and Remuneration Committee (NRC). In line with these requirements, the opening of nominations is announced in two newspapers at least two weeks before the Annual General Meeting, after which the NRC reviews nominations and recommends the approved candidates to the AGM.

Within this process, the NRC is responsible for recommending the acceptance of nominations and re-nominations for Board members and executive management in accordance with Book 5 and Book 15 of the CMA Executive Bylaws, as well as other relevant CMA and competent authority rules and instructions. Its role also extends to reviewing the annual skills and competencies required for Board membership, ensuring the continued independence of Board members, and supporting succession planning and the nomination of key executive and governance positions, including the CEO, CFO, Compliance Officer, and Shariah Supervisory Board. These nomination practices are further supported through review of the organizational chart in line with the company's strategy and CMA requirements for executive and registered positions. In parallel, the committee supports governance clarity by designing job descriptions for executive, non-executive, and independent Board members before final approval and handover to HR.

These arrangements support structured Board and executive nomination practices while aligning Boubyan Capital's governance processes with CMA requirements and wider expectations for transparency, qualification, and independence.

## Board Members



**Abdulaziz Abdullah Dakheel Al-Shaya**  
Chairman



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



**Hazim Ali Al-Mutairi**  
Director



**Mohamed Yousef Al-Saqer**  
Director



**Waleed Mishari Al-Hamad**  
Director



**Fahad Ahmad Al-Fouzan**  
Director



**Waleed Khalid Al-Yaqout**  
Director



**Khalid Ahmad Al-Mudhaf**  
Independent Director



**Abdullah Saud Al-Bader**  
Independent Director



**Dr. Amani Khaled Boursesli**  
Independent Director



**Rabah Abdulrahman AlRabah**  
Independent Director



**Ahmed Mohammad Al-Fahad**  
General Manager and Secretary to the Board



### BLME Board Composition and Nomination

The chair of BLME is the CEO of Boubyan Bank, which helps maintain BLME's strategic alignment with the wider Group's strategy as BLME continues to operate through its own entity-level governance structure and oversight arrangements. Within that structure, Board appointments are led by the BNRC, which identifies qualified candidates, considers nominations from major shareholders, and takes gender diversity into account in the search for new independent non-executive directors.

This process is complemented by meetings between potential new and shareholder directors, while independent directors go through a regulatory approval process. BLME shareholders may remove individual directors without cause, subject to the 75% full-vote threshold, while three directors are re-elected annually. At the same time, four Board members represented shareholder nominations as of 31 December 2023, including three linked to Boubyan Bank and one linked to the Public Institution for Social Security of Kuwait. Alongside this representation, BLME maintains a standing nomination committee (BNRC) whose chair is independent, and all nomination committee members are independent of management and other interests. This committee structure is complemented by a minimum of three regulator-approved independent directors and indicates that 80% of its Board is independent of management. Reflecting this composition in 2025, BLME reported a nine-member Board comprising 2 executive directors, 3 independent directors, and 4 shareholder non-executive directors. Within this mix, the Chair is non-executive but not classified as independent, with independence otherwise maintained through the presence of the three independent directors. Overall, these arrangements are underpinned by BLME's practice of seeking to comply with the UK Corporate Governance Code, or explain departures, as a matter of best practice, despite not being formally required to adopt it.

Governance arrangements are supported by Board effectiveness and capability measures, including an annual self-assessment process alongside an independent external effectiveness review every three years. Through these reviews, progress has been made toward increased Board and executive diversity as a formal target. At an operational level, all Board meeting attendance exceeded 75% in 2025, while a CEO succession plan is in place and reviewed through the BNRC. Adding further context to Board composition, average Board tenure stood at 6.95 years, calculated on a one-tier basis across all Board members. This profile included one woman serving on the Board in 2025, while seven independent or non-executive directors had relevant industry experience. For additional details on BLME's Board and EM information refer to BLME's website.

### Boubyan Bank Board Committees

To support effective execution of its mandate, the Board established five key Board committees, each operating under a Board-approved charter with defined roles, duties, and authorities, with committee chairpersons reporting regularly to the Board on committee activities and decisions. The key committees are:

Committee name	Main responsibility (scope)	Committee owner (chair)	Decision-area covered
<b>Board Audit Committee (BAC)</b>	<ol style="list-style-type: none"> <li>1- Review and approval of the internal audit plan.</li> <li>2- Discuss audit nature and scope with external auditors before starting the audit process, and discuss internal audit reports, management letters of external auditors, and the ICR report.</li> <li>3- Review the annual and quarterly financial statements.</li> <li>4- Approve the accounting policies.</li> <li>5- Follow up on the corrective actions for observations of internal audit reports, management letters issued by external auditors, as well as the ICR report, and the reports of CBK's inspection.</li> <li>6- Discuss the Sharia internal audit reports.</li> <li>7- Meet the External Auditors and the External Sharia Auditors.</li> <li>8- Review the responses of regulatory bodies, necessary corrective actions related to findings, and the recommendations of internal audit.</li> <li>9- Review the reports of regulatory authorities.</li> </ol>	Dr. Amani Khaled Boursli	Economic, Governance
<b>Board Nomination and Remuneration Committee (BNRC)</b>	<ol style="list-style-type: none"> <li>1- Review the proposed remuneration schemes and propose related recommendations to the Board for approval.</li> <li>2- Conduct Board Performance Assessment.</li> <li>3- Conduct performance assessment for the Sharia Supervisory Board.</li> <li>4- Review the annual performance assessment of the Vice-Chairman &amp; Group CEO.</li> <li>5- Ensure that performance assessment was conducted for the Executive Management.</li> <li>6- Review the succession plan.</li> <li>7- Identify training programs to the Board.</li> <li>8- Discuss the employment of competent national cadres in mid and top management.</li> </ol>	Abdullah Saud Al-Bader	Economic, Social, Governance
<b>Board Risk Management and Compliance Committee (BRCC)</b>	<ol style="list-style-type: none"> <li>1- Reviewing risk appetite metrics and reports on risk levels.</li> <li>2- Reviewing the bank's capital plan.</li> <li>3- Approving a number of policies associated with the activity of risk and compliance.</li> <li>4- Reviewing ICAAP report and the results of stress testing.</li> <li>5- Periodic review of the bank's international exposures' limits.</li> <li>6- Discussing the reports and plans of the activities of the Compliance Department and the AML and Sanctions Division (AMLSD) Unit.</li> <li>7- Reviewing and discussing the project for restructuring anti-money laundering (AML).</li> <li>8- Reviewing and discussing the non-quantitative risks, especially cybersecurity, and the steps to cover the same by the IT Department in addition to discussing with the executives in charge of this Department.</li> </ol>	Khalid Ahmad Al-Mudhaf	Economic, Environment, Social, Governance
<b>Board Governance Committee (BGC)</b>	<ol style="list-style-type: none"> <li>1- Review the annual governance report.</li> <li>2- Discuss the governance review reports of the Corporate Governance Unit and follow up on the status of respective recommendations.</li> <li>3- Follow-up on the implementation of CBK Corporate and Sharia Governance requirements.</li> <li>4- Ensure that the Board and Board Committees held adequate number of meetings.</li> <li>5- Review the Corporate Governance Manual.</li> <li>6- Verify subsidiaries' ability to satisfy the requirements of the Group's corporate governance standards and CG standards issued by the respective regulatory authorities of subsidiaries.</li> <li>7- Verify that appropriate means and tools are in place to ensure compliance of all subsidiaries with all adopted governance requirements.</li> <li>8- Follow-up with the Sharia Supervisory Board and the Audit Committee to ensure compliance with the Internal Sharia Audit Manual.</li> </ol>	Abdulaziz Abdullah Dakheel Al-Shaya	Economic, Environment, Governance
<b>Executive Committee</b>	<ol style="list-style-type: none"> <li>1- Approve financing transactions in line with the approved authority limits.</li> <li>2- Recommend settlement of debts and/or present recommendations on legal cases of corporate customers to the Board.</li> <li>3- Approve related party transactions and investment transactions within its authority limits.</li> </ol>	Adel Abdul Wahab Al-Majed	Economic, Environment, Social, Governance

The BRCC is the principal Board committee for oversight of risk, compliance, and ESG-related matters. Based on the Bank's Sustainability Policy, the BRCC provides strategic direction and oversight on sustainability-related matters, including environmental and climate-related issues, and supports oversight of the integration of ESG considerations into financing and investment activities. This places ESG oversight within the Bank's core governance architecture rather than under a separate standalone Board sustainability committee.

Committee activity during 2025 demonstrates the active role these bodies play in supporting Board oversight, as presented in the table below, which summarizes the number of meetings held by the Board and its key committees during the year. This meeting cadence reflects active Board committee involvement across risk, governance, compliance, and delegated strategic matters. For more information on board related activities, refer to Boubyan Bank's [2025 Annual Report](#). Furthermore, information on Boubyan subsidiaries can be viewed on their respective official websites.

**Meetings of the BOD and Key Board Committees**

Attendance Number of Meetings <small>Minimum Required Meetings as per Each Charter</small>	Board	BEC	BNRC	BGC	BAC	BRCC	Member's Attendance %
	9	6	4	3	10	12	
	6	6	4	2	4	4	
Abdulaziz Abdullah Al-Shaya	8			3			92%
Adel Abdul Wahab Al-Majed	8	6		3			94%
Hazim Ali Al-Mutairi	6		1*		9	9	83%
Mohamed Yousef Al-Saqer	9	6	4				100%
Waleed Mishari Al-Hamad	9	2*	4			9	100%
Fahad Ahmad Al-Fouzan	9	4	3		1*	3*	100%
Khalid Ahmad Al-Mudhaf	9		4	3	1*	12	100%
Abdullah Saud Al-Bader	9	4	3	3		3*	100%
Waleed Khalid Al-Yaqout**	7				8	8	92%
Dr. Amani Khaled Boresli**	7			2	9		100%
Rabah Adulrahman AlRabah**	7				8	9	96%

\* Attendance before the formation of the Board of Directors and Board Committees for the 2025-2027 term.  
\*\* Directors of the Board elected during the General Assembly Meeting for the year ended December 31st 2024 and admitted to the Board of Directors as new directors of the (2025-2027) term.

**Board Effectiveness**

Boubyan Bank continues to assess Board effectiveness through an annual internal performance assessment mechanism. The assessment process is based on peer review through an independent contracted party where the outcome is discussed among the BNRC and subsequently presented to the Board. In governance terms, the evaluation mechanism is determined by the BNRC and approved by the Board, after which the contracted party prepares the assessment questions. The process also includes confidential peer evaluation, whereby each Board member anonymously evaluates the Board and fellow members.

To support informed decision making, the Bank continues to support Board capability through periodic training, including ESG-related training and awareness on governance principles. This aligns with wider 2025 progress noted in the Chairman's Message, which referred to enhanced gender representation at Board level and awareness programs on governance principles for new staff as part of broader governance and inclusion progress during the year. This capability-building also includes periodic ESG awareness sessions, review of the Sustainability Policy and strategy updates, and committee discussions on sustainability-related risks and opportunities.

At the same time, Board accountability and alignment with long-term shareholder interests are reinforced through the AGM and the Board's annual evaluation process, with AGM minutes disclosed annually as part of the Bank's governance reporting.

**EM and Management Committees**

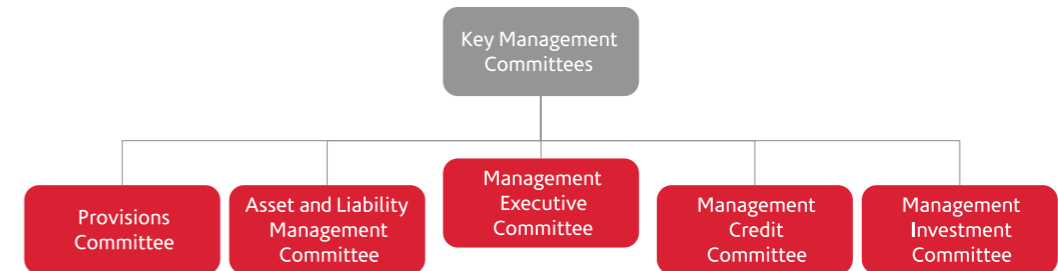
EM and its supporting committees play a central role in translating Board direction into day-to-day operations, coordination, and implementation across the Bank. Together, they help connect strategic priorities with operational execution, control functions, and management-level decision-making.

**Boubyan Bank Management Committees**

At management level, sustainability-related oversight is exercised through the Business Continuity and Sustainability Committee (BCSC), which comprises executive-level representatives from across the Bank. Within this structure, the committee oversees sustainability initiatives, monitors progress against ESG objectives and KPIs, supports implementation across relevant functions, and escalates material matters through established governance channels to the BRCC where required. Day-to-day coordination is led by the EM of the Business Continuity and Sustainability Department, while topic ownership remains embedded across relevant business and support functions.

This management-level model is implemented through departmental owners and designated ESG focal points or champions responsible for advancing execution and coordinating consolidated reporting across the Bank.





Alongside the BCSC, a broader set of management committees provides executive oversight across specific areas, including the following key management committees:

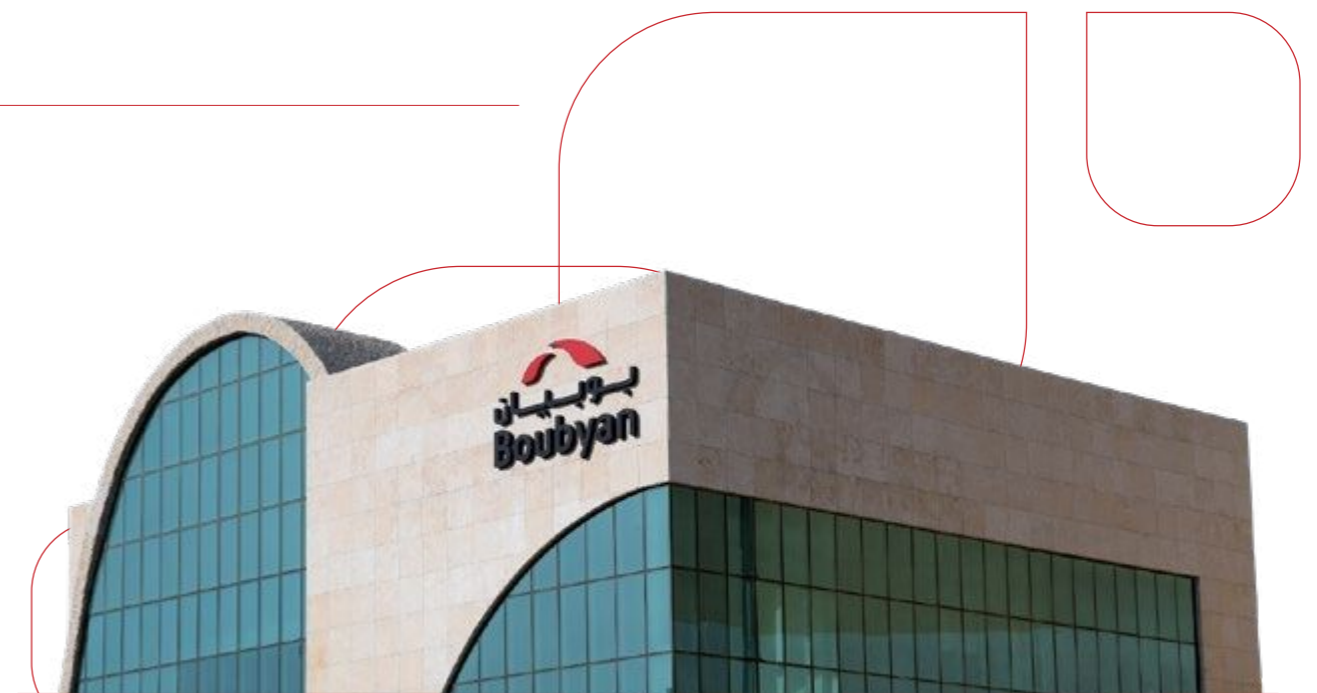






### Boubyan Bank EM Composition







The Bank's EM is responsible for the implementation of Board-approved strategies and overseeing the Bank's day-to-day operations. Accordingly, management and daily activities are delegated by the Board to EM, which comprises an executive team covering various domains, including strategy, operations, information technology, internal audit, risk, Compliance and Governance Group, and human resources. Beyond sustainability-related matters, the Bank maintains governance structures, management committees, and internal control functions responsible for reviewing and approving financial products and services to support compliance, customer fairness, and regulatory alignment. For details on Boubyan Bank's EM and management committees refer to Boubyan Bank's [2025 Annual Report](#).




### EM Members

Member Name	Role	Committee Contribution	Other significant positions and commitments	Nature of the commitments	Gender	Competencies relevant to the impacts of the organization
 <b>Adel Abdul Wahab Al-Majed</b>	Vice-Chairman and Group Chief Executive Officer	MEC	Vice Chairman - Boubyan. Chairman – BLME.	Executive	Male	Mr. Al-Majed joined Boubyan Bank in August 2009 and has around 44 years of banking experience. He worked previously at the National Bank of Kuwait (NBK) for more than 25 years, where he held leadership positions, including Deputy Chief Executive Officer and General Manager - Consumer Banking Group. Mr. Al-Majed graduated from the University of Alexandria with a bachelor's degree in accounting, and attended various EM development programs at various universities, including Harvard, Wharton, Stanford, and other reputable institutions.  Current Positions: • Chairman – Bank of London and the Middle East
 <b>Abdullah Abdulkareem Al-Tuwaijri</b>	Chief Executive Officer	MEC	Chairman of Boubyan Capital (Kuwait) Director - BLME	Executive	Male	Mr. Al-Tuwaijri joined Boubyan Bank in December 2011 and has more than 36 years of banking experience, including 23 years at NBK. During his time with NBK, he held different leadership roles in retail banking in Kuwait and London. Mr. Al-Tuwaijri earned his bachelor's degree in finance from Kuwait University and attended several executive development programs at Harvard Business School, INSEAD, and other reputable institutions.  Current Positions: • Chairman of Boubyan Capital (Kuwait) • Director - Bank of London and the Middle East
 <b>Abdul-Salam Mohammed Al-Saleh</b>	Chief Executive Officer	MEC	Chairman of Boubyan Takaful (Kuwait) Director - BLME	Executive	Male	Mr. Al-Saleh joined Boubyan Bank in October 2012 and has more than 37 years of banking experience. He worked for 18 years at NBK, where he gained experience in Financial Control and Corporate Banking; and his last position was the Head of Domestic Corporate Banking. Prior to joining the Bank, he worked over 7 years for National Bank of Abu Dhabi (NBAD) as the Regional Manager of its branch in Kuwait. Mr. Al-Saleh earned his bachelor's degree in finance from Kuwait University and attended various EM development programs over the course of his career.  Current Positions: • Chairman of Boubyan Takaful (Kuwait) • Director - Bank of London and the Middle East
 <b>Adel Abdullah Al-Hammad</b>	Group General Manager - Human Resources Group	MEC	-	Executive	Male	Mr. Al-Hammad joined Boubyan Bank in December 2006 and has more than 41 years of experience in Human Resources Management, out of which 23 years were at NBK, where he held several key positions, the last of which was the Head of Human Resources. Mr. Al-Hammad graduated with a bachelor's degree in economics from Kuwait University and attended several EM development programs at Harvard and Stanford.



Member Name	Role	Committee Contribution	Other significant positions and commitments	Nature of the commitments	Gender	Competencies relevant to the impacts of the organization
 <b>Abdullah Ahmed Al-Mehri</b>	Chief Operating Officer	MEC	Vice-Chairman - Boubyan Capital (Kuwait)	Executive	Male	Mr. Al-Mehri joined Boubyan Bank in January 2019 and has more than 24 years of experience in the banking sector. Prior to Boubyan, he was the head of the "Off-site Supervision Department" at the Central Bank of Kuwait. He worked earlier in the Corporate Banking as Executive Manager at First Bank of Abu Dhabi in Kuwait and Senior Manager at National Bank of Kuwait. He holds a bachelor's degree in accounting from the American University in Cairo and a master's degree in business administration from the Maastricht School of Management in Kuwait. He attended various EM development programs at Harvard.  Current Positions: • Vice-Chairman - Boubyan Capital (Kuwait)
 <b>Abdullah Abdulmohsen Al-Mejhem</b>	Deputy Chief Executive Officer - Private and Consumer Banking	MEC	Board Director - Boubyan Takaful (Kuwait)	Executive	Male	He joined Boubyan Bank in 2021 and has more than 24 years of experience in the banking sector and at financial institutions. Prior to Boubyan, he was the General Manager - Private Banking and Retail Finance at KFH and worked for Deloitte, the auditing and advisory services firm, in Kuwait as well as Kuwait Investment Authority. He holds a bachelor's degree in accounting and an MBA from Kuwait University. Moreover, he attended a number of executive development programs and is a chartered accountant in the State of Kuwait.  Current Positions: • Board Director - Boubyan Takaful (Kuwait)
 <b>Ali Yousef Al-Ansari</b>	General Manager - Corporate Banking Group	MEC	Board Director - Boubyan Takaful (Kuwait)	Executive	Male	Mr. Ali joined Boubyan back in 2012 and has more than 26 years of experience in the banking sector. He started his career with KFH, where he held several managerial and executive positions, following his graduation with a bachelor's degree from Kuwait University. At Boubyan, he occupied several positions, earned several professional certifications, and attended training and leadership programs, chief among which was the General Management Program from Harvard Business School.  Current Positions: • Board Director - Boubyan Takaful (Kuwait)
 <b>Dr. Bader Saad Al Hashel</b>	Chief Risk Officer	MEC	Vice Chairman - Boubyan Takaful (Kuwait)	Executive	Male	Dr. Bader Al Hashel has been appointed as our Chief Risk Officer since 2024, and he has been working for Boubyan Bank since 2019 in the Risk Management Group. Dr. Bader carries more than 20 years of experience in Finance. Prior to joining our bank, he served as an associate professor in Finance at Kuwait University, complemented by a fellowship at the London School of Economics, as he kick-started his career in the investment industry. Moreover, Dr. Bader Al Hashel holds a Ph.D. in Finance and an MBA from Indiana University - Bloomington, along with a bachelor's degree in industrial engineering from Kuwait University with distinction and honors, in addition to having attended executive training programs. Currently, he serves multiple boards in the financial and healthcare industries. A CFA Charter holder, Dr. Bader has also worked as a risk-management consultant in the banking industry and as a consultant for the national bureau for academic accreditation. Dr. Bader's contributions include research publications in leading international finance journals, and he has been recognized with awards for teaching and research excellence.  Current Positions: • Vice Chairman – Boubyan Takaful (Kuwait)

Member Name	Role	Committee Contribution	Other significant positions and commitments	Nature of the commitments	Gender	Competencies relevant to the impacts of the organization
 <b>Mohamed Ibrahim Ismail</b>	Group Chief Financial Officer	MEC	Board Director - Boubyan Capital (Kuwait)	Executive	Male	Mr. Ismail joined Boubyan Bank in 2005 and has around 28 years of experience in banking and financial services. He started his career as an external auditor with Deloitte & Touche and then Ernst & Young. In the course of his career, he worked at Kuwait Finance House and Gulf Investment House. Mr. Ismail is a Certified Public Accountant (CPA) and a Certified Internal Auditor (CIA), and he holds an MBA in Finance from Manchester Business School.  Current Positions: • Board Director - Boubyan Capital (Kuwait)
 <b>Bushra Abdulwahab Al-Wazzan</b>	Chief Internal Audit	MEC	-	Executive	Female	Ms. Bushra joined Boubyan Bank in 2023 with extensive expertise of 22+ years in the banking sector in Kuwait. Prior to joining Boubyan, Bushra held several leadership roles in various departments including being the Head of Internal Control, the Head of IT Governance, and the Head of Quality Assurance & Compliance, and had served as a consultant for one of the top prestigious accounting firms. Besides holding a bachelor's degree from the University of Kuwait, Ms. Al-Wazzan has earned several International Certifications as she is a Certified ISO Lead Auditor, IRCA QMS Lead Auditor & Internal Auditor, Certified Internal Control Professional (CICP), and she holds an ICA International Advanced Certificate in Governance, Risk and Compliance.
 <b>Mona Abdullatif Al-Duaij</b>	Group Chief Compliance and Governance Officer	MEC	-	Executive	Female	She joined Boubyan Bank in 2005. She has since gained lots of experience throughout her 20 years of service in the banking sector. She held many positions where she became in charge of the Sales and Distribution Channels Support Department and then moved to the Compliance Department until she was appointed Head of the Compliance Group in 2021. She graduated from Kuwait University, the College of Business Administration - Finance Major in 2005 and then attended many specialized banking programs and many other programs abroad such as KFAS 2018's Innovation Program from UCLA and a Mini MBA from London in 2016, in addition to attending various EM development programs at other prestigious institutions.
 <b>Abdullah Fahad Al-Khuzam</b>	Chief Information Officer	MEC	-	Executive	Male	He joined Boubyan Bank in March 2023, and he has extensive expertise of more than 22 years in information systems and information technology. Before joining Boubyan Bank, he served as Head of IT Strategy & Planning at CBK. Furthermore, he previously served as AGM - Information Technology Group at Boubyan Bank as well as serving as Information Technology Director at KFAS's Dasman Diabetes Institute, in addition to his tenure with Mobile Telecommunications Company - Zain. He holds a B.Sc in Computer Engineering from Florida Institute of Technology, and he attended many executive leadership development programs at Harvard.
 <b>Adel Rashed Al-Mutairi</b>	Chief Treasury Officer	MEC	Board Director - Boubyan Capital (Kuwait)	Executive	Male	He joined the Bank in 2015 and has over 21 years of experience in banking sector, mainly in treasury services. Prior to joining Boubyan, he held the position of Deputy Treasurer, Warba Bank. He holds a bachelor's degree in education - Major in Science & Mathematics, and he attended the EM programs at Wharton Business School and Harvard Business School.  Current Positions: • Board Director - Boubyan Capital (Kuwait)
 <b>Abdulaziz Fahad Al Duwailah</b>	Head of Banking Operations Group	MEC	-	Executive	Male	He joined Boubyan Bank in March 2010, and has around 22 years of banking experience where he worked for many local banks. He occupied several positions at the bank, including Regional Manager - Consumer Banking Group. He was also in charge of the Branch Support Department, and was then transferred to the Banking Operations Group in 2016, where he held several positions until being promoted to Head of Banking Operations Group in June 2021 after securing the approval of the Central Bank of Kuwait. He earned his MBA from GUST in 2017, and chaired the Operations Committee of Kuwait Banking Association during the period from 2020 to 2021. Throughout his professional experience, he earned many specialized certificates in leadership and strategy from prestigious universities such as Harvard Business School, in addition to attending Strategic Program of Duke University.

Member Name	Role	Committee Contribution	Other significant positions and commitments	Nature of the commitments	Gender	Competencies relevant to the impacts of the organization
 <b>Osama Mohammed Shehab</b>	Chief Digital Officer	MEC	-	Executive	Male	He joined Boubyan Bank in May 2011 and has over 28 years of banking experience in IT in general and modern FinTech in particular. Moreover, he occupied several IT positions at KFH where he spent over 14 years. Osama graduated from Ain Shams University and attended various EM development programs at London Business School and many other prestigious institutions.
 <b>Abdullah Khalifa Al-Nusef</b>	Chief Data Officer	MEC	-	Executive	Male	He joined Boubyan Bank in February 2016 and has more than 19 years of experience in IT and Technology sector. Prior to Boubyan, he was the head of the "Technical Development Department" at the Civil Service Commission Kuwait. He worked in many national IT Projects in the Government Sector. He holds a bachelor's degree in electrical engineering from the Kuwait University and a master's degree in computer communications from the Gulf University in Bahrain; he attended as well various EM development programs provided by Wharton and Chicago Booth Schools.
 <b>Dalal Dawood Al-Ghunaim</b>	Chief Strategy Officer	MEC	-	Executive	Female	She joined Boubyan Bank in 2019 and has over 19 years of professional experience in financial advisory services, including developing strategies, annual business plans, budgets, and policies and procedures. She previously held the position of Deputy Head of Financial Advisory Services Department at the National Investments Company, and she managed several private placements and M&As in the region. Ms. Dalal Al-Ghunaim is a holder of a bachelor's degree in industrial and management systems engineering from Kuwait University. Throughout her career, she earned many specialized certificates in leadership and strategy from prestigious and internationally renowned universities such as Harvard Business School, in addition to attending the Strategic Program of Duke University.

These bodies manage the oversight of significant matters, liquidity, financing, investments, and provisioning decisions within defined authority limits. Kindly visit Boubyan subsidiaries' websites for additional information about their respective Executive Management details.

### Governance Practices

Boubyan Bank's governance practices promote Board accountability, independence, and oversight through established controls on conflicts of interest, remuneration governance, and shareholder rights, and compliance and transparency. These practices form part of the Bank's wider governance framework and are applied through Board-approved policies, ongoing governance processes, and disclosures to shareholders and other stakeholders.

As an integral part of its governance model, Boubyan Bank's internal controls are overseen by the Board and are designed to enable Sharia-compliant operations through embedded controls, defined limits, and regular risk and control reporting across the Group's activities.

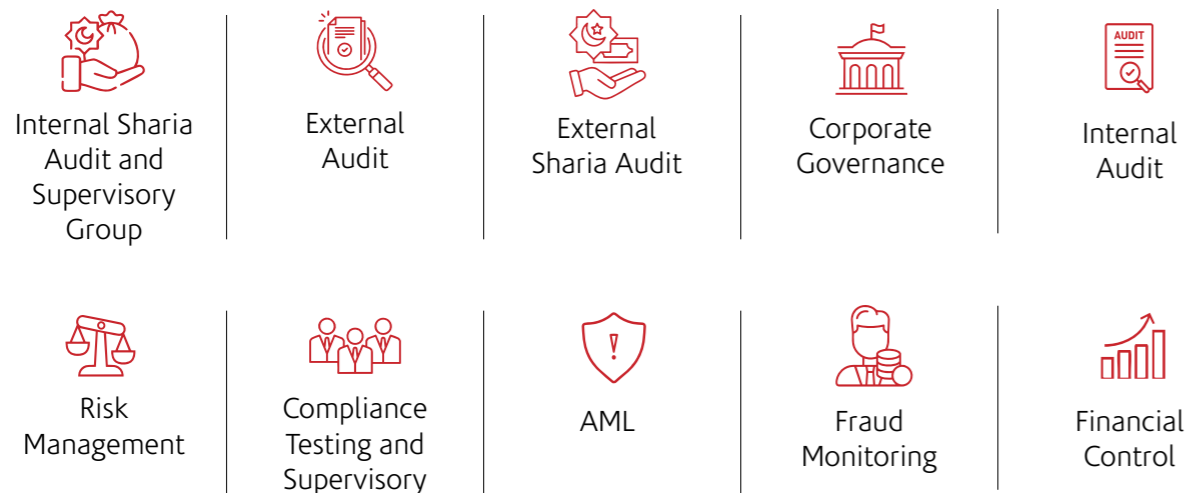
The Bank's leadership and oversight model links Board authority, committee governance, executive accountability, and functional ownership across governance and ESG matters. It therefore underpins the foundation for the governance practices detailed in this section.

### Compliance and Transparency

Boubyan Bank's compliance and transparency are anchored in formal control systems, board oversight, regulatory alignment, and structured assurance mechanisms that promote integrity across financial, operational, and customer-facing activities. These practices are implemented through the Bank's internal control framework, specialist compliance functions, monitoring processes, and reporting channels, enabling the Bank to manage regulatory obligations while maintaining transparency in its operations and disclosures.

### Compliance Maintenance

The Bank continues to maintain an internal control framework designed to support Compliance and Governance Group, risk mitigation, and reliable reporting across its activities. The Board is responsible for ensuring the adequacy of the Group's internal control framework and oversees implementation through policies, embedded controls, limits, and daily risk and control reporting. The key functions involved in internal control include the:



This oversight is carried through the BRCC, which reviews compliance reports, internal and external audit findings, CBK inspection findings, and the activities of the Compliance Department and AMLSD. In 2025, the BRCC reviewed and approved several policies associated with risk and compliance activities and discussed non-quantitative risks including cybersecurity.

In line with CBK regulations, Boubyan Bank engaged an external auditor to perform an independent internal control review of 2025 activities. Based on that review, no exceptions pertaining to governance aspects were noted, and the external auditor concluded that the Bank maintained effective internal control systems in all material aspects, thereby offering external assurance over the effectiveness of the Bank's control environment.

At subsidiary level, Boubyan Capital's internal audit conducts assurance engagements in accordance with the approved risk-based audit plan to assess compliance within its operations.

### Transparency and Marketing

Transparency in ESG reporting forms part of the Bank's broader disclosure approach. Boubyan publicly communicates ESG-related information through its website, including its Annual Reports, Governance Reports, and Sustainability Reports, thereby promoting transparency to shareholders and other stakeholders to ensure compliance with CMA Circular No. (04) of 2025 on sustainability report disclosures for listed companies. Transparency commitments extend to compliance controls applied to outward-facing communications and disclosures.

Accordingly, the Bank's approach to responsible marketing is governed by the Marketing Policy that applies to all employees and requires that all marketing initiatives align with the Bank's overall strategy and brand guidelines, and are reviewed and signed off by Compliance, AML, Risk Management, Complaints, and Sharia functions before execution. Activities carried out at the Bank such as corporate banking activities operate under CBK's requirements governing fair marketing practices, and regulatory approval is required before introducing new financial products or services. The policy establishes clear standards for ethical communication and customer protection. These include the requirement for transparent and clear advertising across all bank channels, the simplification of product packages and promotions for customer understanding, and the avoidance of marketing products or services containing risks that only specialists can understand. Programs executed by the Bank's marketing Department must comply with CBK Customer Protection Guidelines, and all contracts, agreements, events, and sponsorships must be reviewed and approved by Sharia Internal Audit prior to execution.

Governance of this policy is guided by high standards of ethical behavior, with stakeholder interests addressed fairly and transparently. The policy is subject to the laws of the State of Kuwait, Sharia principles, and the regulatory requirements of the CBK and CMA.

In addition, marketing activities at Boubyan Bank are subject to regular internal and external audits, including Sharia audit review, to assess compliance with responsible marketing practices and ethical product promotion standards. All marketing communications and campaigns are reviewed as part of established governance and control processes. These governance, approval, and audit mechanisms are intended to maintain compliance with ethical marketing standards across communications and campaigns, which attributed to the absence of false or misleading marketing controversies reported during the reporting period.

During 2025, updates were made to the marketing policies and procedures to enhance customer protection in line with CBK requirements. Following the restructuring of the Marketing Department, several revisions were implemented to reflect updated roles, responsibilities, and internal workflows, ensuring continued regulatory compliance and improved governance. The policy is currently undergoing further amendments to enhance clarity, scope, and alignment with ESG best practices. The existing policy remains in effect until the revised version is formally approved.





### Boubyan Takaful Marketing Compliance

Boubyan Takaful audits its own operations to assess compliance with responsible marketing policies and ethical product promotion. Boubyan Takaful has a formal policy framework governing responsible marketing, advertising, and ethical product promotion. All marketing and communication activities are conducted in accordance with regulatory requirements as well as internal governance and compliance policies. The company maintains formal policies and procedures documents outlining guidelines for marketing, communications, and promotional activities to consistency, regulatory compliance, and ethical conduct across all channels.

Boubyan Takaful's marketing and promotional practices are guided by the following principles:

- **Accuracy and transparency:** All product information, pricing, coverage, and exclusions must be communicated clearly and truthfully, avoiding misleading or exaggerated claims.
- **Sharia compliance:** As a Takaful operator, all marketing materials are reviewed to ensure they align with Sharia principles, including fairness, mutual cooperation, and avoidance of deception (gharar).
- **Approval and governance:** All advertising and promotional campaigns are subject to internal review and approval by Compliance, Legal, and relevant governance committees before being released to the public.
- **Data protection and digital responsibility:** Digital marketing and customer engagement activities comply with data privacy, consent, and cybersecurity standards to protect customer information.

As a result of the company's compliance measures, Boubyan Takaful reported no false marketing controversies during the reporting period.

## Case Study

### Regulatory and Market Mandates Execution

In 2025, Boubyan successfully delivered mandates from multiple regulatory and market bodies, including CBK, KNET, CiNet, SWIFT, Qatar Central Bank, Visa, and others. These mandates were delivered during periods of high delivery pressure due to concurrent strategic programs. All mandates were completed without regulatory violations or service disruption.

### Conflicts of Interest

The Bank manages conflicts of interest through policies approved by the Board and procedures intended to protect the Bank from actual or potential conflicts. Boubyan Bank's board members disclose all memberships in other companies, and any external membership must not involve a company that competes with the Bank. Moreover, matters involving shared ownership with suppliers or other stakeholders, controlling shareholders, and related party relationships, transactions, and balances are disclosed to the Board, internally within the Bank and to stakeholders and suppliers through minutes of meetings as per the conflict-of-interest policies and relevant regulatory requirements set by the CBK and CMA.

Non-executive and independent directors at the Bank are considered independent in both position and judgment, in line with CBK's Governance Instructions and the Board's Code of Conduct and Conflict of Interest policies. This independence is maintained through the management and resolution of any potential conflict of interest that could compromise a Board director's objectivity, in accordance with the adopted policies.

Independence is guided through annual declarations and recurring governance reviews where independent directors provide the required annual confirmations and disclosures that include the following:

- Declarations of independence
- Related party and single-customer disclosures
- Acknowledgements relating to conflict-of-interest and related party requirements
- Insider declarations
- Confidentiality undertakings

The governance unit also reviews the independence of independent directors annually in accordance with CBK governance instructions, while the Chairman of the Board does not participate in any of the Board's committees except for the Governance Committee. The governance unit also ensures that all members submit the required disclosures and sign the related-party and conflict-of-interest declaration on annual basis.

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### BLME Conflicts of Interest

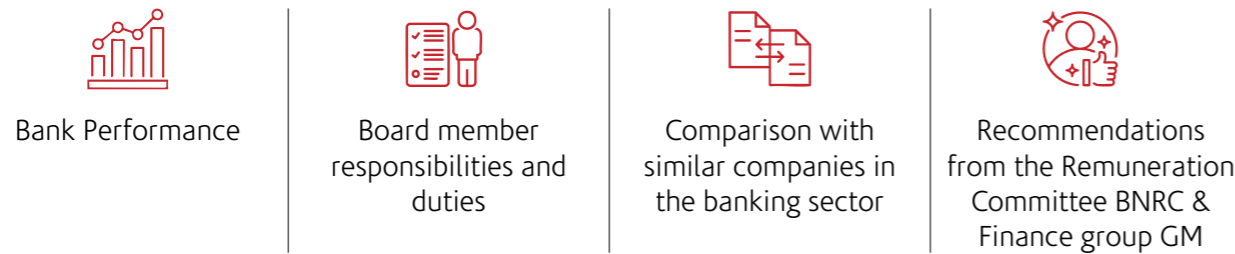
BLME's board members confirm the absence of conflicts of interest at the start of each Board and Board Committee Meeting as the entity submits a record of each Board member's external board memberships, which is reconfirmed at the start of each meeting. Typically, BLME does not disclose any external cross board memberships unless there are any potential conflicts or regulatory requirements. In cases where there are potential conflicts involving related parties, controlling shareholders, and related transactions, these matters may be disclosed through BLME's Annual Report, including externally audited related party transactions and balances.

Additionally, conflicts of interest at Board level are managed through clear governance controls, whereby a director does not vote on matters in which they have a direct or indirect interest. To preserve independence, all directors' complete annual conflicts of interest declarations, with any changes disclosed to the Board throughout the year and subsequently monitored and tracked through a conflicts register.

### Board Remuneration

Boubyan Bank continues to oversee remuneration through the BNRC, where the Bank's remuneration approach covers fixed Board remuneration and performance-linked executive compensation, while shareholder approval remains required for Board remuneration through the AGM. In addition, the Bank's governance framework includes regular shareholder voting on BOD remuneration with stakeholder input on remuneration decisions sought through annual surveys alongside shareholder votes, thereby incorporating both broader stakeholder feedback and formal shareholder participation into pay-related decision-making. This is followed by the review of independent external consultants reviewing executive compensation each year, which brings external expertise into the remuneration process.

Governance body members bonuses are linked to predefined KPIs, including financial performance, whereby executive performance evaluation should be aligned with overall organizational performance and strategic objectives. The Bank's Board Chairman and Board members receive annual bonuses with Board member compensation coordinated through the BNRC Committee before final approval by the Board and General Assembly. The annual compensation for board members is determined based on several factors that include:



More specifically, CEO-related variable compensation is linked to predefined corporate performance indicators disclosed in the annual report. The Bank has compensation structures in place that align CEO variable compensation with long-term performance through long-term incentive plans, with both the longest performance period and the longest vesting period set at three years.

While Board members receive a fixed annual fee, senior executives may receive compensation elements such as special bonuses, deferred cash, education assistance, and annual air ticket allowances. Additionally, senior executives at the Bank may receive one-time bonuses depending on experience and role, while Board members do not. As such, all senior executives follow Kuwaiti labor severance arrangements on termination, while Board members are not eligible for termination payments. Along the same lines, all employees are entitled to indemnity in line with Kuwaiti labor law whereby Kuwaiti senior executives are enrolled in the mandatory state retirement plan through Public Institution for Social Security of Kuwait (PIFSS), and Board members are not eligible for retirement benefits.

The Bank's remuneration policy includes clawback provisions allowing the recovery of bonuses or other payments where financial results are restated due to misconduct or non-compliance and long-term incentives may be forfeited or canceled based on decisions of the Remuneration Committee acting on advice from the Risk Management Committee.

During 2025, the Bank reviewed the remuneration policy and scheme with the BNRC, resulting in the adoption of a balanced remuneration scheme that is competitive enough to attract and retain qualified and skilled employees, while remaining reasonably linked to sustainable and progressive performance and the achievement of short and long-term targets. As a result, the current Employee Incentive Plan takes into consideration financial and risk metrics, linkages to long-term strategic objectives, sensitivity to the time horizon of risks, and a clawback feature.



**of AGM attendees/shareholders approved Board remuneration**, reflecting continued shareholder participation in remuneration-related decisions.

With respect to Board remuneration, under the Bank's policies and Articles of Association and in line with the laws of the State of Kuwait, the BOD may propose annual remuneration of up to 10% of annual net profit after the required appropriations, subject to shareholder approval at the AGM. Furthermore, BOD members are not entitled to attendance fees for Board or committee meetings, material benefits, or in-kind benefits, and none of the Board directors receive a fixed salary other than the Vice-Chairman and Group CEO in his executive employee capacity. Details on the proposed 2025 Board remuneration structure and senior executive remuneration disclosures can be found in the [2025 Annual Report](#).

The BNRC also reviews the remuneration policy annually and recommends the annual remuneration pool to the Board. In addition, remuneration for the risk management, compliance, and internal audit functions is reviewed through the relevant Board committees as independent oversight bodies, maintaining separation between remuneration review and the control functions subject to that oversight.



#### BLME Remuneration

At BLME, none of the board members or senior executives receive sign-on bonuses or recruitment incentives as no retirement benefits are provided other than contributions to the staff defined contribution pension scheme for staff. In fact, the annual bonus pool and remuneration are reviewed by the Nominations and Remuneration Committee which includes independent and shareholder directors and is informed by input from an external adviser. Accordingly, Board pay in British Pound (GBP) is fixed and benchmarked by external consultant where:

- Executive incentives are linked to performance and conduct including customer duty;
- CEO annual incentives are linked to entity performance and long-term goals decided by the Shareholder, while the CEO compensation is then disclosed in the Annual Report.
- The remuneration practices complies with the UK code for clawback and deferral provisions.

Alongside these remuneration practices, shareholders may nominate directors, majority voting is used in director elections, and certain director re-elections occur annually.



### Boubyan Capital Remuneration

At Boubyan Capital, the remuneration policy is designed to promote performance, consistency, and alignment with the company's strategic direction. The policy links incentives to financial and risk measures, supports the retention and recognition of employees contributing to annual business plans, and seeks to align employee performance with shareholder value creation. All employees are eligible for the annual incentive plan, while annual incentive and deferred cash plans apply to employees at Manager grade and above. Bonuses are distributed annually following the declaration of audited financial results, with entitlements determined based on eligibility and individual performance ratings. Performance objectives are aligned with business goals and monitored regularly, while assessments for control functions are conducted independently from business performance to help preserve objectivity and sound governance.



### Boubyan Takaful Remuneration

The Company's remuneration practices are guided by key principles:

Alignment with the Company's strategic objectives and Boubyan Bank Group.  
 Compensation commensurate with roles, responsibilities, and performance outcomes.  
 Use of clearly defined performance metrics linked to business goals and regularly reviewed.  
 Integration of risk management considerations to ensure alignment with the Company's risk appetite and to prevent excessive risk-taking.

Consideration of stakeholder interests, including customers, shareholders, and employees.  
 Incentive structures include short- and long-term components, determined based on Company, business unit, and individual performance. Appropriate control mechanisms, including provisions for adjustment or recovery of incentives, are applied where necessary.

The Committee ensures that Board members and senior management meet fit and proper requirements and oversees periodic reviews of remuneration to maintain fairness, competitiveness, and alignment with performance. It is composed of independent, non-executive members and operates with formal procedures to ensure transparency, accountability, and effective governance.



### Share Ownership

The Bank's CEO holds shares in the Bank as reflected below and executive trading and ownership are governed through the insider trading policy and public disclosure requirements rather than through a formal minimum stock ownership requirement. At Boubyan Bank, there are no formal share ownership requirements imposed on the CEO or other executive committee members. Instead, executive shareholding is addressed through disclosure requirements, with holdings and trading activities disclosed on the stock exchange website in line with the Bank's governance and market disclosure practices. Additionally, the independent Board members may hold less than 1% of shares, while non-executive directors may own shares in the Bank. Please refer to the [2025 Annual Report](#) for more information on share ownership in the Bank.

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#### BLME Shareholder Rights

At BLME, limitations on external Board mandates are managed through its conflicts register where no specific limitations on directors' liabilities were reported. Meanwhile, executive shareholding disclosures are included in public reporting, with the Annual Report disclosure noting that Adel Al Majed holds 1,000,000 shares.

With respect to ownership structure, the PIFSS owns 7.5% of BLME Holdings Limited, which is identified as the total government ownership stake above the 5% reporting threshold.



### AML and Corruption Functions

AML and anti-corruption practices at Boubyan Bank are supported through structured control systems, formal governance oversight, and defined due diligence processes that promote integrity across customer onboarding, transactions, and wider banking activities. These practices are implemented through the Bank's AML controls, customer due diligence and KYC procedures, monitoring and escalation mechanisms, and compliance functions, enabling the Bank to manage financial crime risks while supporting transparency, regulatory alignment, and responsible business conduct.

#### AML Practices

The Bank's public AML/CFT policy along with website disclosures sets out the Bank's commitments, implementation approach, and key principles relating to AML/CFT, in line with CBK's relevant instruction on the matter. Similar to ABAC, the Bank discloses AML commitments through Bankers Almanac and other public channels accessible to stakeholders.

Employees at the Bank are prohibited from engaging in or facilitating money laundering activities and are required to comply with applicable Kuwaiti laws and regulatory requirements. The policy requires customer due diligence, monitoring of suspicious transactions, and mandatory reporting of suspected money laundering or terrorist financing activities to the competent authorities. In addition, the Bank prohibits the use of its facilities for illegal financial activities and enforces disciplinary measures where violations occur.

At an operational level, AML and sanctions training covers definitions, risks, typologies, applicable laws and regulations, consequences, and factual cases. The Bank's employees receive regular mandatory training and assessment on AML and CFT topics including:

**AML**

Anti- Money Laundering

**CFT**

Countering the Financing of Terrorism

**PF**

Proliferation Financing

**ABAC**

Anti- Bribery and Corruption

### Case Study

#### Integration with the Ministry of Foreign Affairs Local Sanctions List (MoFA)

Boubyan Bank integrated its AMLSD system with the local sanctions list issued by the Counter Terrorism Committee under the Ministry of Foreign Affairs (MoFA) as part of its efforts to reinforce sanctions compliance. The objective of this initiative was to support compliance with national sanctions and counter-terrorism requirements through automated and up-to-date screening. The integration enhanced sanctions screening accuracy, reduced regulatory and reputational risk, and strengthened compliance governance.

## Case Study

### AML Automation of Notification

Boubyan Bank developed multiple automated management and regulatory reports covering Know-Your-customer (KYC) status, international transactions involving high-risk countries, and customer notification and follow-up tracking aiming to enhance management oversight, support risk-based decision-making, and ensure timely follow-up on KYC and high-risk transaction activities. The reported impact included improved visibility over KYC compliance, strengthened monitoring of transactions involving high-risk jurisdictions, and more effective tracking of customer communication and follow-up actions.

Additionally, name screening at Boubyan Bank is conducted on all customers and their connected parties, as well as the Bank's staff, vendors, and contractors, in addition to relevant transacting parties such as buyers, sellers, vessels, countries, ports, and goods, both prior to onboarding and before transaction processing. This screening is performed using the Bank's approved screening software, which incorporates applicable sanctions and watchlists including the:



United Nations



Office of Foreign Assets Control (OFAC)



European Union (EU)



UK sanctions lists



INTERPOL



Financial Crimes Enforcement Network (FinCEN)



SECO



Kuwait Ministry of Foreign Affairs sanctions lists

The Bank's internal watchlist. At BLME, sanctions controls are similarly embedded into onboarding and ongoing monitoring with screening applied to customers and connected parties before onboarding or transaction processing and thereafter on a risk-sensitive basis.

To support control effectiveness, AML and CTF monitoring procedures are subject to internal audit and annual Sharia audit, while the Compliance Department performs annual quality assurance testing. Related AML and CTF documentation is retained for five years in line with regulatory requirements. BLME applies equivalent minimum five-year record-keeping requirements and subjects its AML controls to regular independent review through Internal Audit, with external specialist input or review where appropriate.

## Case Study

### Automation of AML Controls

To strengthen the effectiveness of its AML controls, Boubyan Bank continued enhancing its AMLSD systems through scenario refinement, the development of new monitoring scenarios, and improved customer segmentation. This initiative was designed to improve transaction monitoring effectiveness and support accurate and timely data exchange between the core banking system and AML systems. It also applied customer-specific restrictions based on AML risk classification with automated notifications for KYC renewal before expiry to strengthen risk-based customer due diligence and regulatory compliance, resulting in improved operational efficiency and reducing outstanding and overdue KYC cases. As a result, the Bank reported improved quality of AML alerts, a reduction in false positives, and stronger overall monitoring efficiency in line with regulatory expectations.

### Combatting Corruption

Boubyan Bank's AML approach includes formal commitments relating to anti-bribery and anti-corruption (ABAC). The Bank publicly discloses its ABAC commitments and its Wolfsberg Questionnaire Correspondent Banking Due Diligence Questionnaire (CBDDQ) through selected public channels, including Bankers Almanac, while detailed internal policies and procedures remain confidential and highly restricted.

In line with the above, Boubyan Bank contributes to global international efforts led by Financial Action Task Force (FATF) and the UN in combating bribery and corruption around the world, in both the private and public sectors. The Bank applies a zero-tolerance approach to bribery and corruption and reflects this through its ABAC Policy, which is not disclosed to the public but is available internally at Boubyan Bank. The ABAC Policy was developed by the Bank in February 2024, as part of its group-wide approach to addressing bribery and corruption risks. The ABAC function sits within the AMLSD and focuses primarily on external bribery and corruption risks associated with customers and transactions assessed as higher risk, while internal bribery and corruption matters are addressed through a broader set of policies owned by Compliance, Operational Risk and Fraud Oversight, Human Resources, and Legal.

Corruption and bribery safeguards extend to employee prohibitions on embezzlement, theft, defalcation, and misappropriation of funds or property belonging to, or held in the custody of Boubyan Bank on behalf of others. Such guardrails protect the Bank from fraud-related activities that could create potential operational risks including direct or indirect future financial risks or reputational damage. Examples of potential damage include:



Stolen checks and checkbooks



Cash theft and robberies



Information theft and electronic fraud

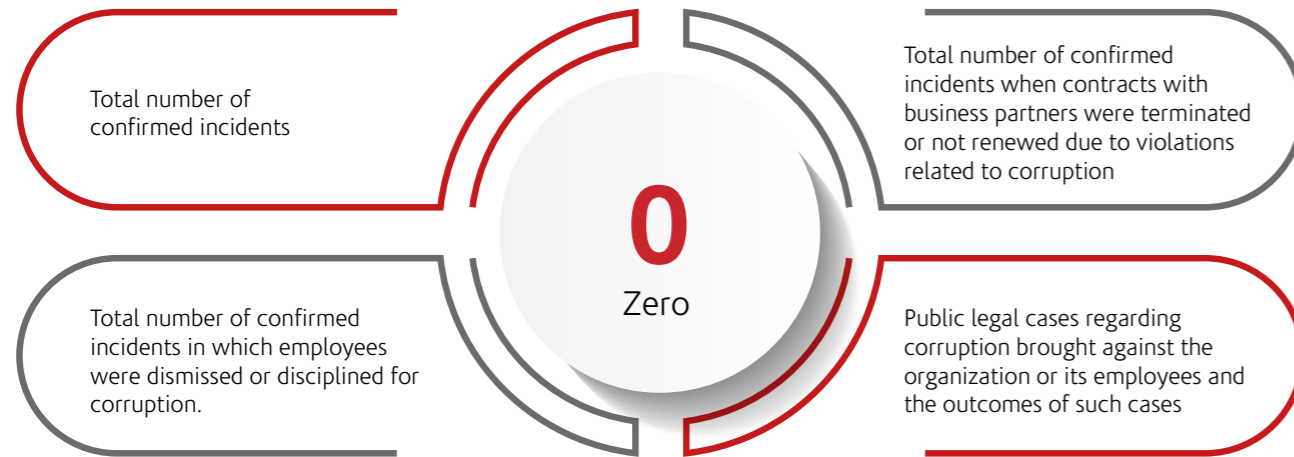


Bribery



Inventory and asset theft

As a result of the Bank's combatting of corruption and money laundering across the group, the table below presents confirmed incidents of corruption across Boubyan Group entities during the reporting year:



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### BLME Compliance

BLME's compliance profile for the reporting year reflects a control environment in which no internal or regulatory investigations arose in relation to accounting practices, and no incidents of non-compliance with product or service health and safety regulations or voluntary standards were identified during the reporting year. This was accompanied by continued oversight of responsible marketing compliance through Internal Audit and Compliance Monitoring, alongside AML and KYC policies that may be provided upon request to the FCA and PRA.

This wider control framework is reinforced by anti-corruption measures embedded within BLME's financial crime framework, which undergoes an annual audit in whole or specific part, while suppliers are required to maintain anti-corruption policies and programs in line with compliance expectations. Within this reporting period, no reported breaches were recorded in relation to corruption or bribery, conflicts of interest, or money laundering and insider trading.

Anti-corruption training and communication records indicate that all governance body members received anti-corruption training, comprising 5 local and 4 foreign members, and the anti-corruption training table records a total figure of 191 trainees.

## بوبيان كابيتال Boubyan Capital

### Boubyan Capital Compliance

In line with the company's commitment to governance, transparency, and approved Sharia controls, Boubyan Capital has purified and set aside non-compliant revenues according to its approved frameworks and policies, thereby achieving the highest levels of compliance and integrity.

## Case Study

### Kuwait National Payments System (KNPS) Phase II

The Bank executed a focused regulatory infrastructure enablement program aligned with KNPS mandates issued by the CBK. The initiative covered readiness for KNPS Phase I and preparatory execution for KNPS Phase II, including detailed assessment and modelling of current and future payment architectures. Five distinct salary and payment processing flows were analyzed and designed to ensure regulatory compliance, scalability, and operational resilience across national payment rails.

As part of KNPS Phase II, the Bank advanced the implementation of a Dispute Management System (DMS) to support standardized, transparent, and regulator-compliant handling of payment disputes, strengthening customer protection, dispute traceability, and settlement risk management. In parallel, Automated Clearing House (ACH) and Wages Protection System (WPS) mandates were implemented and integrated within the Bank's payments and core banking landscape, enhancing salary processing accuracy, regulatory reporting, and protection of employee rights.

### Customer Due Diligence

Boubyan Bank continues to apply customer due diligence measures across relevant business lines as part of its compliance framework. Customer due diligence procedures include customer verification, beneficial ownership identification, ongoing monitoring, sanctions screening, identification and review of politically exposed persons (PEPs), and escalation of higher-risk relationships for approval. These measures are governed through the Bank's Customer On-Boarding and Ongoing Due Diligence Policy and related procedures, which cover both onboarding and ongoing monitoring across customer relationships.



For instance, Private Banking incorporates customer screening that includes formal verification against LSEG World-Check, while PEPs clients are subject to close monitoring and annual periodic KYC review under the On-Boarding and Ongoing Due Diligence Policy and procedures, the ABAC Policy, and transaction monitoring procedures. Cases of PEPs clients are typically escalated to senior management, whose approval is mandatory for onboarding high-risk customers. PEPs customers, including up to second-degree relatives and close associates, are treated as high-risk customers and are therefore subject to enhanced due diligence requirements. Senior management approval considers additional documentation on financial standing, source of wealth and source of funds, closer transaction monitoring, and restrictions such as avoiding the first cash transaction on a newly opened account. BLME also follows a similar risk-based approach, under which client due diligence is calibrated according to customer type, the nature of the business relationship, geographic exposure, products and services, and transaction and delivery channels. BLME similarly applies enhanced due diligence to higher-risk relationships, including PEPs cases with more intrusive source-of-wealth and source-of-funds checks in higher-risk PEP cases, together with more senior management oversight and approval of the relationship.

In Corporate Banking, due diligence and monitoring are coordinated across AML, branches, legal, risk, and corporate banking functions. In addition, the onboarding of PEPs within Corporate Banking is subject to approval by the Board Executive Committee. These controls reflect a risk-based escalation model for higher-risk relationships.

Customer due diligence requirements extend to non-face-to-face onboarding channels. The Bank allows customers to open or apply for current and savings accounts through digital onboarding channels, including the mobile application, internet banking, and Interactive Teller Machines, in line with regulatory instructions. These channels require customer verification through a valid Kuwait Mobile ID and second-level digital PACI ID and are subject to specific controls, including availability only to Kuwaiti nationals, exclusion of high-risk customers such as PEPs, limitations on transaction type and value, and completion of KYC requirements within 45 days from account opening. As for BLME, similar controls for non-face-to-face verification are applied by treating customers who are not physically present for identification purposes as potentially higher risk and applying onboarding controls such as liveness checks, biometric validation, and device binding.

### Enterprise Resilience

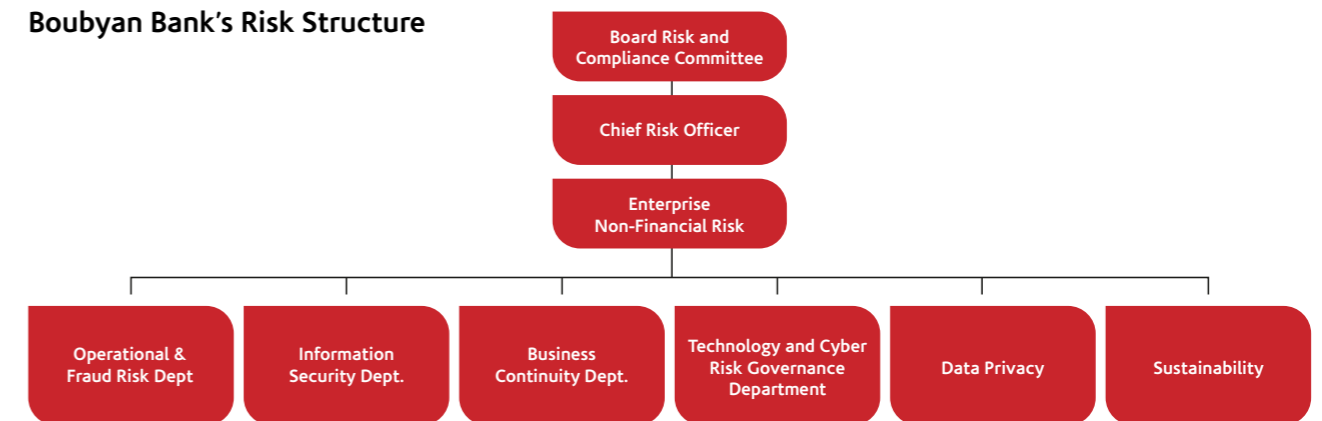
Boubyan Bank's enterprise resilience approach is built on a structured risk management approach that connects governance, risk appetite, monitoring, and mitigation across financial and non-financial risk areas. The Bank's Sustainability Policy positions ESG as part of its governance framework and states that ESG risks are managed by the Risk Management Group, which is responsible for the identification, assessment, and oversight of ESG-related risks. The Bank's ESG Risk Policy establishes an integrated risk management framework intended to identify, assess, monitor, mitigate, and report ESG risks that could affect the Bank, while encouraging an ESG risk culture across the organization. The Bank's wider risk culture promotes responsible conduct through training, governance structures, leadership communication. ESG-focused executive governance, and the integration of environmental and social risks into key business processes, including KYC and lending. Furthermore, risk management forms part of the approval process for new products, whereby such products are reviewed and assessed using both qualitative and quantitative factors, including credit risk assessment, liquidity risks, alignment with strategy, and the risk-reward trade-off.

### Risk Management and Supervision

At Boubyan Bank, the board oversight of ESG risks sits with the BOD, while the BRCC provides direct oversight and strategic direction for ESG risk management. Under this framework, the ESG Risk Policy is owned by the Risk Management Group headed by the CRO and reports to the BRCC. As for non-financial risk, the structure follows a defined reporting line from the BRCC to the CRO and the Non-Financial Risk

function, under which specialized control functions including Operational and Fraud Risk, Information Security, Business Continuity, Technology and Cyber Risk Governance, Data Privacy, and Sustainability are positioned. This structure is aligned with the CBK Risk Management Guidelines, which require clear Board and committee oversight of risk governance and escalation. Monitoring and management of ESG risk within appetite are delegated by the BRCC to the Business Continuity Management and Sustainability Steering Committee (BCSC), which serves as the intermediate governance layer responsible for cross-departmental coordination and reporting to the BRCC. The BRCC delegates authorities for oversight responsibilities to the Management Executive Committee (MEC) for managing day-to-day risk governance and oversight requirements. In parallel, the BRCC oversees ESG initiatives and alignment with regulatory and stakeholder expectations.

### Boubyan Bank's Risk Structure



Management reporting shapes this governance structure through annual ESG risk reporting to the BCSC, the BRCC, and the BOD with reports covering ESG risk trends, key risk areas, and performance against established KPIs. Where ESG risk enters the red zone of the Bank's risk appetite, matters are escalated immediately to the BOD along with a resolution plan. The policy is subject to review at least every three years, or earlier, where required by changes in circumstances.

### Case Study

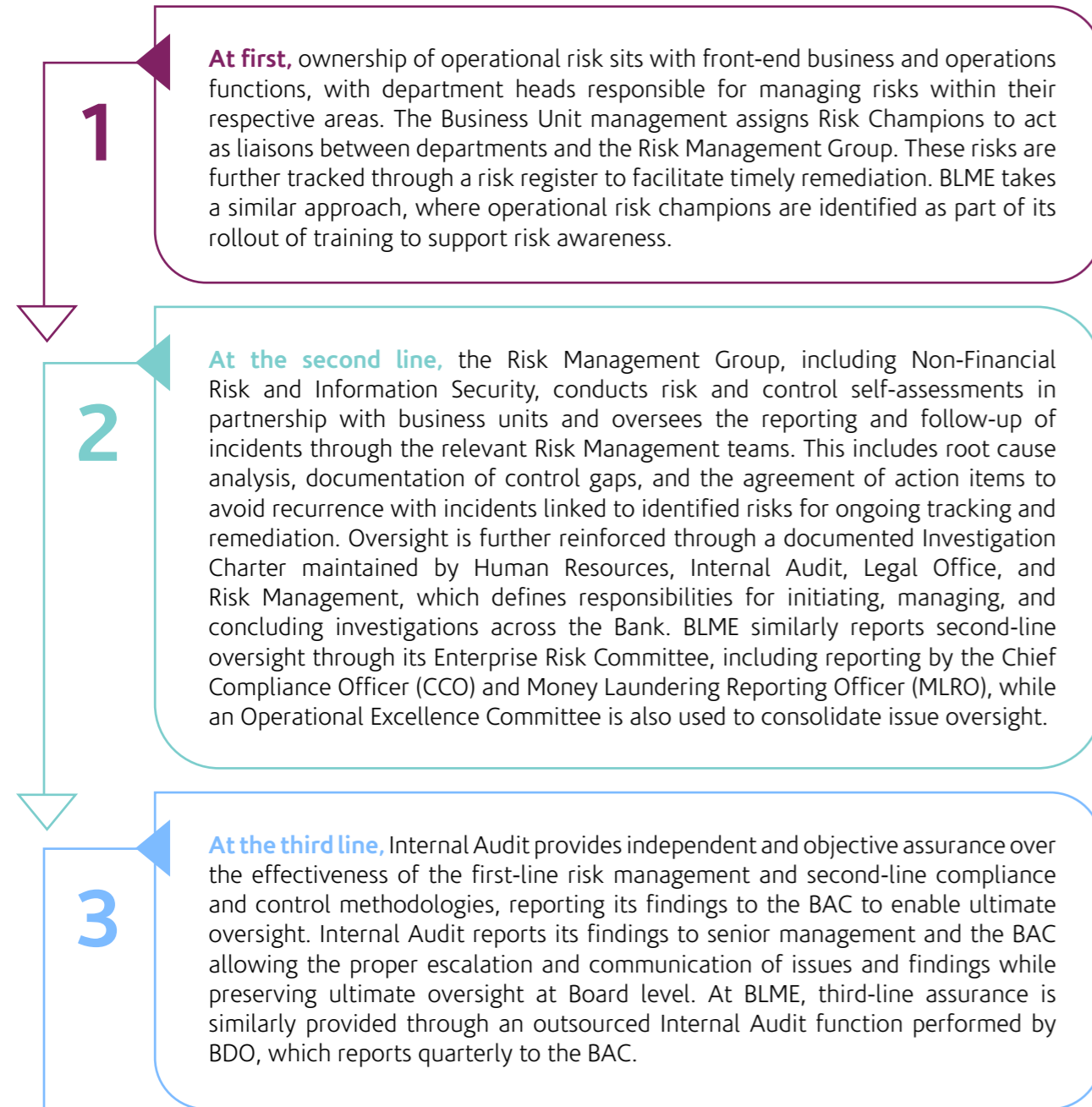
#### Fraud Management and Card Operations

As part of the Bank's broader resilience and risk management efforts, the Bank undertook a focused consultancy engagement to assess and strengthen fraud management controls and card operations processes. The engagement was designed to evaluate the effectiveness of existing systems, controls, operating models, and organizational structures, with the objective of reducing financial risk, enhancing governance, and improving operational efficiency across these critical functions.

The review involved a comprehensive end-to-end assessment of Banks fraud management and card operations departments, examining process design, control effectiveness, system adequacy, and organizational alignment. Based on the findings, a set of recommendations was developed and finalized with relevant stakeholders before year-end establishing a clear roadmap for improvement. Through this initiative, the Bank strengthened its fraud prevention capabilities, enhanced control effectiveness, and reinforced the governance and resilience of its card operations.







### Risk Safeguards and Controls

The Bank promotes resilience through defined ownership across the lines of defense and through operational integration of risk governance. Within this structure, the Bank has implemented three lines of defense model:



In doing so, the Bank strengthens risk control by assessing the adequacy of the Bank's overall risk and control environment, helping safeguard stakeholders and demonstrate robust oversight to regulators. Accordingly, the Bank's risk management process has been subject to internal or external audits within the past two years, providing supplementary assurance over the operation of the framework.

Moreover, the Bank's risk culture is often prompted through the Risk Champion, frequent orientations, education and awareness campaigns through emails, e-learning modules, and workshops. Boubyan Bank's effective risk culture is strengthened through governance, performance management, and operational review mechanisms embedded across the Bank's day-to-day activities. These include the following initiatives carried out at the Bank:

-  Risk KPIs are embedded for Group heads of critical functions to drive the risk culture in the bank
-  KPIs are assigned to risk champions for effective management of day-to-day risk governance and oversight activities incidental to the Bank
-  All policies and procedures are reviewed by risk
-  All projects and change requests for applications & systems of products and services, including enhancements, are reviewed by risk teams to ensure effective and scalable controls
-  Incorporation of risk membership in steering committees to support integrated risk-based review and decision-making
-  Implementation of control testing and assurance activities for value driven customer proposition



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### BLME Risk Management and Monitoring

BLME's wider risk governance framework includes Board and management oversight, regular risk reporting, and defined assurance arrangements across the lines of defense. Climate Risk Policy review takes place annually at the Board Risk Committee (BRC), while wider risk reports are provided to BRC at least quarterly and are reviewed there before being reported onward to the Board. Climate-related matters are also included on the Board agenda on a semi-annual basis, typically through portfolio reviews and regulatory updates focused on physical and transition risk exposure.

Where corruption risk exposure is concerned, BLME applies a risk-based country risk rating methodology in which the Corruption Perceptions Index forms part of the assessment criteria, with country risk ratings reviewed and updated bank-wide on a quarterly basis.



## Quarterly

review cycle for country risk ratings

Similar to the Group, BLME's risk management processes are designed to promote an effective risk culture through a defined risk taxonomy, regular review and enhancement of risk definitions, refreshed reporting and policies, Key Risk Indicator (KRI) alignment to the risk appetite statement, and clarification of roles and responsibilities across the three lines of defense through targeted training and communication initiatives. More specifically, current initiatives include risk champions, the Operational Excellence Committee, and online training.

BLME's risk appetite is determined through a structured framework. Risk exposure is then reviewed through monthly Enterprise Risk Committee meetings and quarterly BRC meetings, while the wider risk management process has also been subject to internal and external audits within the past two years.

## Case Study

### Business Continuity Management Initiatives (BCM)

The Bank continued to strengthen its operational resilience and preparedness capabilities through a series of Business Continuity Management (BCM) initiatives focused on crisis readiness, technology resilience, and employee safety.

The Bank conducted annual crisis management simulation exercise to evaluate the effectiveness of its crisis response, communication, coordination, and decision-making capabilities during disruptive events. In 2025, a nationwide telecom blackout scenario was simulated to assess the Bank's readiness to maintain critical operations and customer services under severe communication disruption conditions. The target audience included representatives from business functions, as well as operational and tactical crisis management team members, to ensure cross-functional coordination and response readiness. The exercise enhanced organizational awareness, validated coordination mechanisms, and supported continuous improvement of crisis response arrangements.

Besides that, the Bank conducts multiple BCM tests & exercises to ensure business continuity, among these is IT Disaster Recovery Test, conducted to assess the readiness, resilience, and recovery capability of the Bank's disaster recovery environment and critical technology services. The exercise validated the Bank's ability to failover critical systems to the DR site, restore services within defined recovery objectives and coordinate effectively between IT, business and operational teams.

When it comes to the safety of our staff, multiple tests are conducted starting with emergency evacuation drills, testing of alternate power arrangements, and remote working readiness exercises. These activities were aimed at validating emergency response procedures, ensuring workplace safety preparedness, and confirming the Bank's ability to sustain critical operations during facility-related or external disruption scenarios.



### ESG Risk Management

Building on this wider risk culture, Boubyan Bank's ESG risk management approach extends these same governance and control principles to environmental, social, and climate-related risk considerations. As outlined below, ESG and climate risks are incorporated into the Bank's broader risk approach through defined governance, structured assessment, risk classification, and ongoing monitoring arrangements to ensure ESG risks are effectively measured, managed, monitored, mitigated and reported.

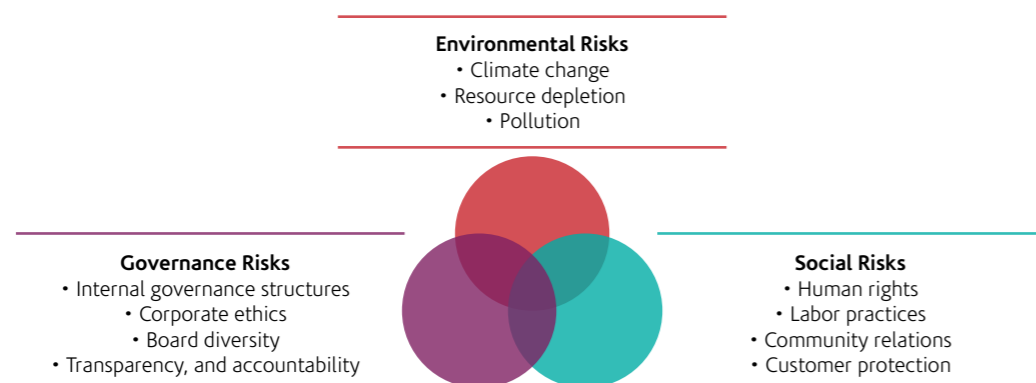
### ESG Risk Identification and Assessment

Boubyan Bank's ESG risk management approach incorporates ESG risks within its wider risk management framework, with the Bank recognizing the potential financial and reputational impacts that ESG factors can have on the organization. Thereby marking such risks as essential consideration in decision-making and risk management. The ESG risk assessment process outlines the steps for identifying, assessing, and categorizing the ESG risks associated with the Bank's lending activities and investment portfolios. This ensures a structured approach to integrating ESG considerations into decision-making processes, helping advance both risk mitigation and value creation. This approach is also consistent with the Bank's broader risk-based decision model, under which potentially material ESG impacts are subject to controls and assessment before approvals, with escalation and mitigation actions applied through the risk management framework where needed. In addition, fraud risk assessments conducted through Risk and Control Self Assessments (RCSAs) covered 100% of operations, and no major corruption risks were identified, including in relation to third-party risk management, with adequate segregation-of-duties controls reported to be in place. Accordingly, ESG risks are classified across ESG dimensions as reflected below.

In practice, ESG-related governance and sustainability risks are also considered through existing customer due diligence and KYC processes supporting corporate finance activities, rather than through a dedicated Sustainable Finance Policy or toolset. At present, the Bank's Sustainability Policy applies to financing activities, including corporate finance, while governance considerations for financing decisions emphasize transparency, ethical conduct, accountability, and compliance with regulatory, legal, and Sharia requirements. Where higher-risk clients or activities are identified, enhanced due diligence and ongoing monitoring may also be applied, allowing ESG-related concerns to be identified early and escalated where needed through the Bank's existing review processes.

As for corporate finance clients, identification of sustainability-related risks and opportunities is conducted through existing relationship management and financing review processes and may address responsible business conduct, social and environmental risks, and opportunities to support sustainable and inclusive growth on a case-by-case basis.

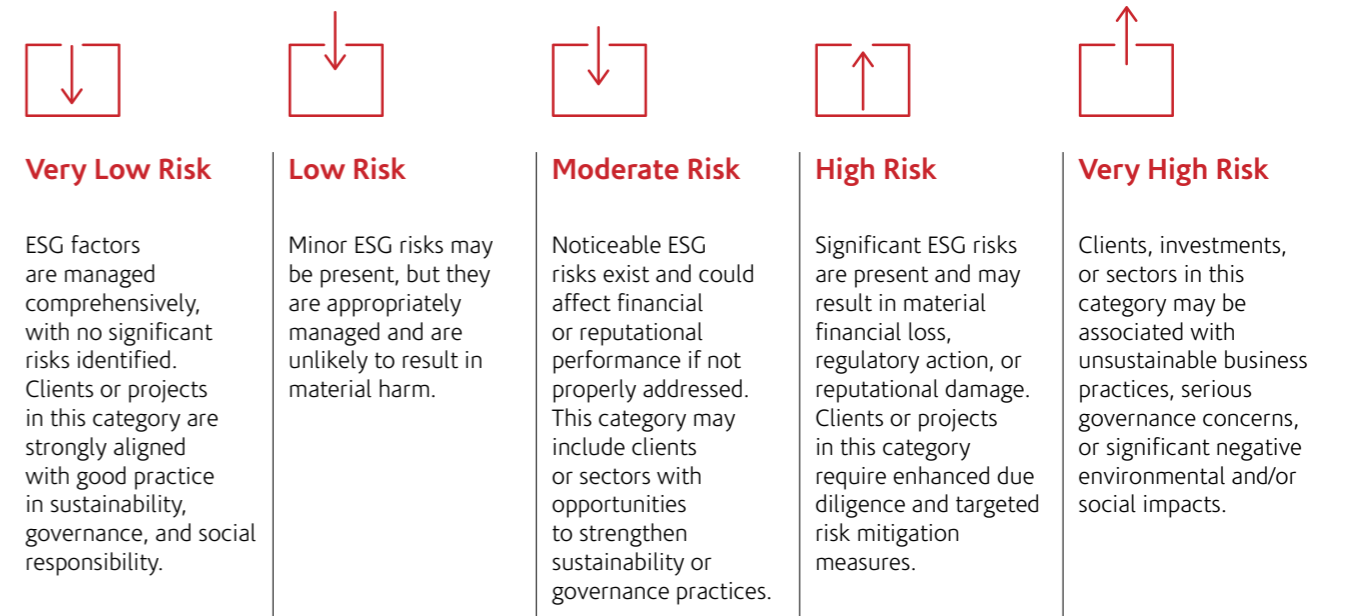
Similarly, engagement with retail customers on sustainability-related risks and opportunities takes place through existing customer communication channels, disclosures, and awareness initiatives that support responsible financial behavior, transparency, and socially responsible financing.



The Bank uses a combination of quantitative and qualitative metrics to assess ESG risks. These may include but are not limited to:



Based on the analysis of both quantitative and qualitative factors ESG risks are then classified into the five categories listed:



These ESG risk classifications are intended to support lending and investment decisions by providing a structured basis for evaluating counterparties and financing activities. Within corporate lending specifically, ESG considerations are addressed through sector and borrower risk assessments as part of existing credit governance and risk management frameworks. Customer protection and responsible financing practices are supported through credit assessments and Ci-Net credit information checks to mitigate over-indebtedness, as described in the following sections.

Moreover, the Bank has established processes and tools to track, monitor, and report its ESG risk exposure on an ongoing basis. Continuous monitoring serves as the Bank's proactive management to address emerging ESG risks, regulatory developments, and stakeholder expectations. As part of this approach, the Bank continuously develops and regularly reviews ESG-specific KPIs to measure risk exposure and performance, ensuring that monitoring remains aligned with evolving priorities and requirements.

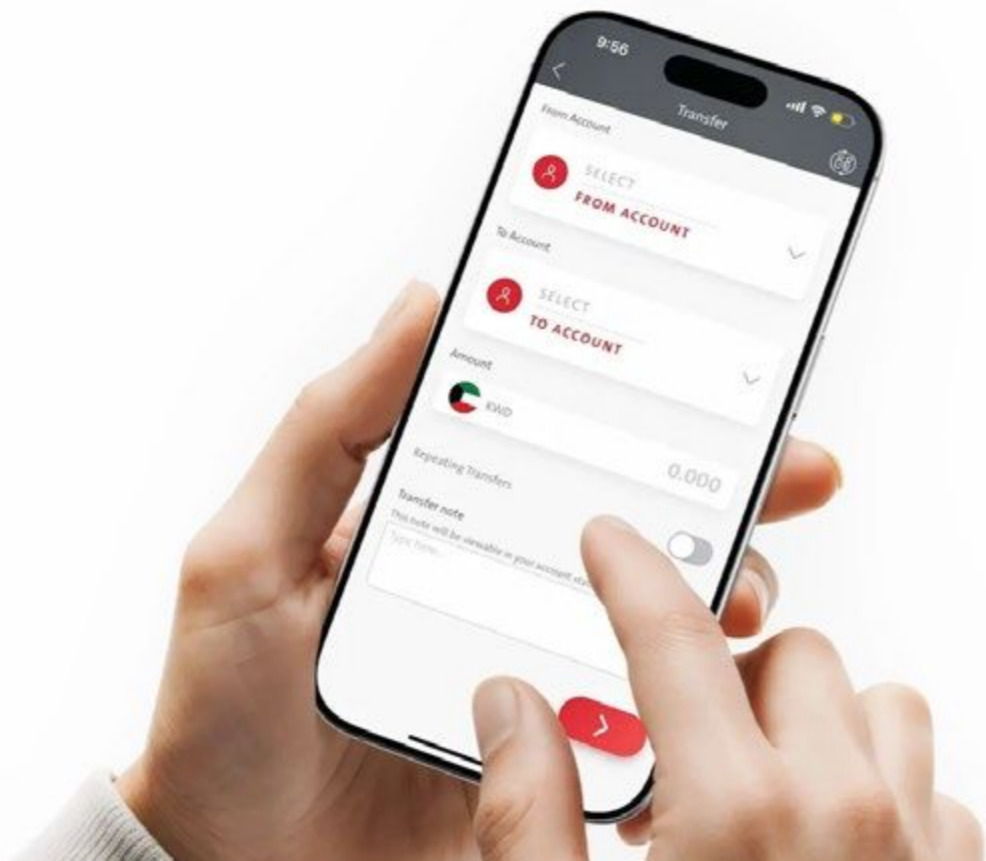
### ESG Risk Mitigation

To manage ESG-related exposures across its clients, financing activities, and investments, the Bank applies mitigation measures aimed at reducing risk while advancing responsible and sustainable business practices. This includes monitoring vulnerable sectors, activities, and customers, as well as supporting sustainable finance solutions under its broader SFF. At the same time, the Bank aligns its ESG risk monitoring and performance tracking with relevant industry standards, enabling it to respond to evolving reporting expectations and integrate future regulatory developments into its wider risk management approach.

The Bank SFF takes a unified approach to integrating ESG considerations across all sectors through the Framework's eligibility criteria and exclusion standards, rather than maintaining separate sector-specific environmental credit policies. In line with this approach, the Framework directs financing toward defined eligible categories and applies a clear exclusion list covering activities against the principles of Islamic Sharia law. For government-awarded projects, particularly in sectors such as oil and gas, borrowers are expected to comply with ESG-related terms and conditions set by the awarding government authority.

Project and structured finance proposals are reviewed through the Bank's credit governance process under which proposals are assessed by Corporate Banking, reviewed by Risk Management, and submitted to the relevant internal committees for approval. Financing terms and conditions are determined through this process, with ESG considerations assessed where relevant. In this context, the Corporate Banking Group undertakes project finance activities locally and internationally, with proposals evaluated on a case-by-case basis through the Bank's credit review process, involving Corporate Banking, Risk Management, and internal approval committees.

The Bank recognizes that sustainability-related risks and opportunities may extend beyond climate considerations to include regulatory and compliance risks linked to evolving ESG disclosure requirements, reputational risks associated with sustainability performance and transparency, operational risks related to resource efficiency and environmental impact, and opportunities connected to responsible financing, existing green or environmentally responsible products, and improved resource and utilities efficiency.



## Case Study

### KRI Reporting Optimization Through Lean

To strengthen the efficiency and responsiveness of its risk monitoring processes, the Bank implemented a Lean initiative focused on optimizing Key Risk Indicator (KRI) reporting, with the objective of reducing reporting cycle time, strengthening risk oversight, and supporting faster, data-driven decision-making. The initiative responded to inefficiencies in the existing process, which involved fragmented inputs, limited visibility, and manual follow-up across departments.

Through the application of Lean principles and digital enablement, the Bank introduced an automated and fully traceable system to centralize operational risk indicators and standardize reporting. The enhanced solution established clear ownership and controlled access for designated process champions, enabling the timely identification, tracking, and resolution of operational risk indicators at their root cause. It also provided real-time dashboards and consolidated visibility over risk observations, recommendations, and action plans across departments, improving coordination, transparency, and accountability.

This initiative significantly reduced manual effort and reporting turnaround time while improving data accuracy and consistency. It also strengthened management's ability to monitor risk trends, prioritize actions, and make informed decisions based on reliable and transparent insights. By embedding automation, traceability, and analytics into the KRI reporting process, the Bank enhanced the effectiveness of its risk management practices while supporting operational resilience and continuous improvement.

### Climate-related Risk Integration

As part of the broader ESG risks considered, climate-related risk is managed within the Bank's enterprise risk framework and is addressed through the standalone ESG Risk Policy and the Sustainability Policy, with the Bank recognizing that climate change could potentially impact business costs, income, and operations through both physical and transition risk drivers.

The Bank acknowledges that climate risk methodologies, data, and measurement approaches are still evolving and, accordingly, continues to strengthen its capabilities and expertise in line with the nature and scale of the risks assumed. Based on the Bank's materiality assessment of various physical and transition risk drivers for Kuwait and identified risk drivers material for the Bank based on the World Bank Group, physical and transition risks were defined as:



#### Physical Risks

include extreme heat, coastal flooding, urban flooding, and earthquakes



#### Transition Risks

include the potential effects of the shift toward a low-carbon economy and related changes in customer and investor sentiment

The Bank's approach to managing these risks is embedded within its broader risk governance structure and is supported through the ongoing monitoring of both physical and transition risks.

Within this framework, the ESG Risk Policy sets climate-risk appetite thresholds under green, amber, and red zones, with:

Green	Amber	Red
indicating that risk is within tolerance	requiring monitoring and action	requiring a risk-threshold breach response and immediate Board notification where residual impact is not acceptable

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### BLME Climate and ESG Risk Management

#### ESG Risk Identification and Assessment

As for BLME, climate change has not had a material impact on BLME's costs, income, or operations to date. Given BLME's business model and the composition of its UK real estate portfolio, current assessments indicate that both physical and transition risks are not material to its present financial position. However, climate change is recognized as a potential source of longer-term risk, including changes in real estate standards, borrower creditworthiness, collateral values, localized physical risks to specific properties, and modest increases in regulatory and compliance costs. Potential opportunities may also arise from increased demand for financing energy-efficient or sustainability-focused real estate assets, although these have not yet been fully developed. In parallel, all operations at BLME are reviewed for corruption risks as part of the external statutory audit, through which no evidence of material weakness in internal control systems was identified during the reporting year.

Currently, BLME does not conduct climate-related scenario analysis or modelling at portfolio level, reflecting what it described as a proportionate approach based on current regulatory expectations and its view that environmental risks do not presently represent material drivers of credit risk for its real estate portfolios. However, regulatory developments and portfolio risk characteristics continue to be monitored and enhancements may be considered if ESG risks become more material in future. In the event of any future changes occurring, ESG reporting standards are also considered through BLME's annual financial reporting process.

At the operational level, the first line of defense is responsible for initial ESG assessment, while the second line provides oversight and challenges where relevant. In this context, environmental factors are addressed under the standalone Climate Change Policy, although no specific ESG escalation thresholds have been established, and ESG factors are assessed on a case-by-case basis. Accordingly, oversight of ESG integration in financing sits particularly with the second line of defense and the credit team. From a financing perspective, BLME does not undertake standalone project finance activities and provides ESG disclosures for its lending portfolio on a proportionate basis.

#### ESG Risk Mitigation

In assessing climate-related risk, BLME focuses on both physical and transition risks. Physical risk monitoring includes exposure to flood-prone areas and assets with low energy efficiency ratings, while transition risk assessment includes changes in energy efficiency standards and related impacts on asset value, refurbishment costs, and borrower compliance costs. Climate-related metrics include percentage exposure in flood-prone areas, percentage exposure in assets with low energy efficiency ratings, new lending properties with high flood risk, and financing provided to fossil fuel companies. In the UK real estate context, EPC ratings are also used as a transition-risk metric with risk bands categorized as and separate tracking for unavailable or exempt properties:



The climate risk assessment follows time horizons defined as:



Immediate  
(0–12 months)



Short term  
(1–3 years)



Medium term  
(3–7 years)



Long term  
(7–10+ years)

BLME's framework embeds controls, monitoring, and escalation mechanisms, including integration of transition risk into credit assessment during onboarding, portfolio segmentation by EPC band, semi-annual reporting, tighter lending criteria for high-carbon sectors, zero appetite for financing fossil fuel companies and new lending to properties with high flood risk, and escalation of material risks where residual risk is rated high or severe. The only current adaptation-type measure is at asset level and includes events such as avoiding lending to properties in high flood-risk zones and requiring flood defenses or insurance for collateral, as approved through the underwriting guidelines.

Within this context no significant concentrations of credit exposure to ESG-related factors have been identified. More specifically, the portfolio does not have material exposure to carbon-intensive industrial sectors, while climate-related risks associated with real

estate arise mainly through property-specific transition considerations, including energy efficiency standards and compliance with UK environmental regulation. These factors are assessed on an asset-by-asset basis through the existing credit review process. Although the UK is not generally classified as a water-stressed country, no specific assessment has been conducted on whether individual assets are located in localized water-stressed areas. Meanwhile, physical risks within the real estate portfolio, particularly flood-related exposure, are monitored through the existing risk management framework using geographic data and property-level assessments to help identify and mitigate potential vulnerabilities.

In practice, ESG factors are incorporated into credit assessment primarily through their relevance to regulatory developments, asset quality, and collateral values. While they do not directly influence the Bank's view on broader macroeconomic conditions or monetary policy, they are considered where they may affect borrower resilience and the value of underlying assets. It is further recognized that longer murabaha maturities may increase uncertainty around future regulatory requirements, energy efficiency expectations, and asset obsolescence; however, ESG factors are not treated as standalone determinants of facility tenors. Instead, they are reflected indirectly in asset values and, in turn, in credit risk parameters such as loss given default.

BLME has also identified broader emerging risks over the longer term, including Basel 3.1 and UK real estate values. These risks are expected to affect capital and income, and planned mitigation includes Basel 3.1 calculations and increased provisions related to funds-to-value exposures.

### Capturing Financial Impacts

Boubyan Bank's financial risk management approach incorporates sustainability-related considerations into credit analysis, portfolio monitoring, and capital planning processes. In practice, this links financial risk assessment with broader environmental, social, and governance factors that may affect borrower resilience, asset quality, sector exposure, and the Bank's overall risk profile.

### ESG Integration into Credit Analysis

From an ESG lens, environmental and social considerations within retail lending are primarily addressed through responsible lending practices and compliance with consumer protection regulations. Under this approach, the Bank applies a comprehensive ESG assessment process, completed by the credit officer through the Bank's internal digital system to assign ESG scores and evaluate the ESG profile of financing requests in a consistent and measurable manner. This approach helps embed sustainability considerations into credit and investment evaluations while strengthening overall risk management. To maintain ongoing oversight, ESG score data for each counterparty is updated on a quarterly basis, enabling the Bank to monitor changing risk exposures and apply enhanced due diligence and closer follow-up where higher-risk clients or activities are identified.

At BLME, a similar approach is applied to its credit activities, which are predominantly focused on UK real estate lending rather than investment banking activities, with ESG risks in financing assessed through the existing credit risk management approach, including the credit risk policy, underwriting guidelines, and climate change policy.

To help identify and address adverse or potentially adverse ESG impacts arising from its activities, the Bank developed ESG Guidelines that outline the basic due diligence principles and applicable steps to be followed when integrating ESG considerations into the overall credit risk assessment process. As part of this approach, lending transactions are pre-screened against a list of prohibitive activities and assessed for compliance with relevant national legislation. In addition, the Bank undertakes an initial or preliminary assessment of project finance transactions and project-related murabaha above the prescribed threshold.

The Bank considers broader ESG trends that may affect sectors, industries, and geographic exposures. These include heightened attention to human rights in supply chains, water scarcity in water-stressed regions, and increasing expectations around supply chain transparency to identify environmental and human rights impacts across value chains.

From initial submission to final approval, the review process from client proposal to final approval generally takes around two weeks, during which proposals are assessed against internal credit policies and any applicable conditions or restrictions, while sector exposure is monitored through internal portfolio thresholds applied across industries such as trading, real estate, and contracting. In assessing borrowers and sectoral exposure, analysts identify which ESG issues are material to a specific sector or counterparty. Examples include carbon emissions for utilities and labor relations for manufacturing.

These considerations may affect borrower assessment through several channels, including reduced profitability resulting from environmental fines or higher compliance costs, increased capital expenditure related to green technology, and potential declines in collateral value arising from physical climate risks such as floods or fire. Financial risk management is guided by defined sector-level controls and active monitoring arrangements. Specific actionable and measurable limits are set for sectors with high exposure, such as oil and gas, mining, or agriculture. These may include negative screening, restrictions on financing higher-risk activities, or maximum exposure thresholds.

In parallel, the Risk Management Department monitors several early warning indicators to help identify and mitigate risks as they arise. These indicators are continuously monitored and reported to upper management to enable timely escalation and response. Whereas at portfolio level, risk exposure is monitored through daily risk management dashboards, supplemented by regular reporting to management.

### Stress Testing and Capital Planning

Additionally, climate-related risk exposure is assessed through stress testing of profit and loss impacts as part of the ICAAP exercise. Boubyan Bank applies ICAAP climate-risk scenario analysis, including Representative Concentration Pathway (RCP) 2.6 and Shared Socioeconomic Pathways (SSP) 1-2.6, through semi-annual stress tests covering physical and transition risks. This stress-testing approach is applied in assessing climate-related business risks, portfolio-level ESG trends, and broader climate vulnerability metrics, including in relation to the Bank's commercial and industrial credit exposure. Internal capital is also allocated to climate risk, as approved by the Board in line with the agreed risk appetite.

The results of the Bank's semi-annual stress testing are communicated to the BRCC and, where capital action is required, the Risk Management Department coordinates with the Financial Control Group to present a capital action plan with a forecast of the Bank's capital development and needs. This process supports the integration of stress testing results into capital adequacy planning and related business decision-making. Relevant Basel III capital and leverage indicators are also disclosed through the Bank's [investor relations website](#), supporting transparency around the Bank's capital position and exposure profile where key disclosed indicators include:

**Tier 1 capital ratio:**  
15.93% in 2025  
16.70% in 2024

**Basel III leverage ratio:**  
9.72% in 2025 and  
10.01% in 2024

**Total exposure measure:**  
KD 10,753,199 thousand in 2025 and  
KD 9,815,945 thousand in 2024

**The 2025 leverage ratio remained above the 3% minimum threshold.**

### Information Security Risk

Information security risk is underpinned by defined oversight arrangements within the Bank's wider risk governance framework. Information security is managed through a dedicated Information Security Division under the Chief Information Security Officer (CISO), who reports to the CRO, while the CISO serves as the owner of the Bank's information security policy and is responsible for ensuring its implementation across the Bank. A Cybersecurity and Technology Risk Committee (CTRSC) meeting is conducted on a quarterly basis, while the risk profile is shared with the BRCC monthly to maintain oversight of current exposures and control effectiveness. Privacy and data security oversight is identified at management committee level through the CTRSC, reinforcing governance coverage across both specialized technology risk forums and broader management oversight structures. Within this oversight structure, risk appetite across information security risk categories is determined through the Risk Acceptance Framework. In parallel, employee training is conducted at onboarding and on a recurring basis, with the training basket expanding over time and tailored training planned for roles with higher severity levels. Information security policies and systems are also audited annually through activities performed by the Internal Audit Group.

Boubyan Bank's information security program is built on a combination of governance measures, external certifications, assurance activities, and operational controls designed to strengthen the protection of systems, data, and digital services. The Bank has obtained or aligned with several key frameworks and certifications, including:



Central Bank of Kuwait- Cyber and Operational Resiliency Framework (CBK-CORF)



SWIFT Customer Security Program (SWIFT CSP)

Building on these commitments, the wider information security management program integrates assurance, resilience, governance, and response measures to reinforce the Bank's overall cyber resilience. The program includes annual penetration testing and vulnerability assessments across relevant IT infrastructure, as well as additional internal and external vulnerability assessments conducted on a quarterly basis. Operationally, the program draws on ongoing employee awareness and training initiatives, including phishing simulations and targeted cybersecurity campaigns along with the Security Operations Center's (SOC) support for monitoring and incident response.



### BLME Information Security Roadmap

BLME's cyber and data security approach was refreshed through a broader cybersecurity framework and roadmap, with the refreshed framework establishing a roadmap for 2026 and aligning in practice to NIST CSF 2.0 and SWIFT CSP. The wider regulatory environment for data security is shaped by the FCA, PRA, and ICO.

Although BLME is not certified as an organization, relevant personnel hold appropriate information security certifications. In 2025, BLME operated through a principles-based approach to information security, with a formal policy road mapped for 2026. Within that approach, a culture of continuous improvement was already established with practices aligned to data integrity, threat monitoring and response, workforce responsibilities, and third-party requirements in practice. Information security awareness training is delivered to employees through mandatory compliance training during onboarding, regular refresher training, and ad hoc workshops where all employees at BLME received privacy and data security or privacy-related risks and procedures training.

During the reporting year, BLME reported no information security breaches, with the total number of reported information security breaches recorded as none.



## Case Study

### Optimizing Phishing Fraud Reporting

As part of the Bank's continuous improvement efforts and commitment to error prevention, a Lean initiative was implemented to reduce the cycle time required to prepare phishing fraud reports while ensuring accuracy and regulatory readiness.

A phishing fraud report is a structured report used to consolidate, analyze, and submit phishing-related fraud data to support monitoring, regulatory reporting, and risk mitigation activities.

The existing process relied heavily on manual data extraction, multiple system inputs, and repetitive validations, increasing cycle time and the risk of human error. Applying Lean and poka-yoke (error-proofing) principles, an automated solution was developed using Power Query to streamline data preparation and reporting.

The solution enabled standardized, error-free data extraction and transformation, ensuring consistent and accurate reporting outcomes. By automating data consolidation, the process eliminated manual entries and reduced dependency on multiple systems to fetch required information. This significantly improved data reliability and reduced rework.

As a result, the reporting cycle time was substantially reduced, data accuracy was strengthened, and operational risk related to manual handling was minimized. The initiative enhanced regulatory reporting readiness and reinforced the Bank's digital capabilities in fraud risk management, supporting sustainable, controlled, and efficient operations.

### Information Security Risk Policy

The Bank's approach to identifying and addressing data security risks is guided by the Incident Response Framework and Procedure, the SOC Incident Response Procedure, and the Information Security Policy, which define standards, roles, and responsibilities in relation to data breaches and broader information security incidents. The Bank maintains an information security policy that is internally available to employees through Tawasol and through the Bank's internal SharePoint. The policy is designed to establish an information security culture across the organization and includes the Bank's commitment to implement, maintain, and continuously improve its security posture. It covers data privacy and data protection, sets the overarching framework and standards for the organization to follow, and is accompanied by related documents that provide more detailed roles and responsibilities for relevant stakeholders. The Information Security Policy at the Bank generally includes commitments to:



Continuous improvement



Data integrity and protection



Monitoring and response to threats



Workforce responsibilities



Third-party security requirements

In addition, the policy is linked to the Bank's Incident Response Framework and Procedure and SOC Incident Response Procedure that set standards, roles, and responsibilities for monitoring, responding to, and managing data breach and information security incidents. The policy includes requirements and due diligence considerations for third parties in line with CBK rules and regulations.

From a privacy perspective, the approach is proactive, with privacy by design forming one of the main pillars of the privacy program. This is intended to ensure that privacy and security controls are embedded at the design and engineering stage of the service, process, and product lifecycle. The management of identified data security risks and vulnerabilities is guided by the application of a Technical Vulnerability Management Procedure, while product structures are tested across multiple levels and scenarios. The selection of business partners is subject to comprehensive risk management involving relevant policy owners, including Privacy, Information Security, Business Continuity, and Technology Operations Risk.

### Information Security Risk Treatment

For identified risks, a treatment plan is agreed with the relevant business and technical risk owners within a defined timeline. Where a risk exceeds appetite, a formal risk acceptance letter is obtained in accordance with the framework. For traceability and accountability purposes, the Banks ensures that risks are recorded in the Risk Register, reflected in the respective ticketing system, and documented in detail to facilitate follow-up and accountability.

Progress against mitigation measures is then communicated between the Information Security Division and stakeholders through the respective ticketing system, while quarterly risk assessment reports are shared with respective department heads, highlighting open risks, mitigation progress, and any delays or justifications for extended timelines.

Risk exposure is reviewed on an ongoing basis through monthly risk profile reporting and quarterly review through the CTRSC, in line with the overarching risk management framework and whenever there is a significant change in the environment or in the affected assets. At governance level, risk appetite and open risks are discussed within the quarterly CTRSC meetings, while the respective ticketing system is used on an ongoing basis to track mitigation activities and support timely remediation.

### Summary of Information Security Measures



Phishing simulation, the banks ran 18 phishing simulations to increase the awareness of employees



All staff member completed the information security awareness and assessment



All board members of Boubyan attended the information security workshop



8 press release of diraya campaign for customer awareness



Boubyan Sheild newsletter for employee awareness

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### BLME Information Security Risk Management

BLME manages information security and data security risks through a structured lifecycle that begins with governance, policies, and asset inventories to define scope and accountability. Risks are then identified through risk and control assessments, DPIAs, technical security testing, monitoring, incident analysis, third-party reviews, and regulatory scanning. Each risk is assessed for impact and likelihood, recorded in a central register, and prioritized against risk appetite before treatment options such as reduction, avoidance, transfer, or acceptance are applied through technical and organizational controls, third-party requirements, incident response, and data lifecycle management. To maintain effectiveness over time, ongoing training, monitoring, metrics, and independent assurance are used to support continuous improvement and compliance with internal and regulatory requirements.

### Case Study

#### Regulatory Risk Resilience

To strengthen the Bank's enterprise risk posture and reinforce compliance with evolving regulatory requirements, the Bank advanced a portfolio of risk, security, and control initiatives during 2025. The objective of this effort was to enhance the Bank's resilience across key areas of regulatory compliance, technology risk, and information security, while aligning implementation with both local and international expectations.

During the year, the Risk Management portfolio delivered approximately 15 initiatives spanning risk management, information security, and control enhancement. Key outcomes included the on-time achievement of PCI-DSS certification, the timely implementation of a Cloud Access Security Broker (CASB) solution, and the full upgrade of the Credit Lens platform. Collectively, these initiatives strengthened the Bank's cybersecurity resilience, enhanced regulatory compliance, and reduced exposure to operational and technology risks, thereby supporting more secure and sustainable banking operations.

### Emerging Risks and Resilience Initiatives

The Bank's resilience agenda addresses emerging technological and operational risks. Among the longer-term emerging risks identified are Artificial Intelligence (AI)-driven technologies and their associated risks, including considerations such as hallucinations, bias and fair treatment, and the use of proprietary algorithms, as well as AI-driven cyber threat vectors and cloud computing dependencies arising from third parties. These risks are considered relevant across technological, economic, and geopolitical dimensions.

To address this, the Bank has introduced an internal AI Security & Risk Management Framework, embedded AI security provisions within the Information Security Policy aligning with the CBK Cybersecurity Framework and its new Cyber and Operational Resilience Framework, along with establishing the Boubyan AI Governance & Transformation Committee. AI can increase the cyberattack surface, potentially leading to operational disruption, data breaches, and regulatory findings if not appropriately governed. The Bank's AI-related controls cover the list below as part of the Bank's mitigation approach.



Data privacy



Cybersecurity protection



Avoidance of bias



Ability to identify AI-generated content



Monitoring of AI usage



Employee awareness sessions



Access controls



Segmentation

In addition, Boubyan's subsidiary BLME suggested that an AI policy was under development for 2026 as current practice draws on AI best practices through an established working group, and the policy under development is expected to align closely with ISO 42001 standards.

#### Cybersecurity and Data Privacy

Boubyan Bank's approach to cybersecurity and data privacy is built on certified security practices and structured privacy management processes. These measures protect information assets, customer data, and digital operations across the Bank, while reinforcing reporting integrity, regulatory compliance, and resilience against evolving cyber threats. Within this approach, data privacy is considered as a distinct but related area of focus. While cybersecurity is primarily concerned with protecting systems, networks, and information assets from unauthorized access, disruption, or attack, data privacy relates to the appropriate collection, use, access, sharing, retention, and protection of personal data in line with applicable requirements and internal policy commitments.

## Cybersecurity Governance

The oversight of cybersecurity and data privacy is embedded within the Bank's wider risk and governance structure as the Bank's privacy and data security performance is overseen through the listed functions:



**Data Privacy Officer (DPO):** Responsible for defining and implementing the bank's Data Privacy Policy. Shared responsibility with the Information Security Department for setting the bank's security controls & measures



**Chief Risk Officer (CRO):** CRO alongside the AGM, oversees the privacy and data security strategy and performance at the organization



**Executive Governance Forums:** Governance is extended through CRO to the MEC



**BRCC:** Governance is extended through CRO to the BRCC

Cybersecurity governance is anchored in clear internal oversight structures and regular reporting to executive leadership and governance committees, although detailed internal mechanisms are not publicly disclosed due to confidentiality and security considerations. In parallel, the Bank has undertaken initiatives to promote a strong risk culture, including annual internal audits of its enterprise risk management framework and periodic independent external reviews, including ISO 27001 certification audits and CBK Cybersecurity Framework (CSF) inspections, providing additional assurance over the effectiveness of risk management and governance practices.



## Boubyan Capital (BCIC) Data Architecture Transformation

To address critical data quality and architecture issues within Boubyan Capital, the Bank advanced a transformation and data architecture roadmap aimed at enabling more reliable regulatory reporting, stronger enterprise transparency, and more sustainable data governance. The initiative identified and resolved major customer data silos, eliminated data discrepancies, and defined a target data architecture for BCIC. In turn, this enabled more accurate and reliable regulatory reporting, improved reporting quality across the enterprise, and contributed to the implementation of BCIC's broader transformation roadmap. The engagement also helped consolidate BCIC contact center oversight under centralized Boubyan governance, strengthening operational alignment and control.



## BLME Cybersecurity Controls

In relation to governance, privacy and data security strategy are overseen by the Data Protection Officer (DPO), while performance is managed through the Operational Excellence Committee and the Executive Risk Committee, with escalation through cyber and information security management structures to the BRC and ultimately the Board. Board-level oversight is increasingly consolidated within broader IT risk reporting arrangements. Executive-level accountability for information security currently sits with the CFO, while the internal operating structure identifies escalation through the Head of Cyber, Head of Cloud, and COO. Board-level information security expertise is strengthened by the presence of Dr. Bader Al-Hashel, Group CRO of Boubyan, and Abdullah Al Tuwajri, CEO of Private, Consumer and Digital Banking, on the Board.

The control environment is supported by annual reviews of information security policies and systems, internal and external audits, SWIFT-CSP assurance activity, vulnerability-related standards and procedures refreshed through the Operational Excellence Committee governance, and regular Cyber CMMI assessments conducted monthly and shared with relevant committees and management. SOCRadar is also used for cyber intelligence relating to emerging threats, while runbooks, business continuity plans, and escalation processes are in place, although incident response plans are limited at present and are being enhanced as part of the broader cyber and information security roadmap.

### Privacy and Customer Data Protection

Boubyan Bank's privacy framework applies to all business functions and is underpinned by a designated privacy function, internal procedures, and public-facing privacy commitments. The Bank's privacy policy applies across the organization's systems and functions, including subsidiaries and suppliers, while a designated person and team are responsible for managing privacy-related issues and compliance. It requires suppliers to safeguard Boubyan Bank's confidential and sensitive information and handle data securely in line with Boubyan's instructions and applicable data protection requirements. The policy extends across the Bank's information resources covering information assets including information, systems, networks, business applications, outsourced processes, and related resources that are sponsored, endorsed, developed, maintained, or operated on behalf of Boubyan. Privacy considerations are embedded into the Bank's risk and compliance system through Privacy Impact Assessments conducted for new products, services, business cases, suppliers, and selected existing processes.

The implementation of the privacy policy is guided by a set of internal systems and procedures designed to operationalize the policy framework, including the Information Security Management Framework, Information and Cyber Security Risk Management Framework, Acceptable Usage Policy, IT Asset Management Procedure, and Data Protection Procedure. Compliance with the privacy framework is monitored through regular internal audits of the privacy function, while occasional or annual third-party audits may be carried out on the Privacy team upon CBK request.

The Bank's publicly available [Privacy Policy and Privacy Notice](#) explain the purposes for which customer data is collected and how it is used. According to the policy, the use of customer data may include:

- Processing banking applications
- Administering customer relationships and services
- Complying with legal and regulatory obligations
- Responding to customer requests
- Protecting legal rights
- Administering website security
- Improving products and services through analytics
- Suggesting relevant products or services

The policy clarifies how data is collected, including direct interactions, website activity, automated technologies, and certain third-party or public sources, while outlining circumstances in which disclosures may be made for legal, regulatory, investigatory, or public interest purposes. To strengthen transparency, customers are informed of the data being collected and the purposes for which it is used through measures such as consent management, cookies management, account-opening forms, and data-subject rights mechanisms, in addition to a dedicated DPO email channel for privacy-related concerns or requests. Customer data is collected for lawful purposes and used in line with the Privacy Notice and contractual arrangements, while any secondary use of customer data requires customer consent and agreement.

The Bank collects a broad range of customer information to enable customer identification, service provision, compliance, and risk management processes. This includes personal and identification data such as name, surname, civil ID, date and place of birth, and other identification details, as well as contact-related, behavioral, family status, financial, salary, and asset-related information. The Bank also collects technical and monitoring-related data, including IP addresses and geo-tracking data, in addition to specific information relevant to enhanced due diligence, such as PEP or VIP status and related balance information. Moreover, a data minimization approach is also applied to customer data handling practices, with collection intended to remain limited to what is necessary for relevant business, compliance, and operational purposes. Customer information is retained for a minimum of 10 years in line with CBK requirements.

Privacy commitments also extend to customer rights and communication as Boubyan's Privacy Notice includes a contact email through which customers can raise privacy-related requests concerning collection, use, retention, processing, opt-out requests, deletion requests, correction, and access. Customers may request corrections to their data directly from branch staff or through call centers, where they may access their data via Boubyan's channels or upon request. Data retention is applied on a scale of a minimum of 10 years and a maximum of 15 years, while other inputs refer to a minimum 10-year retention requirement, reflecting regulatory retention expectations.

**blme**

بنك لندن والشرق الأوسط  
Bank of London & The Middle East

### BLME Data Protection Policy

On privacy, BLME's publicly available Privacy Note clarifies the purposes for which customer data is collected, explains how data is collected, and addresses third-party access and processing. The Notice applies across UK-based business lines, while supplier and business partner coverage is supported through third-party due diligence, DPO oversight, and controlled access management. BLME is committed to data minimization and does not rent or sell personal data. Personal data is processed internally and shared with third-party processors only for valid business and legal reasons.

BLME's supplier data-protection provisions are governed through a standard Data Protection Addendum in supplier agreements, with relevant supplier data-protection terms subject to DPO sign-off. BLME has a dedicated Data Protection team that is responsible for managing privacy-related issues and compliance, and that implementation of the privacy framework is carried out through governance, staff training, control assessments, and ongoing performance monitoring under the Risk Management function. Moreover, internal audits are conducted to monitor compliance with the privacy policy, while an annual external audit is undertaken by external consultants. For more details on [BLME's Privacy Notice](#) in connection with data-subject rights and privacy communications, please refer to BLME's website.

Customer privacy rights are framed through GDPR and PECR compliance, including rights of access, rectification, and deletion, while data correction, transfer, and access requests are handled through phone and email channels. BLME grants customers with capabilities relating to control over how private data is collected, used, retained, and processed, including opt-out, opt-in consent, and deletion requests, although some scope and coverage points were noted for DPO confirmation. Typically, BLME collects personal details such as names and addresses along with identity information such as photo identification and ID card numbers to provide products or services and comply with legal and regulatory obligations. Additionally, customer information is subject to a retention schedule supported by a Data Protection Policy, Data Protection Standard, and Data Retention Guideline.

### Breach Management

Boubyan Bank maintains formal incident response and breach management procedures to support timely detection, escalation, containment, recovery, and customer communication where required. These arrangements are framed within the regulatory environment of the CBK and include the Incident Response Framework and Procedure, the SOC Incident Response Procedure, and related information security policies that define standards, roles, and responsibilities in the event of a breach or cybersecurity incident.

The Bank continues to manage data security risks through technical and governance controls such as data classification, sensitive data masking, metadata-based access approaches, and data access matrices. These measures are intended to reduce unnecessary physical access to data and support tighter control over sensitive information.

Third-party privacy and data access controls are embedded into the Bank's operating model as Privacy Impact Assessments are performed on all new vendors, while existing vendors are progressively scanned for assessment coverage. Moreover, third-party data sharing is governed by legally binding documentation and contractual data protection commitments, and third parties may process personal data only on Boubyan's documented instructions and in line with applicable laws. The Bank's Information Security Policy states the following with regard to third-party data disclosures:



The third-party vendor shall process the personal data only on documented instructions from Boubyan, including transfers of personal data to a third country or an international organization.



The third-party vendor shall process the personal data governed under the contract with Boubyan as per the applicable laws.



The third-party vendor shall take steps to ensure that any person acting under the authority of the third-party vendor who has access to personal data does not process it except on instructions from Boubyan.

This extends cybersecurity and privacy expectations beyond internal operations and into external relationships that involve data handling or network access.

These arrangements reflect both reactive and proactive response capabilities. On the reactive side, the Incident Response Framework is aligned with industry's best practices and covers the full incident lifecycle, including the stages set out below with SOC playbooks further supporting this cycle through detailed step-by-step procedures for potential incidents:



Preparation



Detection and analysis



Containment



Eradication



Recovery



Lessons learned

Meanwhile, on the proactive side, threat hunting and threat analysis are conducted within the SOC to identify and address potential threats before they escalate into incidents. A dedicated Data Breach Management guideline is also in place, supported by detailed procedures, ready-made reporting and notification templates, and tabletop exercises to test response readiness and effectiveness, including clear allocation of roles and responsibilities for relevant parties and procedures for informing customers where a data breach requires notification.

In line with the Bank's incident response and control measures, limited breach-related events were reported during the reporting year as reflected below.

- Data and Information security and privacy- related breaches reported during the reporting period
- Controversies or public incidents related to data privacy, cybersecurity breaches, or violations involving employee or customer privacy and integrity
- Substantiated complaints concerning breaches of customer privacy and losses of customer data
- Substantiated complaints on breaches of customer privacy from external parties and regulatory bodies
- Identified leaks of customer data

Although no incidents were reported, the Bank has measures in place to address privacy breaches where they occur. In cases involving deliberate data breaches by employees, disciplinary action may be applied through a supplementary legally binding non-disclosure agreement (NDA) signed by all employees, reflecting an enforceable basis for accountability in the event of misconduct.

Overall, Boubyan's approach to governance and resilience brings together leadership oversight, responsible business conduct, compliance, risk management, cybersecurity and data privacy as interconnected foundations of institutional accountability and long-term stability. These governance and control structures establish the conditions for the Bank to pursue innovation with greater confidence and discipline detailed in the Innovative Solutions Chapter, which focuses on how digital transformation and innovative solutions are being advanced across the organization.



4

# Innovative Solutions

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2029 Strategic Alignment:  
Innovative Digital Solutions

Innovation is considered a cornerstone for Boubyan’s strategy in terms of strengthening service delivery, streamlining operations, and expanding customer-facing capabilities. Across its technology platforms, digital channels, operational improvement initiatives, and AI enablement efforts, Boubyan advanced a broad set of programs aimed at improving efficiency, responsiveness, and customer experience, while securing seamless and accessible banking services.

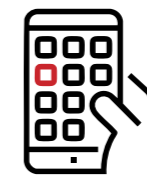
This direction is closely aligned with Boubyan’s Innovative Digital Solutions ESG strategy pillar, which focuses on developing and implementing innovative digital solutions that enhance operational efficiency and improve customer experience, while supporting personalized, seamless, private, and secure services. Within this context, progress during the year extended across large-scale transformation programs, Lean and automation-led process improvements, expanded digital distribution, and structured AI governance, demonstrating that innovation was being applied not only to customer channels, but also to the underlying systems and operating models that support them.

During 2025, this was reflected through continued advancement of the Core Banking System and Card Management System programs, delivery of key regulatory and payments infrastructure mandates, operational improvements across branch and self-service processes, rollout of digital and branchless service solutions, and the development of a bank-wide AI strategy and governance approach. Customer experience remained an important outcome of these efforts, which resulted in an improved CSAT score compared with the prior year. These developments reflect Boubyan’s continued commitment to translating digital innovation into stronger operational capability, more efficient service delivery, and improved customer engagement.

**Operational Efficiency**

Boubyan continued to strengthen its operating model in 2025 through technology modernization, process improvement, and targeted digital enablement. Across operational, digital, and innovation functions, the Bank advanced a range of initiatives aimed at improving efficiency, strengthening service reliability, and delivering more seamless customer experience.

Across the Bank’s Center of Excellence (COE), digital functions, and continuous improvement teams, a series of large-scale transformation programs and targeted operational enhancements were delivered in parallel, strengthening the Bank’s capacity to serve customers reliably while preparing for the next phase of digital growth. This included a technology readiness program led by engineering teams with input from IT and governance teams for the physical construction of Boubyan Bank’s new headquarters where all planned 2025 technology readiness milestones were completed on time to ensure that core systems, infrastructure, and digital services are prepared to support the Bank’s operational transition to the new headquarters in 2026.



**ESG Strategy Spotlight**

**Developed 21 new innovative services released across 10 applications**

## Case Study

### Core Banking System (CBS) Transformation

The Bank progressed a multi-year Core Banking System (CBS) transformation programs designed to modernize its technology foundation, strengthen operational resilience, ensure regulatory readiness, and enable future digital growth — while maintaining uninterrupted customer services throughout the transition. During 2025, the programs advanced in line with all planned milestones despite its scale and complexity.

Key achievements during the year included:

- End-to-end system development and integration across more than **40** connected platforms and channels
- Execution of over **7,500** test scenarios conducted jointly by an external testing partner and internal business teams
- Multiple successful data migration and validation cycles
- Modelling of more than **500** business processes and preparation of advanced operational and reporting capabilities
- A comprehensive Organization Change Management track, including policy and procedure updates, communication planning, and large-scale workforce readiness
- Initiation of a structured training roadmap targeting more than **1,000** employees
- Absorption of additional regulatory and business requirements - including CBK Wages Protection System (WPS) and Mortgage enhancements - without schedule deviation

Collectively, these outcomes significantly enhanced the Bank's operational readiness, risk control, and long-term service sustainability.

## Case Study

### Dormant Account Reactivation

A Lean initiative was undertaken to enhance the dormant account reactivation process, which had been identified as an opportunity for improvement due to system duplication, manual interventions, and extended cycle times. Through end-to-end process review, non-value-adding steps were eliminated, and workflow was improved.

Key enhancements included synchronizing required data across systems to enable information to be reflected within a single platform, reducing duplicate inputs, and minimizing manual handling. Fee deductions were automated, replacing manual processing and reducing interdepartmental coordination. The initiative achieved an approximate 75% reduction in customer waiting time at branches for dormant account reactivation, while easing employee workload and enhancing overall service efficiency.

## Case Study

### Murabaha One Visit

The Bank introduced the Murabaha One Visit service journey to enhance operational efficiency and customer experience. The process enables customers to complete parts of the financing journey through both branch and mobile application channels while requiring only a single branch visit.

Reported operational improvements include:

Process	Processing Time Reduction	Hours Saved per Year
Onboarding	52%	5,333 hours
Credit Card Processing	55%	3,049 hours
Prepaid Cards	60%	2,378 hours
Primary Services	60%	4,620 hours
One-Visit Financing	77%	9,108 hours
Top-Up Requests	62%	3,228 hours
Financing Against Collateral	77%	476 hours

## Case Study

### Card Management System (CMS) Program

Running in parallel with the CBS program, the Bank implemented a modern Card Management System to strengthen transaction processing, enhance customer experience, support regulatory compliance, and align with the broader core banking transformation roadmap. All planned 2025 milestones were successfully achieved.

The program's scope included end-to-end system development by both the vendor and internal teams, multiple rounds of data migration testing and remediation, and coordinated changes across approximately 22 dependent systems. A high volume of mandatory regulatory and scheme-driven changes was absorbed while maintaining delivery stability. Three major deployments were executed during the year with minimal operational disruption.

By year-end, the program reached its final readiness stage, positioning the Bank to complete full data migration from the legacy platform and activate the new CMS for customers in early 2026. The initiative materially strengthened Boubyan's payments resilience, operational continuity, and digital enablement.

The Bank's continuous improvement function continued to deliver targeted efficiency enhancements through Lean methodology and process automation during 2025. One initiative focused on optimizing the monitoring and replenishment of card printer ink across branches. Previously, this process relied on manual checks, reactive communication, and multiple handoffs, increasing the risk of stock shortages and service interruptions. Through process re-engineering, an automated solution using Robotic Process Automation (RPA) was introduced to monitor ink levels and trigger timely replenishment actions. Employee time spent on monitoring and coordination was significantly reduced, while ink availability at branches was consistently maintained, supporting uninterrupted card issuance services and shorter waiting times for customers.

A separate initiative addressed ATM downtime by streamlining the incident resolution process. The existing workflow involved multiple handoffs and overlapping roles, which extended resolution time and affected service continuity. Roles and responsibilities were reviewed, clarified, and restructured to direct issues to the most capable parties from the outset, while non-value-adding steps were removed. The initiative achieved an approximate 96% reduction in resolution time for targeted downtime scenarios, significantly minimizing ATM service interruptions, and improving overall service reliability.



## Case Study

### SME Digital Growth

Boubyan Bank introduced a 24-hour approval commitment for SME financing, reinforcing the speed and accessibility of its support for small and medium-sized enterprises.

This was accompanied by a clear shift in SME customer behavior toward digital channels. Mobile banking usage among SME clients grew by 65%, while branch transactions declined by 32%, indicating a structural transition toward self-service banking. At the same time, Boubyan's SME mobile app expanded to offer more than 150 functionalities and processed 368,000 digital transactions.

The wider Business Banking ecosystem was also strengthened through the scaling of ePay, Kuwait's most widely adopted SME digital payments platform, where active SME merchants grew by 29%. In addition, the Bank launched eRent, described as the region's first bank-integrated property management and rent collection platform.

### Embedding AI

Guided by a dedicated commitment endorsed at the EM level, the Bank's approach to AI is anchored in clear accountability, ethical principles, and alignment with its broader governance and risk management standards. At subsidiary level, BLME is in the process of developing its own AI policy, with AI-related topics expected to be incorporated into its policy framework as the initiative matures.

## Case Study

### Bank-Wide AI Strategy

During 2025, Boubyan Bank developed and operationalized a bank-wide AI strategy covering portfolio definition, demand intake, execution tracking, and governance oversight. AI initiatives were consolidated into a unified portfolio with clear prioritization and accountability, supported by executive-level sponsorship and structured steering.

The initiative introduced foundational AI governance practices, including oversight mechanisms, reporting, and alignment with data and digital functions. In parallel, Boubyan engaged with Microsoft to explore a strategic partnership supporting scalable and secure AI enablement. These actions strengthened transparency, reduced duplication, and ensured that AI adoption progressed in a controlled, ethical, and value-driven manner consistent with the Bank's ESG and risk principles.

### Customer Experience and Satisfaction

Boubyan Bank continued to measure and track customer satisfaction through structured methodologies, including Customer Satisfaction Score (CSAT) and Net Promoter Score (NPS). Surveys are conducted across various touchpoints from branch transactions, contact center interactions, central sales to digital banking channels where feedback was regularly shared with relevant departments across the Bank to inform product and service improvements. As a result, the Bank's customer satisfaction indicators remained consistently high over the past four years:

#### Boubyan Bank's CSAT Score Trend



#### ESG Strategy Spotlight

**119% of target mobile registration reach and around 99% of all financial transactions handled through the mobile application**

### Service Excellence

The Bank maintains formal processes for handling both official and internal customer complaints, each governed by distinct procedures. Multiple channels are available for customers to submit complaints, including mobile banking, branch visits, contact center calls, and social media. A dedicated hotline is also available for direct customer contact. The Complaint and Customer Protection Unit through its guide aims to clarify the laws governing financial transactions in order to raise awareness and increase transparency towards protecting the rights of customers, ensuring alignment with compliance requirements and enhancing risk mitigation to prevent over-indebtedness. Official complaints are subject to a Service-level Agreement (SLA) of 15 working days for the issuance of a formal response.

The oversight of official complaint responses is provided by a committee comprising members from the Legal, Compliance, and Complaints and Customer Protection Departments. This committee reviews and approves the formal response before it is issued to the customer. Accordingly, a monthly report detailing complaint volumes and outcomes is shared with GCEO and EM.

Across the Group, employees receive training in customer service, responsible sales practices, and customer protection requirements to ensure fair treatment of customers and compliance with applicable regulations. Training programs are designed to prevent aggressive sales practices and promote respectful treatment across all customer segments. At BLME, annual training on consumer financial protection, including financial literacy and ethical selling practices, is provided to all employees as part of the subsidiary's ongoing commitment to responsible customer engagement.

Customer awareness efforts are also supported through external campaigns, including social media and television advertising, aimed at educating clients on financial protection matters.

### Customer Complaints Overview



#### Case Study

##### ATM Performance Optimization

A comprehensive assessment was conducted across ATM hardware, network infrastructure, embedded software, and security components to identify root causes of transaction slowness. Through this work, the initiative improved service accessibility by helping customers access ATM services more smoothly and reliably, while reinforcing service continuity through efforts to reduce disruption and improve the consistency of transaction processing. Corrective actions were implemented across multiple layers, resulting in measurable performance improvements and achievement of defined service objectives. From an operational perspective, the initiative strengthened the underlying reliability and responsiveness of ATM services, enhancing customer experience, reducing operational incidents, and strengthening service reliability.

Through these efforts, Boubyan integrated innovation into its operations to strengthen service delivery, improve efficiency, and enhance customer experience across its activities. As these capabilities continue to expand the Bank's ability to serve customers more effectively and on a greater scale, they also contribute to the broader objective of responsible and inclusive growth disclosed in the Responsible Inclusive Growth Chapter.



5

Responsible Inclusive Growth



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Inclusive and Accessible Banking 113



2029 Strategic Alignment:  
Responsible Banking Pillar

Responsible and inclusive growth reflects Boubyan’s role beyond financial service provision to support sustainable economic participation, broaden access to banking, and strengthen customer trust across its financing and investment activities. This includes Boubyan’s approach to structuring Sharia-compliant products and services, integrating ESG considerations into financing and investment processes, and improving access to financial solutions for individuals, SMEs, and other customer segments.

These priorities align closely with Boubyan’s Responsible Banking ESG strategy pillar, which emphasizes sustainable finance, responsible lending and investment decision-making, SME support, financial literacy, and customer satisfaction and engagement. In practice, this is demonstrated through Boubyan’s SFF, its evolving ESG screening and governance mechanisms and its support for project financing and sustainable ecosystem development, and its efforts to improve accessibility through retail products, digital channels, and customer awareness initiatives.

During 2025, progress in this area included financing support for projects linked to national development and environmental restoration, the integration of ESG considerations across treasury investment classes, the expansion of SME-focused financing and engagement initiatives, and the digital enablement of inclusive banking services. This also included the launch of various initiatives and ongoing financial literacy and accessibility efforts aimed at supporting broader participation in the formal banking system. These developments highlight Boubyan’s continued efforts to connect responsible banking practices with growth, accessibility, and long-term value creation.

**Sustainable Growth**

Sustainable Growth centers on the integration of ESG considerations into Boubyan’s financing and investment activities, while maintaining alignment with Sharia principles and internal governance frameworks. In practice, the Bank’s approach combines responsible financing practices, treasury investment management, and the progressive implementation of the SFF to advance sustainable economic development and financial resilience.

**Framework Overview**

As part of its commitment to embedding sustainability across its financial services, Boubyan Bank established the Boubyan SFF. The Framework formalizes the Bank’s approach to channeling capital toward environmentally and socially beneficial outcomes, while maintaining alignment with its Sharia-compliant mandate and broader ESG Strategy. It draws on internationally recognized guidelines, including the UN SDGs, the UN Principles for Responsible Banking, and the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

The Framework applies across all business activities and operations of Boubyan Bank, encompassing lending, investments, and project financing. Its core purpose is to establish a structured and transparent approach to classifying, developing, and managing Sustainable Finance Instruments including Green, Social, and Sustainability financing and Sukuks aligning with the Bank’s long-term ESG objectives and Kuwait’s national sustainability agenda.

In developing the Framework, the Bank adopted the principles set out by the International Capital Market Association (ICMA), including the Green Bond Principles, Social Bond Principles, and Sustainability Bond Guidelines published in June 2021, alongside the Loan Market Association's (LMA) Green Loan Principles and Social Loan Principles published in February 2021 and April 2021 respectively. These internationally established principles underpin the four core components around which the Framework is structured as:



**Use of Proceeds**

The Framework establishes three categories of Sustainable Finance Instruments, defined by the allocation of proceeds with an exclusion list that sets boundaries on the types of activities eligible for financing. Boubyan will allocate an amount at least equivalent to the net proceeds of each Sustainable Finance Instrument to finance or re-finance, in whole or in part, to sustainable projects that meet the eligibility criteria defined within the Framework. As summarized in the table below, the Framework distinguishes between Green Financing, Social Financing, and Sustainability Financing, while also identifying excluded activities that fall outside its eligible scope and the Bank's sustainability and Sharia requirements.

**Financing Category Scope and Eligibility**

Financing Category	Scope	Example Eligible Activities
<b>Green Financing</b>	Proceeds exclusively allocated to Eligible Green Asset categories	Renewable energy, clean transportation, water and waste management, infrastructure, sustainable land use
<b>Social Financing</b>	Proceeds exclusively allocated to Eligible Social Asset categories	Affordable housing, employment generation and SME financing, healthcare, education, water infrastructure
<b>Sustainability Financing</b>	Proceeds allocated to a combination of Eligible Green and Social Asset categories	Mixed green and social project financing
<b>Exclusions</b>	Activities and practices not eligible for financing under the Framework	Activities involving non-compliance with Islamic law, human rights violations, illegal substances or weapons, severe environmental damage, corruption, and activities against Sharia principles

**Project Evaluation and Selection**

Governance of the Framework's implementation is assigned to the Sustainable Financing Working Group (SFWG), a cross-functional body comprising representatives from Compliance, Corporate Banking, Financial Control, Risk Management, and Treasury. This body is responsible for evaluating, selecting, and approving eligible financing in accordance with the Framework's eligibility criteria and environmental and social (E&S) risk screening standards, while coordinating with relevant business units and the Credit Risk Department to assess eligibility, creditworthiness, allocation of ESG proceeds, and ongoing portfolio oversight.

**Management of Proceeds**

Proceeds from Sustainable Finance Instruments are deposited in general funding accounts and earmarked for allocation toward Eligible Sustainable Projects through the Sustainable Finance Register, a centralized record ratified by the SFWG. The Register captures instrument-level details including pricing date, maturity, principal amount, interest or coupon, and account identifiers alongside a comprehensive project-level record covering project category, description, location, ownership percentage, total cost, allocated amount, and settled currency.

**Reporting and Monitoring**

Transparency and accountability are embedded within the Framework's design. The Bank's SFF encourages public sustainability-related reporting on the following:

- Allocation of proceeds
- Sustainable financing activity
- Updates on ESG risk management
- Sector-specific initiatives

To strengthen assurance, the allocation report may be subject to independent review by external auditors, providing an additional layer of assurance over the integrity of the Bank's sustainable finance disclosures. The SFWG monitors the eligible green and social financing portfolio including potential changes and reviews the Sustainable Finance Register to verify the continued validity of reported assets.

The Framework itself is designed as a living document, subject to timely updates to reflect evolving best market practices, regulatory expectations, and stakeholder requirements, and may be subjected to an external review to strengthen credibility and alignment with international standards.

In practice, these arrangements are complemented by practical examples of how sustainable financing is applied in the real economy, alongside the Bank's broader investment management activities, where internal policies, Sharia principles, and ESG considerations help guide product governance, due diligence, and responsible decision-making across relevant offerings.



**ESG Strategy Spotlight**

**SFF approved and endorsed by Boubyan Bank Leadership**

## Case Study

### Kuwait Flour Mills Warehouse Project

Boubyan financed the construction of a warehouse facility for Kuwait Flour Mills to expand storage capacity for subsidized food production. The project increased storage capacity for essential food inputs used in staple products such as bread and other baked goods.

By supporting this infrastructure project, the Bank contributed to strengthening food supply resilience and improving national food storage capacity in Kuwait.

#### Project objectives

- Expand storage capacity for subsidized food products
- Strengthen national food supply infrastructure
- Improve resilience of food distribution systems

## Case Study

### Kuwait Oil Company Revegetation Project

Boubyan financed a contractor responsible for implementing revegetation works under the Kuwait Oil Company environmental restoration program. The project focused on restoring plant species damaged by environmental impacts associated with the Gulf War. The project contributes to ecosystem restoration through the replanting of vegetation in affected areas and supports environmental rehabilitation initiatives in Kuwait.

#### Project objectives

- Restore vegetation affected by environmental damage
- Support ecological rehabilitation initiatives
- Contribute to biodiversity restoration efforts

## Sustainable Financing and Investments

Within the framework, the Bank integrates ESG criteria into its financing activities and favors projects that demonstrate strong sustainability practices, while the extension of ESG integration into future investment activities is expected to develop further as the Bank's investment capabilities evolve. ESG factors are indirectly considered within financing activities and encourage projects that demonstrate strong sustainability practices. Social considerations are addressed within financing activities through the integration of ESG criteria, including considerations related to employee welfare, customer protection, community impact, and compliance with applicable labor and social regulations. Whereas governance considerations within financing activities are addressed through internal compliance and risk management frameworks emphasizing transparency, regulatory compliance, and internal controls. As the Bank's investment capabilities evolve, social and governance factors will be further defined and incorporated into future investment activities.

Consumer financing activities are also addressed through the Sustainability Policy and follow responsible financing principles that promote financial well-being, transparency of financial products, and affordability for customers. These principles shape retail lending activities in support of inclusive growth and informed customer decision-making. For consumer finance, environmental and social factors include responsible use of financial products, customer affordability, fair treatment, transparency of terms, avoidance of exploitative practices, and compliance with applicable regulatory and social requirements. Sustainable financing currently represents a limited portion of the Bank's consumer financing portfolio, while opportunities to expand sustainability considerations within retail financing products continue to be explored.

The Bank's Corporate Banking Group has financed projects that contribute to sustainability outcomes through corporate financing activities, including projects contributing to environmental restoration and national development priorities.



## ESG Strategy Spotlight

**KD 80 million of ESG related financing issued**



### Boubyan Capital Responsible Investment Activities

Boubyan Capital operates as the Group's investment management and brokerage subsidiary. The company manages investment funds and provides brokerage services linking clients to stock markets while managing a multi-asset-holding fund.

Across these activities, investment activities follow Sharia-compliant investment criteria. Accordingly, fixed-income investments are limited to Sharia-compliant instruments, while listed equity investments are screened for compliance with Sharia principles and ESG considerations.

In addition, private equity investments incorporate ESG considerations in sourcing, due diligence, and value-creation processes. This investment evaluation includes governance practices, transparency, internal controls, and responsible management practices. During the reporting period, the company confirmed that it was not involved in controversial investments.

Sharia compliance requirements serve as an exclusion mechanism within the investment process by restricting investments in industries that conflict with Islamic finance principles. For listed equity investments specifically, governance considerations are addressed through regulatory frameworks applicable to publicly listed companies.

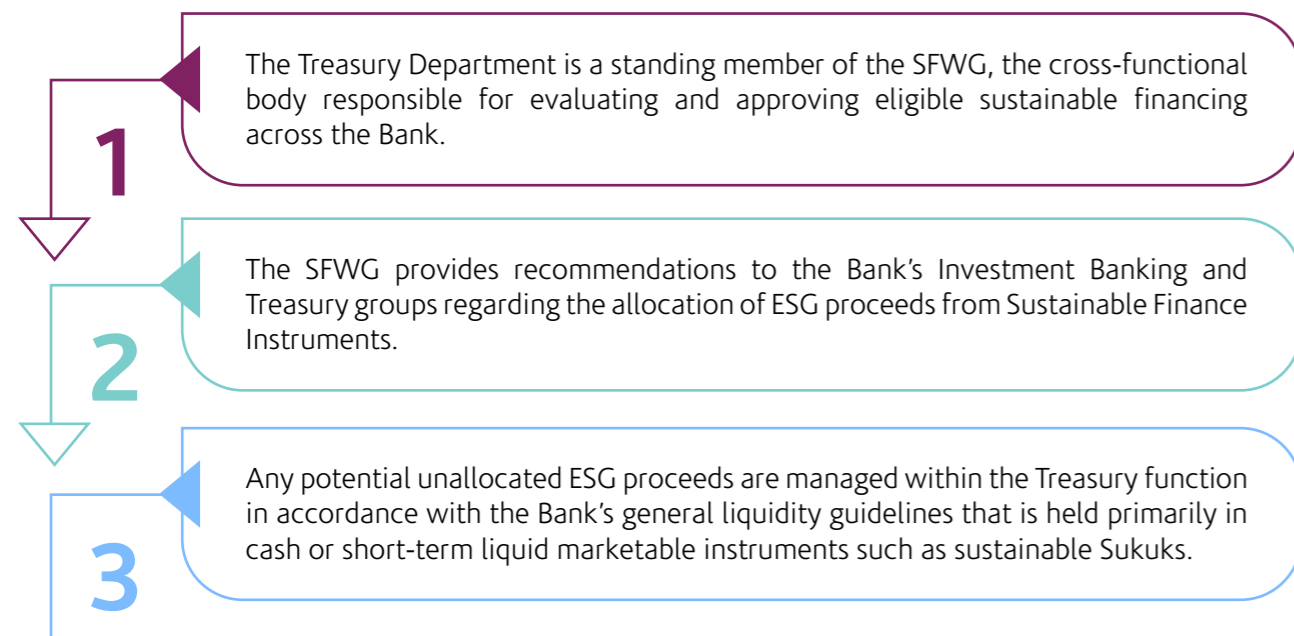
### Treasury and Investment Activities

The Bank's treasury function reports a high degree of ESG integration across its investment decisions, spanning corporate fixed income, non-corporate fixed income, hedge funds and alternatives, listed equity, and private equity as reflected in the table below. Across these asset classes, the Bank has not been involved in any controversial investments.

#### ESG Integration Across Treasury Asset Classes

Asset Class	Level of ESG Integration
Corporate fixed income	High
Non-corporate fixed income	High
Hedge funds and alternatives	High
Listed equity	High
Private equity	High
Real estate	Not applicable

Treasury activities also intersect with the Boubyan's SFF through three key touchpoints:



Within its fixed-income activities, the Treasury Department participates in both government and private issuances, including Ministry of Finance Tawarruqs and CBK Tawarruqs through a private system.

The portfolio-level ESG processes and metrics across the Bank's investment activities are currently limited and are being enhanced as the SFF is operationalized. As the Framework matures, its eligibility criteria, exclusion standards, and governance mechanisms are expected to provide an increasingly structured basis for ESG integration across the Bank's broader investment portfolio.



#### ESG Strategy Spotlight

### Green/Sustainable Sukuks Portfolio

Green: **USD 50 million**

Sustainable: **USD 286.25 million**

#### Inclusive and Accessible Banking

Inclusive and accessible banking remains an important part of Boubyan Bank's approach to broadening participation in the formal financial system. During 2025, the Bank continued to improve access to financial services through retail and SME-focused products, digital channels, financial literacy initiatives, and ecosystem engagement efforts designed to reduce barriers and support a wider range of customers. These efforts strengthened accessibility, convenience, and awareness across both individual and business segments.

#### Commitment to Financial Inclusion

Boubyan Bank continued to expand access to essential banking services across a broad range of customer segments during 2025. In practice, financial inclusion is addressed through practical product offerings, digital channels, and service enhancements designed to reduce barriers and improve accessibility for individuals and businesses that may have limited access to traditional banking services.

Financial inclusion considerations are embedded within the Bank's retail banking product design, digital service delivery, and ongoing alignment with regulatory requirements and customer needs. The Bank integrates financial inclusion principles across its existing service channels, product offerings, and accessibility standards to align with applicable CBK laws and regulations pertaining to financial inclusion.

Throughout the reporting period, Boubyan Bank remained committed to maintaining an inclusive and non-discriminatory approach to service delivery, with no complaints or controversies related to restricted or discriminatory access reported across any customer segment. Complaints relating to financial inclusion matters are handled through the Bank's standard complaint channels rather than a dedicated inclusion-specific mechanism. Accordingly, customers may raise concerns in line with Bank's established complaint handling channels, such as the official complaint form, mobile banking, branch visits, contact service channels, or social media. Subsequently, the Complaint and Customer Protection Unit provides an official response within the applicable service level agreement of fifteen working days.

The Bank engages externally through partnerships established for specific financial inclusion activities. While oversight of related complaint handling is not assigned to a dedicated Board-level committee. However, monthly complaint reports are shared with EM and a committee comprising representatives from Legal, Compliance, and Complaint and Customer Protection reviews official complaint responses before formal approval.

From a Retail banking lens, products are structured to remain accessible to a wide customer base while supporting financial inclusion. More specifically, the Retail Banking Products offered at the Bank are structured to be accessible to a wide customer base. Accordingly, Boubyan Bank offers basic current accounts that enable customers to access essential banking services such as salary transfers, cash withdrawals, and digital banking platforms.

These accounts are designed with simplified account requirements, lower minimum balance thresholds, and digital accessibility to support customers who may have limited access to traditional banking services. In particular, target segments include low-income individuals and domestic workers who may otherwise face barriers to access formal financial services. Information about these products is available through the Bank's branch network and standard retail banking disclosures.

To extend this commitment to inclusive banking, Boubyan Bank also directs financial inclusion efforts toward underserved populations, including low-income individuals, domestic workers, and small businesses. Tailored financial services are provided to support these groups, such as the Al-Amala Account, which was launched to facilitate daily banking needs for low-income individuals through simplified banking access and reduced cost-related barriers. For domestic workers, including drivers, cooks, and other household staff, the Bank provides access to essential banking services such as credit cards, mobile application access to view statements, and the ability to make purchases through POS and withdraw cash via ATMs, although deposit functionality is not currently enabled for this segment. Boubyan Bank is also enhancing access for people with disabilities through a range of accessibility measures, including ITMs, braille-printer machines, and the deployment of dedicated agents to support individuals with special needs in navigating banking services.

At the same time, customer usage patterns and operational monitoring inform ongoing evaluation of service accessibility and financial inclusion performance. Furthermore, the Bank remains focused on expanding access to basic banking services through inclusive product design and digital channels. Any future non-financial initiatives would be developed in line with strategic priorities and regulatory guidance.

Although Boubyan does not provide standalone microfinance products specifically targeted at low-income customers, retail banking products and financing solutions remain accessible to a broad range of customers subject to credit assessment and regulatory requirements.

### Digital Access and Innovation

Digital channels continue to expand broader access to financial services. In this area, Boubyan provides mobile and online banking platforms that allow customers to manage accounts, conduct transactions, and access banking services remotely, reducing reliance on physical branches and improving service accessibility.

To maintain accessibility across customer groups, delivery methods combine digital banking platforms with branch services to ensure accessibility and convenience for customers across different segments. In parallel, product and service improvements are informed by customer feedback, usage trends, and regulatory developments driving continuous improvements in accessibility and service design.

Additional digital initiatives support underserved customer segments. For example, the Bank's digital channels include services tailored to retirees and children, offering simplified account access, educational features, and financial awareness tools intended to encourage responsible financial habits and early financial engagement. Customers from these segments can submit their details through Boubyan's website and receive a call back, supporting access for groups whose needs are often not fully addressed through standard banking propositions.

For retirees, the offering is designed to respond to practical financial and lifestyle needs through features such as free lifetime cards, improved deposit rates, discounted auto-related solutions, and other day-to-day service benefits. For children aged 0–14, the proposition combines low-entry, no-fee account access with educational and reward-based features that help build money awareness and encourage healthy financial habits from an early age. These tailored solutions help reduce access barriers and broaden financial inclusion for customer groups that may otherwise be underserved within the banking ecosystem.



### Boubyan Takaful's Digital Insurance Access

Boubyan Takaful continued to focus on innovation in branchless and alternative distribution channels to expand access to insurance and improve customer convenience. Products are distributed through a range of digital and partner-based channels, reducing reliance on traditional physical branches. Key channels include the Boubyan Takaful mobile app and website, the Zain Insurtech platform, partnerships with fintech and payment service providers, and a Buy Now, Pay Later arrangement with Dima.

Boubyan Takaful contributes to inclusive financial access through digital insurance solutions and alternative distribution channels. The company provides a mobile application that allows customers to purchase insurance products, submit and track claims, access virtual insurance cards, and participate in reward programs through a digital platform.

These digital capabilities improve access to insurance services while reducing reliance on physical branches and simplifying customer interactions. Boubyan Takaful also distributes insurance products through licensed insurance brokers operating as intermediaries between the company and its customers.

### Case Study

#### Mortgage Finance Setup

The Mortgage Finance setup was one of the most complex initiatives delivered in 2025, requiring scenario-based planning across two core banking platforms and five alternative operating scenarios. The team successfully designed end-to-end processes, enabled operational readiness, and completed the first deployment on the legacy core banking platform (iMAL). Parallel execution is underway on the new core banking platform (T24), ensuring readiness for service launch at any point in time. The initiative strengthened Boubyan's product readiness, execution agility, and risk preparedness.

## Case Study

### FIFA World Cup 26 Digital Card Access

In parallel, the Bank continued to expand its digital distribution capabilities during 2025. A notable example was the launch of the special-edition FIFA World Cup 26 Visa Prepaid Card, offered in both digital and physical formats. The card can be instantly issued and added directly to digital wallets via the Boubyan app's AI assistant "Msa3ed," eliminating the need for branch visits and accelerating customer access to the product. In-app card management features — including activation, freezing, spending tracking, and rewards redemption further extend the Bank's distribution channels beyond traditional banking touchpoints.

### Financial Literacy and Customer Awareness

Boubyan continues to promote financial awareness through customer education initiatives and engagement programs designed to improve financial knowledge and responsible financial behavior.

#### Financial literacy initiatives include:



Customer awareness campaigns and educational communication initiatives



Digital education content provided through banking platforms



Engagement with educational institutions and community programs

These initiatives aim to improve financial knowledge and responsible financial decision-making across different customer groups.

## Case Study

### Financial Awareness and Customer Protection

Boubyan Bank continued to deliver financial awareness and education initiatives for customers through the "Let's Be Aware" campaign, which is derived from customer protection guidelines. The campaign aimed to increase customer awareness and help customers avoid fraud, while contributing to the protection of customer funds and encouraging a community with stronger awareness and financial literacy levels.

**لنكن  
على  
دراية**  
**LET'S BE AWARE**

### Supporting Economic Development

Supporting entrepreneurship and SME development forms an important part of Boubyan's financial inclusion strategy. SME financing initiatives contribute to economic development and financial inclusion by supporting entrepreneurship and business growth. In addition, community development lending activities include financing initiatives that support economic diversification and SME development, although the Bank does not currently provide lending through community development finance institutions or social banks due to the absence of such structures in the local market.

The Bank's SME strategy focuses on expanding access to financing through digital platforms, relationship management support, and advisory services. In the short term, the Bank prioritizes lending to SMEs with stable cash flows and active transaction histories. Over the longer term, Boubyan aims to develop a sustainable SME financing portfolio supported by fintech partnerships, advisory support, and digital SME banking platforms. This activity is reflected below, and details can be found in the Additional Indicators section.

In 2025, Boubyan operationalized this strategy by introducing a 24-hour SME financing approval commitment and growing the SME client base by 220% with a 45% increase in the SME portfolio. Beyond financing, Boubyan extended its SME ecosystem through fintech partnerships covering account provisioning, settlement and reconciliation. The Bank also delivered direct market-access initiatives like the Boubyan Business Connect, an annual SME initiative that links entrepreneurs with customers, partners, and B2B service providers exclusive to Boubyan SME clients.



### Boubyan Bank Value of SME Financing

**~KD 41.3 million across corporate, retail and business banking segments**

Similarly, the Innovation and Partnerships Department (IPD) continued to support external innovation by building an ecosystem of SMEs, companies, and entrepreneurs. Through this network, the Department facilitates partnerships, collaboration, mentorship, and engagement that add value to the Bank's broader innovation agenda.

## Case Study

### Fintech Enablement and Banking-as-a-Service

Boubyan continues to expand digital financial access through partnerships with fintech companies. Through this model, fintech providers can extend their service offerings while leveraging the Bank's regulated banking framework. This in turn supports broader access to financial services by enabling third-party platforms to reach customer segments through digital channels and embedded finance solutions.

Boubyan contributes to SME development through ecosystem engagement initiatives designed to connect entrepreneurs with expertise, financing opportunities, and peer networks. These initiatives contribute to deepen relationships with SME clients while supporting knowledge sharing and entrepreneurship within Kuwait's business ecosystem.

## Case Study

### Boubyan Business Connect

Boubyan Business Connect was held in February 2025 as a major networking event for SMEs. The initiative aimed to bring together the SME community, connect participants with service providers and peers, and demonstrate the Bank's open-door approach to communication with bank leadership.

Through this platform, the event supported SME engagement by creating a platform for connection, dialogue, and value creation within Boubyan's wider business ecosystem. It also reflected the Bank's approach to strengthening relationships with entrepreneurs beyond financing alone through direct access and practical engagement opportunities.

### Coffee Catch-Ups

Coffee Catch-Ups were small-scale activations organized for SME customers around specific areas of interest relevant to startups and emerging businesses. Each session brought together SME clients and a subject-matter expert in an informal setting to discuss business challenges and practical considerations affecting participants.

The initiative was designed to engage different SME sub-segments through open communication and consultation within Boubyan's ecosystem. By creating space for focused discussion in a more accessible format, the sessions supported closer engagement with SME customers and provided a channel for practical knowledge sharing.

### Boubyan Business Banking Awards

The Boubyan Business Banking Awards recognize SMEs in Kuwait demonstrating strong business performance, community contribution, and responsible business practices. The initiative aims to increase visibility for SME enterprises while supporting the development of Kuwait's entrepreneurial ecosystem.

Through the awards program, Boubyan highlights SME achievements and provides participating businesses with broader exposure to customers, partners, and investors. The program also contributes to strengthening brand credibility for participating SMEs while supporting employee morale and organizational recognition.

To support transparency, the awards follow clear eligibility criteria and structured evaluation processes. Details on categories, eligibility requirements, and evaluation criteria are made available through Boubyan Bank's official channels.

### National Development

Beyond direct community initiatives, Boubyan Bank supported national infrastructure projects indirectly by financing local companies and the government across major economic sectors, contributing to infrastructure development in support of Kuwait Vision 2035. These infrastructure-related investments or services were mostly commercial in nature.

The Bank identified its indirect economic contribution as including the granting of murabaha to infrastructure projects, reflecting the role of financing activities in supporting wider economic development. The significance of these impacts is considered in relation to Kuwait Vision 2035 and its economic priorities and, accordingly, is also aligned with applicable UN SDGs.

In a related example, Boubyan was involved in supporting the construction of public buildings in Mutlaa Residential City, including mosques and co-operatives, with the stated objective of serving a new residential community and contributing to affordable housing provision for Kuwaiti citizens through support for the government's development agenda.

Boubyan's responsible and inclusive growth agenda reflects the integration of sustainable finance, inclusive banking practices, customer accessibility, and support for wider economic participation within its business model. Progress in these areas is shaped by the people, culture, and broader social contribution that underpin the Bank's activities, as addressed in the People Empowerment and Engagement Chapter regarding employee empowerment and workplace responsibility.



# 6

## People Empowerment & Engagement

### In this chapter:

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2029 Strategic Alignment:  
Leadership and Inclusion Pillar  
and Social Responsibility Pillar

People’s empowerment and responsibility remained a central part of how Boubyan translates its values into day-to-day practice in 2025. This area brings together the Bank’s workforce profile, workplace policies and protections, employee engagement, wellbeing, professional growth, community contribution, and responsible supply chain practices, reflecting a broader view of social sustainability that extends across employees, communities, and third parties. In doing so, Boubyan continues to invest in its people while reinforcing the policies, practices, and relationships that support a responsible and inclusive operating environment.

These priorities closely align with Boubyan’s Leadership and Inclusion ESG strategy pillar and its Social Responsibility pillar. This extends to the Bank’s role beyond the workplace through community initiatives, responsible supplier expectations, and linking people-related practices with wider social value creation.

During 2025, progress across these areas was reflected in a larger workforce base, continued high Kuwaiti representation across the workforce and management levels and ongoing investment in training and development. This was complemented by several community-focused initiatives alongside continued emphasis on supplier accountability through local sourcing and the Supplier Code of Conduct. Boubyan’s commitment to empowerment and responsibility is evident in its internal people’s practices, as well as through its wider contribution to society and its expectations across the value chain.

### Workforce Profile

Boubyan’s workplace profile reflects the composition of its workforce across employee type, gender, nationality, seniority, and hiring trends. These indicators provide a view of the Bank’s talent base, local workforce representation, and the demographic structure that supports its operations in Kuwait. For more information on workforce profile of BLME, please visit their respective 2025 Annual Report.

### Workforce Statistics

At the end of 2025, Boubyan Bank reported a total workforce of 1,864 employees all of whom were full-time and permanent employees, reflecting a 5.42% increase in total employees from 2024 across the Group and its subsidiaries and indicating a broad employee base across entities. In addition, the Bank’s workforce comprises temporary and part-time employees for which data representing number of employees in those categories along with other statistics are shown below in the chapter. This representation extends across the organization and reflects an ongoing approach to inclusive workforce participation and engagement at different levels. Employee data was compiled on a full-time equivalent (FTE) basis using the CBK’s Manpower Quarterly Report methodology. Nonetheless, there are 97 workers who are not employees at the Bank, but whose work is controlled by the organization, with no significant fluctuations recorded during the reporting period.

### Overall Employee Count

	Boubyan Capital	Boubyan Takaful	Boubyan Bank	2025 Group Total	2024 Group Total
Total number of employees	58	100	1,864	2,022	1,918
Group Year-over-year (YoY) Change					+5.42%

Boubyan's workforce profile reflects the operational needs of its banking and subsidiary activities across the Group. Workforce composition data also shows how employees are distributed across employment type and demographic groups. The table below provides a breakdown of Boubyan Group's employee types across entities, covering:

- Full-time, which includes permanent employees
- Part-time
- Temporary employees, which include non-guaranteed-hours employees

Among full-time employees, the gender and nationality mix broadly mirrors the overall workforce, while part-time roles remained limited to 31 employees, all of whom were local hires. Temporary roles remained low and were concentrated among foreign workers.

	Boubyan Capital	Boubyan Takaful	Boubyan Bank	2025 Group Total	2024 Group Total
Full-time Employees <sup>1</sup>	58	100	1,864	2,022	1,918
Group YoY Change					+5.42%
Part-time Employees	-	-	31	31	78
Group YoY Change					-60.26%
Temporary Employees <sup>2</sup>	-	-	9	9	136
Group YoY Change					-93.38%

<sup>1</sup> Full-time employees include permanent employees

<sup>2</sup> Temporary employees include non-guaranteed-hours employees

### Gender Profile

Boubyan actively monitors gender diversity indicators across its workforce and subsidiaries. In 2025, women at Boubyan represented ~24% of the total workforce. Compared with the prior year, the Group recorded an increase in both the number of male employees and the number of female employees.

Gender data is also tracked across management levels at Boubyan Bank, in which the Bank disclosed the share of women across management levels as reflected below. The Bank quarterly reports on the percentage and breakdown of women across the workforce, including representation in junior and management positions to the Kuwait Banking Association while publicly disclosing selected metrics quarterly through the CBK manpower report.



	Boubyan Capital	Boubyan Takaful	Boubyan Bank	2025 Group Total	2024 Group Total
Full-time Employees <sup>1</sup>					
Male	40	73	1,416	1,529	1,431
YoY Change - Male					+6.84%
Female	18	27	448	493	487
YoY Change - Female					+1.23%
Part-time Employees					
Male	-	-	13	13	-
Female	-	-	18	18	-
Temporary Employees <sup>2</sup>					
Male	-	-	7	7	-
Female	-	-	2	2	-

<sup>1</sup> Full-time employees include permanent employees

<sup>2</sup> Temporary employees include non-guaranteed-hours employees

### Proportion of Women in Managerial Levels

Management Level	Boubyan Bank
Junior Management	24.67%
Middle Management	1.10%
Senior Management <sup>3</sup>	11.76%
Revenue-generating Management	36.36%

<sup>3</sup> The Bank defined "senior management" as department heads, executive directors, and C-level executives who report directly to the CEO

### Nationality Profile

Boubyan Bank also monitors workforce composition by nationality, with coverage reported for more than 75% of FTEs. Workforce nationality data is reported in line with the quarterly manpower report submitted to the CBK. In 2025, ~82% of the total workforce across the Group were Kuwaiti nationals and ~18% were non-Kuwaiti employees. As reflected in the following table, which shows the nationality profile across Boubyan Bank and its subsidiaries. In comparison with 2024, Boubyan Group recorded an increase in both local and foreign employees across the Bank and its subsidiaries.

### Employee Breakdown by Region

	Boubyan Capital	Boubyan Takaful	Boubyan Bank	2025 Group Total	2024 Group Total
<b>Full-time Employees <sup>1</sup></b>					
Local	46	13	1,536	1,595	1,505
YoY Change - Local				+5.98%	
Foreign	12	87	328	427	413
YoY Change - Foreign				+3.39%	
<b>Part-time Employees</b>					
Local	-	-	31	31	-
Foreign	-	-	-	-	-
<b>Temporary Employees <sup>2</sup></b>					
Local	-	-	-	-	-
Foreign	-	-	9	9	-

<sup>1</sup> Full-time employees include permanent employees

<sup>2</sup> Temporary employees include non-guaranteed-hours employees

The Bank demonstrates a strong level of local representation in senior leadership roles. In Kuwait, Boubyan Bank reported that Kuwaiti nationals represented the majority across management levels at Boubyan Bank as shown in the following table, reflecting the Bank's continued emphasis on local representation in leadership positions.

### Management by Nationality

Management Level	Boubyan Bank- Kuwaiti	Boubyan Bank – Non-Kuwaiti
<b>Junior Management</b>	82.53%	17.47%
<b>Middle Management</b>	78.57%	21.43%
<b>Top Management</b>	88.24%	11.76%

### Diversity Snapshot

As presented in the following table, Boubyan Bank's workforce remained concentrated at the entry and junior level, with representation from both male and female employees across all employee levels. The profile also shows that gender representation extends into management and senior leadership roles, reflecting workforce participation across the Bank's organizational structure. Similar to the wider Group structure, Boubyan Takaful's workforce was weighted toward junior and middle management roles, while maintaining representation from both male and female employees across its different employee levels.

### Employees by Level and Gender

Level	Female	Male
<b>Boubyan Bank</b>		
Entry and Junior Level	435	1,328
Middle Management	11	73
Senior Management and Above	2	15
<b>Total</b>	<b>448</b>	<b>1,416</b>
<b>Boubyan Takaful</b>		
Entry and Junior Level	10	27
Middle Management	17	39
Senior Management and Above	-	7
<b>Total</b>	<b>27</b>	<b>73</b>

Boubyan Bank's age profile also reflects a workforce that is primarily concentrated in the younger and mid-career age brackets, particularly within entry, junior, and middle management roles. More experienced age groups remain present within senior positions, reflecting a workforce mix that combines developing talent with more established leadership experience. As for Boubyan Takaful, age distribution also reflects a workforce centered mainly in early- and mid-career stages, with representation across all age categories at different employee levels. This profile supports a balanced employee structure across operational and management roles within the subsidiary.

### Employees by Level and Age

Level	Under 30	30-50	Over 50
<b>Boubyan Bank</b>			
Entry and Junior Level	671	1,050	42
Middle Management	-	76	8
Senior Management and Above	-	8	9
<b>Total</b>	<b>671</b>	<b>1,134</b>	<b>59</b>
<b>Boubyan Takaful</b>			
Entry and Junior Level	4	28	5
Middle Management	2	46	8
Senior Management and Above	-	2	5
<b>Total</b>	<b>6</b>	<b>76</b>	<b>18</b>

Additionally, in 2025, Boubyan Bank employed employees with special needs, reflecting the Bank's ongoing commitment to support a more inclusive workforce by providing employment opportunities for people with special needs to foster a more inclusive workforce, widening access to employment opportunities, and supporting broader workplace diversity through the inclusion of different abilities and perspectives.



### 2025 Boubyan Bank Employees with Special Needs

#### New Hires and Turnover

Workforce movement remains an important part of understanding how Boubyan manages talent continuity, organizational renewal, and employee retention across the Group. Tracking hiring and turnover trends helps provide a clearer view of where workforce changes are taking place and how the Bank and its subsidiaries continue to balance new talent intake with ongoing workforce stability.

The Group tracks new employee hires and monitors turnover on a recurring basis. Hiring was concentrated among employees under 30 years old, males, and local hires. This suggests that workforce renewal during the year was primarily driven by younger local talent entering the organization across the Bank and its subsidiaries which aims at creating job opportunities for younger talent across its jurisdictions.

#### Employee New Hires

	Boubyan Capital	Boubyan Takaful	Boubyan Bank	2025 Group Total	2024 Group Total
Total Employee Hires	17	10	228	255	286
YoY Change - New Hires	-10.84%				
Employee hires - By age					
Under 30 years old	10	1	202	213	-
30-50 years old	7	7	26	40	-
Over 50 years old	0	2	-	2	-
Employee hires - By gender					
Male	14	6	186	206	-
Female	3	4	42	49	-
Employee hires - By region					
Local	15	3	227	245	-
Foreign	2	7	1	10	-

On the other hand, Boubyan Bank reported a total employee turnover rate of 8.73% in 2025. Notably, the Bank also tracks turnover on a weekly basis. Based on the consolidated breakdown provided in the following table, employee exits during the year followed a similar pattern to hiring, with turnover concentrated among employees under 30, males, and local hires.

#### Employee Turnover

	Boubyan Capital	Boubyan Takaful	Boubyan Bank	2025 Group Total	2024 Group Total
Total Employee Turnover	11	6	159	176	226
YoY Change - Turnover	-22.12%				
Employee Turnover - By age					
Under 30 years old	4	2	89	95	-
30-50 years old	7	2	66	75	-
Over 50 years old	-	2	4	6	-
Employee Turnover - By gender					
Male	10	3	111	124	-
Female	1	3	48	52	-
Employee Turnover - By region					
Local	9	3	141	153	-
Foreign	2	3	18	23	-

Hiring and workforce renewal at Boubyan Bank are supported by internal mobility and structured recruitment practices. For vacancies, the Bank first announces an internal job posting for employees who have completed one year in the same role before recruiting externally, helping encourage internal progression and career movement across the organization.

Recruitment and internal promotions are guided through defined performance expectations and selection methods. Each employee has assigned KPIs and SMART requirements that are discussed at year-end, while recruitment evaluation is informed by the global certification of targeted selection to assess job match. The Bank's hiring decisions depend on the vacancy and the applicant's background rather than demographic characteristics such as age or gender.

#### Case Study

##### Boubyan Gig

Boubyan Bank also uses targeted internal programs to identify and mobilize talent across the organization. One example is Boubyan Gig, an internal initiative that allows employees to apply their skills as part-time contributors to projects in other departments. The program is intended to help utilize hidden talent within the organization and broaden development opportunities through cross-functional exposure.

### People Analytics and Workforce Planning

Boubyan Bank uses People Analytics (PA) to manage and analyze workforce data, particularly in relation to performance tracking and strategic workforce planning. PA is used to help align future workforce needs with current capacity to make informed decisions on hiring and employee development. It also helps the Bank identify existing skill gaps and emerging role requirements to improve its ability to plan training and upskilling priorities.

In addition, workforce analytics are applied to recruitment and retention activities, including the assessment of candidate quality, recruitment pipeline efficiency, and potential flight risks, which supports workforce stability and retention planning. The Bank uses PA for performance measurement and strategic workforce planning across the organization. At BLME, absence data for both employees and contractors are also tracked through its HRIS system, supporting workforce monitoring in parallel.

The Bank utilizes internal HR systems, including Oracle HR tools and Oracle Discoverer, to manage workforce data and generate regular reports on key metrics such as headcount and workforce composition. These reports are shared monthly with relevant stakeholders and contribute to data-driven workforce planning. While predictive analytics capabilities are still developing, workforce trend analysis, including headcount, turnover, absenteeism, and productivity indicators, is increasingly integrated into strategic workforce planning and decision-making.

### Workplace Policies and Procedures

Boubyan workplace policies are aimed at promoting ethical conduct, fair treatment, and employee rights across its operations. These policies cover requirements and procedures relating to areas such as labor practices, business ethics, health and safety, and remuneration, helping embed these commitments into day-to-day operations and internal oversight arrangements.

All bank policies are approved by the BOD as the highest approving authority and are stated to apply across employees, suppliers, and vendors. Within its responsible business approach, the Bank also references the ISO 9001:2015 Quality Management System, reflecting its emphasis on structured and consistent operational practices. The Bank's policies are available internally through the Bank's intranet, except for confidential policies. Each policy at the Bank is assigned to a designated policy sponsor responsible for implementation across the Bank. At an operational level, the Bank's procedures define the daily operations needed to apply these policies consistently for optimal efficiency in alignment with the Bank's policies.

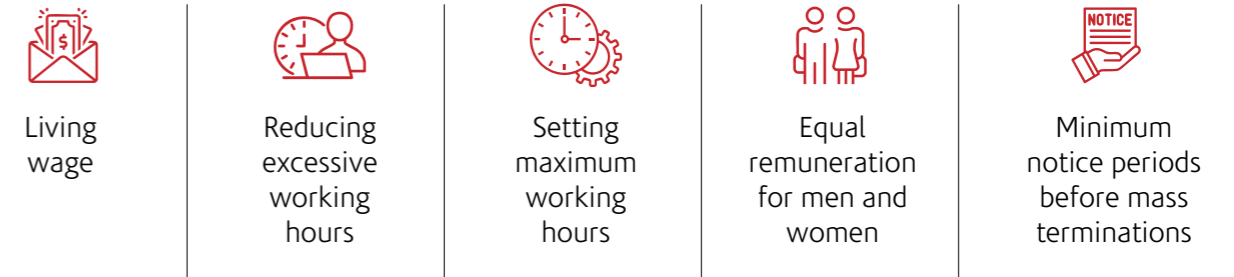
### Employee Rights

Boubyan Bank has a clear set of policies in place to respect human rights across all departments and activities at the workplace. These commitments are applied across internal operations and are communicated through employee training sessions and supplier onboarding materials, while responsibility for implementation sits with the Human Resources Group. Relevant policy commitments at the Bank are approved by the BOD at the highest level.

The Bank's approach to responsible business conduct is guided by ethical conduct and compliance with applicable national labor laws and regulations and ethical standards to help reinforce fair treatment, non-discrimination, and employee protection at the workplace. Boubyan Bank's human rights-related expectations are guided by the Bank's Code of Conduct and Kuwaiti labor law which draws on ILO conventions ratified, which implies that human-rights-related expectations extend across key stakeholder groups within and beyond the workplace, including employees through fair work practices, customers through fair treatment, suppliers through responsible procurement expectations, and the wider community through responsible contributions. This approach also extends to periods of restructuring or workforce adjustment, during which the Bank follows applicable labor laws and internal HR policies relating to

severance, notice periods, and employee rights, while supporting fair treatment through measures such as internal redeployment opportunities, role reassignment, and other assistance provided in line with its HR policies.

Boubyan's labor rights commitment is addressed at a group-wide level and is publicly available covering areas that include:



Boubyan Bank's policies support respect for human rights and fair treatment across all staff and activities as there is no discrimination between men and women and that equal treatment principles are reflected in its approach to customers and rights claims.

Equality and non-discrimination are also reflected in the Code where the Bank adopts an "Equality" principle in dealing with customers and in the claiming of rights without discrimination. This is applied by the Bank's wider policy framework on fair treatment and workplace conduct.



### Number of incidents related to discrimination or harassment across the Group

At Group level, Boubyan indicated that corrective or disciplinary action is taken in all verified cases of discrimination or harassment in line with the Code of Conduct. This approach is used to promote non-discrimination, anti-harassment expectations, escalation of incidents, and disciplinary follow-up in verified cases. Training on discrimination and harassment prevention is also included within the Code of Conduct induction program for new joiners. As a result, Boubyan Bank and its UK subsidiary BLME were not involved in controversies or harassment matters related to labor management or workforce diversity and discrimination.

blme

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### BLME Employee Protection Practices

BLME has a formal **Equality, Diversity and Inclusion Policy** that applies to employees, workers, contractors, volunteers, interns, apprentices, and job applicants in the UK and DIFC. The policy accompanies the **Dignity at Work Policy**, which supports non-discrimination and anti-harassment.

The policy explicitly states that dealings with colleagues and third parties must be free from discrimination, harassment, victimization, or bullying as it defined "harassment" as unwanted conduct related to a protected characteristic and separately defines sexual harassment as conduct of a sexual nature, as well as less favorable treatment related to sex or gender reassignment arising from rejection of or submission to sexual conduct.

The policy states that if any person is found to have committed, authorized, or condoned in such conduct, action will be taken against them under the Disciplinary Procedure. It also states that recruitment, promotion, and retention procedures must not treat people less favorably based on listed characteristics, and that recruitment and promotion criteria are reviewed regularly to avoid discriminatory impact.

BLME's current employee must attend or complete equality, diversity, and inclusion training on at least an annual basis, and that employees are expected to proactively support equality, diversity, and inclusion initiatives and educate themselves on workplace challenges faced by others.

BLME's policy commitments are applied across all activities and are communicated through regular announcements and Majlis discussions. In relation to human rights, BLME Bank's publicly disclosed [Modern Slavery Statement](#) serves as its clearest external statement of commitment, including commitments to preventing modern slavery and related human rights abuses. The statement has commitments relating to human trafficking, forced or compulsory labor, child labor, and broader human rights abuses, and BLME Bank indicated that these expectations apply across its own operations as well as to suppliers and partners.

On a similar note, the Bank's approach to employee-related change management is carried out through formal internal communication and broader governance arrangements. In cases of major operational changes such as restructuring or closures, these matters are formally communicated by Bank management, which serves as the official reference point for employees and their representatives.

At the level of the Bank's subsidiary BLME, consultation periods for major workforce changes may be conducted on either an individual or collective basis depending on the scale of potential redundancies and typically range between four and twelve weeks.

### Code of Conduct

Boubyan's Code of Conduct applies on a group-wide basis internally and addresses a wide range of conduct-related topics relevant to the workplace and business environment to set out the core standards of behavior expected across the workplace and wider business environment. These include corruption and bribery, discrimination, confidentiality of information, conflicts of interest, antitrust and anti-competitive practices, money laundering and financial crime prevention, whistleblowing mechanisms, and health and safety considerations.

Codes of Conduct across subsidiaries help establish expected standards of ethical behavior across their operations and extend governance review over subsidiaries. The Bank's governance unit reviews the governance framework of subsidiaries annually, including their Code of Conduct policies and implementation practices. The oversight of business ethics and anti-corruption matters is exercised at Board level through established governance and risk oversight structures, while senior management is responsible for implementation and monitoring through compliance policies, internal controls, and escalation mechanisms.

The Bank's responsible business conduct approach relies on due diligence and monitoring processes embedded within its governance and risk frameworks. The Bank's due diligence and impact management effectiveness is assessed through:



#### Governance Monitoring

including committee reporting and action tracking



#### Stakeholder Feedback Signals

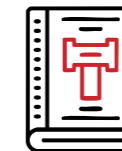
such as complaint trends and customer satisfaction outcomes



#### Internal Assurance Mechanisms

including risk and control reviews and internal audit coverage where applicable

Boubyan Bank's policies provide a basis for due diligence on material environmental, social, and human rights impacts through policy compliance, risk assessment, and monitoring of ethical conduct and stakeholder impacts across operations and the value chain.



### ESG Strategy Spotlight

**100% of employees** acknowledge the Code of Conduct

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### BLME Integration of Responsible Business Conduct

BLME maintains and follows the group-wide Code of Conduct that applies across Boubyan and its subsidiaries and is publicly available through its Employee Handbook. Anti-bribery and corruption considerations are embedded within BLME's wider financial crime framework and are subject to ongoing review across the business. Rather than being assessed only at a standalone operational level, corruption risks and related controls are incorporated across relevant functions and processes, including:

- Board oversight and management information
- Enhanced due diligence procedures
- Third-party risk management
- Staff vetting
- Competitive procurement controls
- Conflict checks
- Gifts and hospitality registers
- Approval thresholds
- Annual anti-bribery and corruption training
- Whistleblowing arrangements
- Compliance testing
- Internal audit
- Analytics
- Escalation and remediation mechanisms

Annual training on anti-corruption and business ethics standards is also provided at BLME. The broader compliance framework also supports standards relevant to antitrust and anti-competitive conduct through BLME's requirement to comply with applicable laws and regulations and the FCA's Principles for Business, including the principle on proper market conduct.

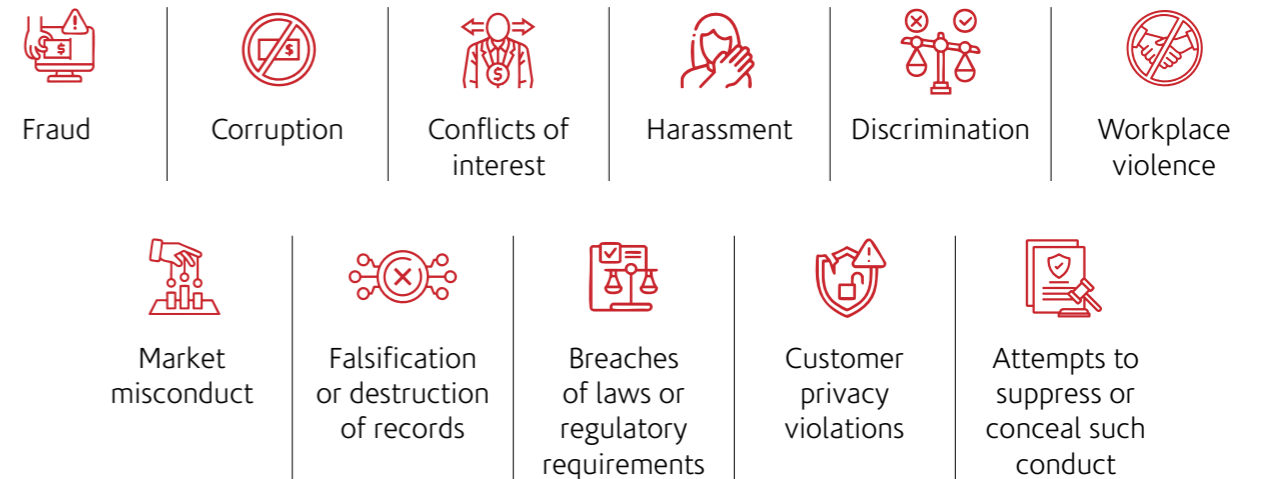
All of BLME's regulatory breaches are reported in accordance with PRA and FCA rules, including through the FCA Connect system where applicable.

### Whistleblowing and Grievances

Boubyan Bank continues to maintain channels for reporting misconduct, concerns, and complaints through both employee and customer-facing mechanisms. Internally, the Bank has a whistleblowing policy for staff to confidentially report incidents, as well as an anonymous whistleblower tool for employees or stakeholders to raise concerns about misconduct or unethical behavior. Externally, customer complaints and concerns are handled through the Customer Protection Department. The policy incorporates a mechanism to facilitate the identification, reporting, and investigation of breaches of the Code of Conduct, which is publicly available through the Whistleblowing Policy included within the Governance Manual available on the Bank's website.

The Whistleblowing Policy applies to all Bank employees and states that its purpose is to encourage the prompt reporting of misconduct or wrongdoing that may adversely affect the Bank, its customers, or its employees. The policy also stipulates that concerns may be communicated directly to the Chairman, with matters received through whistleblowing channels referred onward for review and action as appropriate.

The Bank's whistleblowing procedures are also linked to its governance obligations under the CBK's corporate governance instructions applicable to Kuwaiti banks. The policy defines misconduct broadly to include, among other matters, the following:



In terms of grievances, the Bank maintains several channels through which employees or other stakeholders may raise concerns, grievances, or misconduct-related complaints. Confidential channels are maintained for raising concerns and that non-retaliation principles apply. Reported channels include a whistleblower email, anonymous whistleblower hotline, internal ethics email, physical mailbox, online grievance tools, and regular staff check-ins, while grievance design and accessibility are embedded within Human Resources Information Systems (HRIS) tools such as Whistleblowing and "We Listen" to address concerns and handle complaints.

In addition to grievances, Boubyan Bank's Whistleblowing Policy establishes procedures for handling breaches and specifies corrective or disciplinary action where required. Breach-related disclosure is addressed annually through the General Assembly in line with the Whistleblowing Policy and Procedures. The whistleblowing channel is operated directly by Board Affairs under the Board Chairman, and training on use of the reporting channel is provided through the Staff Training Centre. Upon receiving a complaint or reported violation, the matter is taken seriously and handled through investigation and escalation procedures under the direct supervision of the Chairman of the Board. Investigations are conducted thoroughly and objectively to develop corrective actions to help resolve the issue with the relevant department or employee while maintaining full confidentiality under the follow up of Internal auditors adhering to relevant regulations. At the end of each year, an annual summary of violations is presented to the Board without disclosing whistleblower identities.

Beyond the reporting channels themselves, grievance and remediation mechanisms effectiveness is monitored through resolution timelines, recurrence rates, and employee annual satisfaction surveys. HR Business Partners (HRBPs) collaborate with the business to engage staff and address issues where needed.

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### BLME Whistleblowing

At BLME, whistleblowing and responsible conduct are supported through a whistleblower policy that provides protection from retaliation, a group-wide Code of Conduct that applies across subsidiaries, and Board endorsement of the relevant policy framework. Under this framework, a whistleblower is defined as a person raising a genuine concern relating to suspected wrongdoing or dangers at work, while staff can report such concerns through the designated Whistleblowing Champion.

This framework includes BLME's Whistleblowing Policy, which assigns clear responsibility for the whistleblowing mechanism to designated senior personnel. The policy names the Whistleblowing Champion, who is the Chair of the Audit Committee, alongside the Chief Compliance Officer, and identifies Human Resources, the Chairman, and the CEO as internal reporting contacts. These roles are accompanied by defined oversight responsibilities, with the Whistleblowing Champion overseeing the integrity, independence, and effectiveness of BLME's whistleblowing arrangements, while the Chief Compliance Officer provides an annual report on the policy's effectiveness to senior management.

Beyond governance responsibilities, BLME's whistleblowing arrangements include mechanisms for identifying, reporting, and investigating breaches with protections relating to anonymity, confidentiality, and non-retaliation. To maintain these protections, every effort is made to keep a reporter's identity confidential by redacting identifiable information and notes before they are passed to an investigator.

This emphasis on safeguards is complemented by a focus on awareness and capability across the organization. Accordingly, all BLME employees are required to undertake whistleblowing training at least annually. In parallel, the Whistleblowing Champion is responsible for ensuring that managers and other staff involved in handling concerns or investigations receive regular and appropriate training.

To enable monitoring and follow-up, breaches are reported in a combined format across Code of Conduct areas. Once a concern is raised, the Bank carries out an initial assessment to determine the scope of any investigation, may request further information, and then considers steps such as an independent review of the information provided, agreement of a review timeline and updates to the whistleblower where appropriate, consideration of additional relevant information, and conclusions and recommendations to the Whistleblowing Champion. This process is supported by the ability to appoint investigators or an investigation team with relevant expertise, subject to confidentiality requirements and the absence of conflicts of interest, while investigators may also recommend changes to reduce the risk of future wrongdoing.

### Health and Safety

Environmental health and safety expectations are reflected in Boubyan's Code of Conduct. Boubyan is committed to maintaining a healthy, safe, and productive work environment, and that all employees are expected to adhere to applicable policies and help maintain a healthy work environment. While the Occupational Health and Safety (OHS) policy is not publicly available, it is accessible to employees through the Bank's internal portals, and policy oversight is endorsed by the BOD with the relevant EM. This framework applies to employees and also extends to contractors through the Supplier Code of Conduct. Environmental commitments are incorporated into procurement policies, supplier selection criteria, and annual strategic goals as we require all suppliers to sign a Code of Conduct.

Within Boubyan Bank's office-based operating environment, workplace hazards and safety risks are managed through internal health and safety policies, procedures, and workplace controls appropriate to a banking environment. An OHS management system is in place covering aspects such as facility safety controls, emergency preparedness, incident reporting, and incident management, with input from General Services and internal operational arrangements.

In practice, work-related hazard identification and risk assessment are carried out through daily security patrol assessments conducted four times a day across premises, with any reported hazards forwarded to the relevant department. Security patrol staff receive safety training to ensure adequate competencies in handling such issues, while new employees are provided with health and safety training. The Bank adopts a risk-based approach to OHS assessment, under which workplace hazard information is used to strengthen preventive controls, update safety procedures, and support corrective action across operations.

In line with its continuous improvement approach, health and safety incidents are reviewed by the Security Department through which root causes are analyzed and corrective actions are followed by the relevant department. Upon analysis, higher management determines improvements to policies and procedures based on hazard criticality. Besides higher management, workers are also engaged through the Bank's established whistleblowing and grievance mechanisms, while updates on changes and improvements are communicated through existing workplace communication channels. Moreover, OHS reviews are externally verified and follow ISO 45001 standards.



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### BLME Health and Safety

BLME Bank's health and safety arrangements cover all staff and are discussed at ExCo level, while employee consultation and participation are supported through employee feedback in the annual survey. Employee health records are stored on a secure HR shared drive accessible only to HR personnel to ensure health data is handled confidentially, and it is not accessible to managers or decision-makers involved in promotions or performance reviews.

Although a formal OHS management system is not explicitly required under UK law, annual desk assessments are mandatory for all employees and contractors. These assessments are carried out online by an external provider, VIDA Virtue Health. OHS arrangements include an Accident Book maintained as a legal requirement, annual workplace safety training, health and safety induction for new joiners, and regular review of the induction pack and Health and Safety Policy.

Operationally, BLME's health and safety is outsourced and managed by Anabas, which conducts regular health and safety checks, manages incident reviews, handles emergency preparedness and response, and undertakes inspections and risk-prevention activity through external specialist facilities and health and safety service management. Moreover, all contractors are required to comply with both the building's and BLME's health and safety standards and procedures, with site access subject to prior approval by the landlord and submission of relevant documentation, such as insurance, before each visit.

### Employee Remuneration

Boubyan Bank's entry-level wage levels in Kuwait are four times the legal minimum wage for both men and women, reflecting the application of equal treatment principles without gender-based differentiation, while ILO living wage benchmarks are used in locations where no formal minimum wage exists. Boubyan Bank's remuneration policy is based on job grade<sup>1</sup> qualifications, and performance, applied consistently across genders. The Bank has not identified gender-based pay disparities within its formal grading structure.

In addition, Boubyan Bank's non-officer and non-sales staff are also eligible for performance-based pay such as bonuses, and the Bank has been externally recognized as an employer of choice during the past three years. These elements contribute to employee motivation, recognition, and retention. Pension-related contributions are also available to full-time employees, while stock ownership plans are offered to a more limited group of staff, reflecting a broader remuneration structure that combines core employment benefits with selected long-term incentive mechanisms.

Additional remuneration information across Boubyan Group entities, including basic salary and remuneration ratios, is presented in the table below.

<sup>1</sup> Formal gender pay gap analysis has not yet been conducted.

	Boubyan Capital	Boubyan Takaful	Boubyan Bank
Ratio of the basic salary and remuneration of women to men	Confidential	0.26	1
<b>Employee Category</b>			
Entry and junior level	Confidential	0.53	1
Middle management	Confidential	0.18	1
Senior management and above	Confidential	0.29	1

Boubyan Bank also provides broader employment and long-term security support through statutory and employment-related retirement and end-of-service arrangements. Retirement liabilities are funded through general resources, with an estimated liability of KD 3.3 million, based on actuarial estimates and statutory requirements, with the most recent estimate calculated on 31 December 2025. While there is no separate pension fund, indemnity is accrued in line with labor law and employment contracts, and the organization ensures full annual provision of severance and retirement obligations. For Kuwaiti nationals, participation in the mandatory national pension scheme follows statutory social security requirements, with contributions aligned to PIFSS regulations, under which the employer contributes 11.5% and the employee contributes 10.5% of monthly salary.

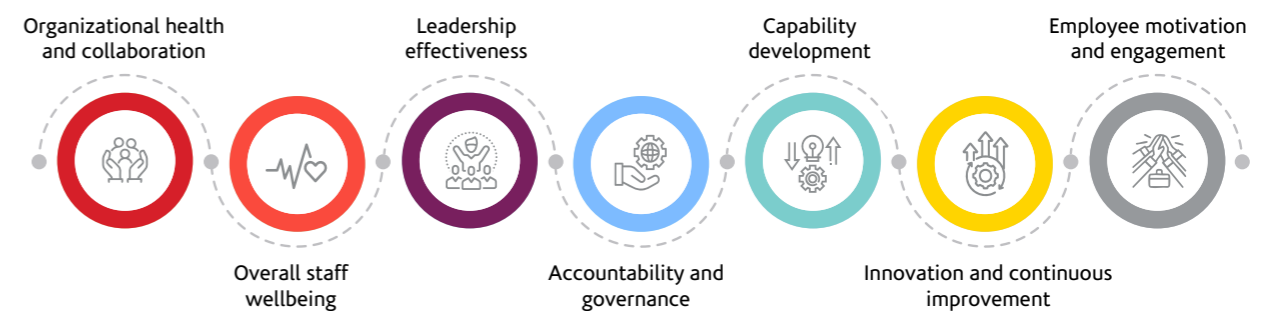
### Employee Engagement

Boubyan Bank continued to advance employee engagement through a combination of structured listening mechanisms, staff-focused initiatives, well-being programs, and employee benefits designed to strengthen morale, workplace stability, and overall employee experience. Across these efforts, the Bank's approach reflects a broader focus on understanding employee needs, encouraging participation, and fostering a positive and engaging work environment.

### Feedback and Improvement

Employee engagement is informed in part by regular employee feedback processes. The Bank conducts employee satisfaction surveys on a biannual basis, while a broader Organizational Health Index (OHI) survey has been used to build a structured approach to maintaining a stable work environment. The survey process is intended to deepen the understanding of employee perspectives and to inform leadership decisions, talent development priorities, and wider organizational improvement programs. While detailed survey results are not publicly disclosed, the key insights from survey results are used internally to shape people-related initiatives and decision-making.

The employee survey assesses multiple aspects of the employee experience, where the Bank regularly conducts Organizational Health Index (OHI) studies to assess employee engagement across the following dimensions:



The most recent survey was carried out in the fourth quarter of 2024 and is carried out every 2 years where the Bank achieved an 87% participation rate across the organization in 2024, indicating strong employee engagement in the feedback process.

Similarly, BLME Bank supports employee engagement through an internal annual employee engagement survey, which is used to assess employee satisfaction, engagement, wellbeing, and leadership. The survey focuses in particular on satisfaction and commitment, reflecting BLME Bank's view that engaged employees are both able to perform at a high level and willing and motivated to deliver. In this context, capability is assessed through factors such as role clarity, communication, guidance, and feedback, while willingness is assessed through employees' personal commitment and perceptions of the organization. The most recent results indicated an 85% Employee Engagement Index, and BLME Bank also reported that employee engagement targets are included within Board-approved KPI targets.



### ESG Strategy Spotlight

Based on the latest results, the Bank achieved an overall OHI  
**OHI score of 86**

Boubyan Bank tracks broader workforce experience and labor-practice effectiveness through operational indicators including grievance effectiveness, resolution timelines, recurrence rates, and annual employee satisfaction feedback to support continuous improvement in workplace practices in efforts to contribute to a more responsive and stable employee environment.

### Case Study

#### Boubyan Connect

Alongside formal listening tools, Boubyan Bank encourages engagement through internal initiatives and events designed to strengthen participation and morale. One of the main employee engagement initiatives is Boubyan Connect, a bank-wide engagement program that includes a variety of staff activities such as women's empowerment initiatives, wellbeing programs, athletic activities, and celebratory events. The program is intended to engage employees and boost morale across the organization.

### Case Study

#### Annual Fikra Program

Employee participation and innovation are encouraged through initiatives such as the Annual Fikra 2025 competition, which was launched to engage employees, uncover hidden talent, and generate creative ideas that could be implemented within the Bank. In 2025, the competition encouraged idea submissions enhanced by artificial intelligence, and shortlisted ideas and final presentations were prepared using AI tools. The competition achieved record-breaking participation. The Bank also continued implementation for one of the previous year's winning ideas at the Bank.

### Employee Wellbeing

From a well-being perspective, Boubyan Bank provides a range of employee wellbeing programs aimed at promoting health, wellbeing, and work-life balance. These include:



Healthcare-related provisions form an important part of this offering as well. The Bank provides private health insurance covering general medical care, dental care, mental health services, and maternity care for employees and their families. In addition, all staff members are eligible for life insurance and medical insurance for themselves and their families, reflecting their broader commitment to employee health and wellbeing. For more details on employee engagement activities, including events held for employees as well as related volunteering and partnership initiatives are disclosed in the Additional Indicators section.

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### BLME Wellbeing and Support

BLME Bank offers a broad range of employee support measures linked to health, wellbeing, and work-life balance. These include private medical insurance, a medical cash plan, gym memberships, annual flu vaccinations, an Employee Assistance Program, menopause support, annual health assessments, broader wellbeing initiatives, annual leave, and flexible working arrangements. The wellbeing offering also includes health and wellbeing programs such as mental health first aiders, stress-relief activities, and well-being seminars.

Family-related support forms part of BLME Bank's employee offering. Available benefits include a Workplace Nursery Scheme for nursery fees for children up to age five, enhanced maternity and paternity or partner leave and pay for eligible employees, and private medical insurance options that may also cover partners and children depending on the selected cover category. All BLME employees receive the same benefits regardless of whether they are full-time or part-time.

### Case Study

#### Happiness Account: Supporting Employee Financial Wellbeing

To strengthen employee wellbeing and financial resilience, the Bank introduced the Happiness Account in 2025 as part of its broader HR initiatives. The initiative was designed to encourage employees to build healthier saving habits while creating added value through exclusive benefits and periodic reward draws.

By combining financial wellbeing with employee recognition, the Happiness Account contributed to stronger employee engagement, a greater sense of appreciation, and enhanced long-term financial security. In doing so, the initiative contributed to the Bank's wider social sustainability objectives linked to employee wellbeing and empowerment.



### Case Study

#### Seen Jeem Challenges – #Boubyan\_AlWanees

As part of its employee engagement efforts, Boubyan Bank organized the Seen Jeem Challenges – #Boubyan\_AlWanees initiative between May and October 2025, with a reported cost of KD 4,450.

Held every Thursday, the initiative included more than 11 challenging events that brought together a team from EM and a team of bank employees.

The events were conducted across various Bank buildings and departments, helping extend participation across the workplace and create a more engaging employee experience. They attracted strong interest from employees, as well as a wider audience who attended to support and follow the competitions. Through this initiative, the Bank encouraged interaction, participation, and a more connected workplace atmosphere through recurring team-based activities.



#### Boubyan Open Day for Employees – Kuwait Motor Town (KMT) #Boubyan\_AlWanees

As part of its employee engagement efforts, Boubyan Bank organized the Boubyan Open Day for Employees – KMT #Boubyan\_AlWanees initiative, with a reported cost of KD 46,000.

The event was designed as an open track day for employees, giving them the opportunity to experience driving sports cars at KMT as part of the broader #Boubyan\_AlWanees activities. For employees who did not participate in the driving experience, a variety of activities, competitions, and prize draws were made available to help create a lively and enjoyable atmosphere for everyone.

Moreover, Boubyan Bank’s employee value proposition extends through a range of financial, family-related, and workplace benefits that contribute to employee wellbeing, retention, and long-term security. These benefits complement the Bank’s broader employee engagement efforts by addressing staff across different stages of their personal and professional lives. Overall, 100% of the workforce was reported to be eligible for non-pay benefits.

Flexibility in work arrangements is available on a role-specific basis. The Bank indicated that flexible arrangements depend on the nature of the role, with some positions requiring part-time staffing and others allowing remote work on an exception basis rather than through a uniform standard policy.

On another note, workforce’s well-being and resilience are reflected in leave and attendance-related practices. The Bank tracks leave-related indicators and reported that 83.56% of staff took 10 consecutive days off leave, excluding employees with less than one year of service. Similarly, BLME follows the same approach as it tracks absentee rates for both employees and contractors through its HRIS system, allowing ongoing monitoring of attendance-related trends and workforce availability. This was calculated as the total number of staff taking 10 consecutive days of leave divided by the total staff population within that scope.

As part of the benefits available to employees, there are several forms of family-related leave. Paid parental leave is available to full-time employees, including paternity leave of 3 days and maternity leave of 70 days, which aligns with statutory provisions. As reflected in the table below, the Bank tracks parental leave entitlements, uptake, and return-to-work patterns across Boubyan Group entities:

**Types of Leaves:**

					
Paternity leave	Maternity leave	Marriage leaves	Haj leave	Emergency paid and unpaid leave	Bereavement leave



**Basic Parental Leave**

	Boubyan Capital	Boubyan Takaful	Boubyan Bank	2025 Group Total
<b>Employees entitled to parental leave</b>				
Male	3	66	63	132
Female	2	21	30	53
Total per subsidiary	5	87	93	185
<b>Employees that took parental leave</b>				
Male	3	3	63	69
Female	2	2	30	34
Total per subsidiary	5	5	93	103
<b>Employees that returned to work after parental leave</b>				
Male	3	3	63	69
Female	2	1	23	26
Total per subsidiary	5	4	86	95
<b>Employees that returned to work after parental leave from previous reporting period ended, that were still employed 12 months after their return to work</b>				
Male	3	3	51	57
Female	2	1	21	24
Total per subsidiary	5	4	72	81

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**BLME Benefits and Retirement**

BLME Bank’s retirement arrangements are based on a defined contribution approach rather than the use of general funds to cover retirement liabilities. Pension provision is made through employer contributions into the employee pension scheme as all employees are enrolled in a mandatory national pension scheme, with the option to participate in additional voluntary savings.

BLME Bank employees contribute to a minimum of 5% of salary and matches employee contributions up to 5%. In addition, support for longer-term financial wellbeing includes the provision of financial planning sessions for all employees, including those preparing to leave the organization due to retirement or termination.

These benefits and overall employee engagement efforts reflect Boubyan Bank’s broader effort to support employee wellbeing, family needs, financial security, and workplace stability. Further expanding this foundation, the Professional Growth section outlines how the Bank also invests in its people through learning, capability building, and longer-term professional development.

### Professional Growth

Boubyan supports employee professional growth through structured learning, internal mobility, performance management, and skills development initiatives designed to strengthen capability across the organization. These efforts help build a competent talent pool, support succession, and internal progression, and align employee development with the Bank’s broader business and operational priorities.

### Training and Development

The Bank provides a range of training and development opportunities to help employees strengthen both technical and professional capabilities covering 70% of total full-time employees. These include annual upskilling programs covering technical certifications, leadership training, and tuition reimbursement for continuing education. Training opportunities are available to employees based on job roles, and the Bank confirmed that employee training skills and leadership development are offered across the workforce. As reflected below, the Bank also tracks average training hours across the workforce, including breakdown by gender and employee category, to support oversight of training participation and development trends.

#### Employee Training Hours by Gender, and Employee Level

	Boubyan Capital	Boubyan Takaful	Boubyan Bank
<b>Employee training hours</b>			
Average hours of training that the organization’s employees have undertaken	15.19	9.4	32.79
<b>Average employee training hours by gender</b>			
Male	13.5	11.08	32.94
Female	18.5	5.25	32.22
<b>Average employee training hours by employee category</b>			
Entry and junior level	12.3	6.76	34.67
Middle management	19.4	12.55	8.65
Senior management and above	8.89	8.60	5.42

Role-relevant training also extends to customer-facing and conduct-related areas. The Bank reported that it conducts customer protection training, product knowledge training, and advanced sales and service programs, supporting consumer financial protection, financial literacy, and ethical selling practices. In addition, health and safety measures including related training are in place as part of the Bank’s broader workplace responsibilities.

Professional growth is also complemented by training that supports employee wellbeing, resilience, and readiness in the workplace. Reported training topics include stress management, managing emotions in times of uncertainty and stress, and “Lead Well, Live Well – A Holistic Approach to Leadership Health”.

Training also supports the implementation of key policy commitments and control requirements. Employees receive regular mandatory training and assessments for selected policies and areas, including AML and Information Security. In addition, anti-corruption and business ethics-related training is provided for full-time, part-time, and permanent employees, including AML/CFT assessments and conflict-of-interest training for new employees. As reflected in the tables below, anti-corruption training data is also tracked across Boubyan Bank and its subsidiaries, including Boubyan Takaful and Boubyan Capital, covering both governance body members and employees.

Employee training related to AML/CFT include the handling of staff accounts, customer accounts, and customer verification requirements. Broader policy-related training is also delivered across the Bank, including annual training on cybersecurity, business ethics, and compliance for all employees. Employees are trained to adhere to the code of conduct guidelines which includes specific AML and anti-corruption modules, such as:

- Confidentiality and Secrecy Policy
- Personal dealing with customers
- Dealing own account
- Money Transaction
- Gifts and suspicious transaction

#### Governance Body Members Training on Anti-Corruption

	Boubyan Capital	Boubyan Takaful	Boubyan Bank	2025 Group Total
Total governance body members that received training on anti-corruption	18	18	92	128
Local	17	1	67	85
Foreign	1	17	25	43

#### Employee Training in Anti-Corruption

	Boubyan Capital	Boubyan Takaful	Boubyan Bank	2025 Group Total
Total employees that have received training on anti-corruption	58	100	1,845	2,003
Local	46	13	1,504	1,563
Foreign	12	87	341	440
Entry and junior level	17	37	1,742	1,796
Middle management level	26	56	92	174
Senior management and above	15	7	11	33

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### BLME Learning and Development

BLME Bank's broader learning and development offering includes role-based training, technical and specialist skills development, professional and academic qualifications, and management and leadership development. Annual training is particularly focused on compliance, conduct, and cyber risks, while additional upskilling opportunities are provided through apprenticeship programs supported by the organization's Apprenticeship Levy. BLME Bank also supports employees' continuous professional development where relevant to role and offers all employees access to an annual training program for the Islamic Finance Qualification (IFQ).

Learning is delivered through a range of formats, including company-wide learning such as Isma'a sessions and bite-sized learning, online compulsory learning on compliance, conduct, consumer duty, and harassment/discrimination, as well as individual learning opportunities such as professional apprenticeships, professional qualifications including IFQ, CeMAP, and IMC, and online coaching. The Bank also reported that its programs cover leadership development, employee development, cultural development, AI and digital development, and legal and statutory development. Training and development data reporting covers 100% of full-time employees.

### Case Study

#### Boubyan Hub — Msa3ed as Knowledge Base

The Bank developed Boubyan Hub, a centralized digital repository designed to serve as the single source of truth for the Bank's collective knowledge. The platform houses essential documentation including operational procedures, product specifications, and other institutional information, with the objective of fostering collaboration, reducing information silos, and enabling faster decision-making across all departments.

Key features include advanced search capabilities, version control, role-based access management, and integration with other systems. The platform supports multiple content formats while maintaining security protocols to protect sensitive banking information. A tagging and categorization system ensures that information is easily discoverable. The platform is built with a modern API to support long-term scalability and content management.

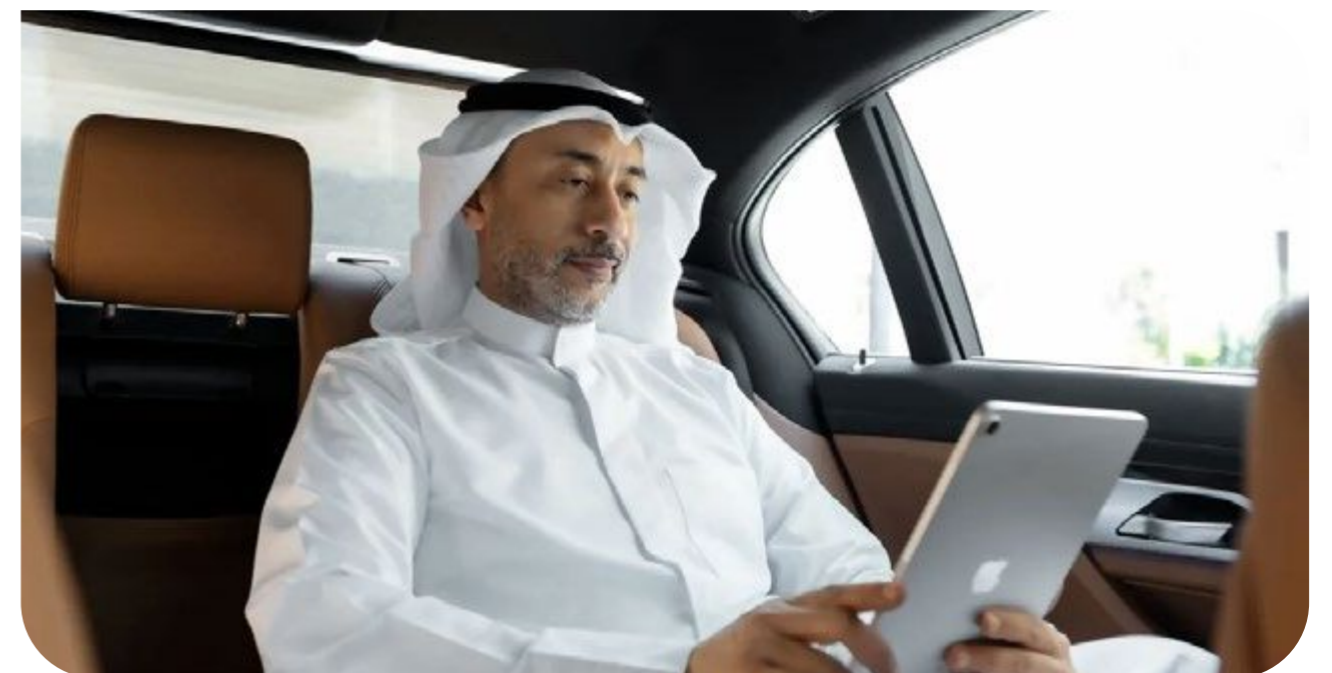
By preserving institutional knowledge and streamlining access to critical information, Boubyan Hub supports consistent service delivery, smoother employee onboarding, and improved operational efficiency across the Bank's customer-facing functions.

### Performance Elevation

The Bank applies both individual and team-based performance management appraisals through cascading targets aligned with departmental and team objectives. Its performance management system incorporates KPIs, management by objectives, balanced scorecards, and 360-degree feedback. Appraisals are conducted semi-annually for managers and above and annually for employees' below managerial level.

This appraisal process is linked to broader organizational goals through a target cascading process from top management to teams, helping connect individual and team performance to the Bank's wider priorities. The Bank's compensation approach also follows this performance orientation, with a policy that emphasizes fairness, market competitiveness, and performance alignment through base salary, performance-based incentives, and benefits. As reflected in the table below, Boubyan also tracks the coverage of regular performance and career development reviews across employees, including by gender and employee category, supporting visibility over participation in the appraisal process.

	Boubyan Capital	Boubyan Takaful	Boubyan Bank	2025 Group Total
Total employees who received a regular performance and career development review	58	100	1,864	2,022
By Gender				
Male	46	72	1,416	1,534
Female	12	28	448	488
Employee Category				
Entry and junior level	17	37	1,763	1,817
Middle management	26	56	84	166
Senior management and above	15	7	17	39



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**BLME Performance Management**

BLME Bank’s performance management framework positions individual appraisal as an integral part of its wider people strategy. Bonus decisions are informed by employee performance against agreed objective key results, with formal reviews conducted at least quarterly. BLME Bank has reported that individual performance assessments are aligned with team and organizational KPIs, strengthening the link between individual contribution and overall business objectives.

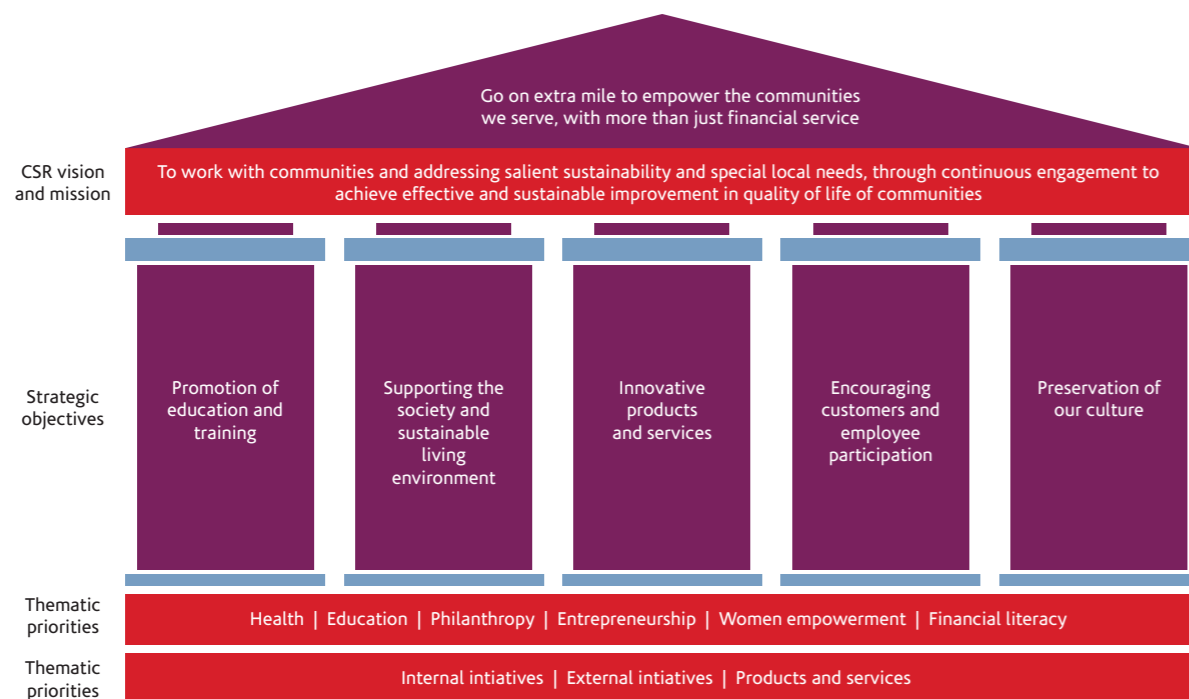
**Community Impact**

Community impact remained an important part of Boubyan’s broader social contribution in 2025, reflecting efforts across financial awareness, community wellbeing, entrepreneurship support, and participation in initiatives linked to Kuwait’s development priorities.

**Corporate Social Responsibility (CSR)**

Boubyan’s approach to community impact is shaped by our CSR Strategy framework that guides how the Bank engages with society and responds to broader community needs. As a responsible corporate financial institution, the Bank places importance on building meaningful relationships with the communities it serves, with the aim of creating positive long-term impact, promoting inclusion, and contributing to the wellbeing of local and regional stakeholders.

**Boubyan Bank CSR Framework**



This approach is anchored in a CSR framework that extends beyond financial services and supports more purposeful community engagement. In practice, it reflects Boubyan’s focus on working with communities in ways that address sustainability-related challenges, respond to local priorities, and contribute to longer-term improvements in quality of life and community wellbeing. This broader responsibility approach is reflected in the Bank’s commitment to remediation including compensating affected communities or correcting labor violations in its supply chain providing an accountability link between community impact and the Bank’s broader responsibility approach.

The Bank’s community direction is guided by focus areas that include education and training, community wellbeing, innovation, participation in social initiatives, and the preservation of local culture. Through these priorities, Boubyan seeks to support skill development, encourage wider participation by customers and employees, respond to community needs through relevant initiatives, and ensure that social progress remains connected to local values and traditions. Transparency remains an important part of this approach, supported through public communication on social initiatives in the Bank’s reporting and media channels.

**Community Support**

In 2025, Boubyan Bank contributed to a broad portfolio of community initiatives as reflected below highlighting the scale and breadth of its contributions during the year. The diversity of the Bank’s outreach efforts and the wide range of stakeholders reached through these activities. For more details on the community initiatives contributed by Boubyan, please refer to the Additional Indicators section.



### Overview of Boubyan Bank's 2025 Community Contribution

Management Level	Boubyan Bank – Non-Kuwaiti
Total Number of Key Initiatives	~54
Total Money Invested in Community Initiatives	KD 952, 071 <sup>1</sup>
Type of Initiatives	Partnerships Sponsorships Community events and initiatives Employee events and initiatives Donations Internal CSR through education and learning
Areas of Initiatives	Sports and wellbeing Employee engagement Community and social engagement Youth development Education and awareness Health and wellness Environmental initiatives Religious / cultural initiatives Entrepreneurship support Digital and esports engagement Charity and volunteering Customer-focused engagement
Targeted Audience	Employees and Broader Community

<sup>1</sup> These include sponsorships, including schools and hospitals, community events, sporting events, donations, greenery contributions, road maintenance contributions, Ramadan food giveaways, gift baskets, and certain marketing-related expenses.

#### Entertainment Initiatives

Boubyan Bank continued to explore new channels for youth engagement through initiatives designed to connect with emerging digital communities and lifestyle interests. As part of this direction, Boubyan Bank launched the Boubyan Gaming platform, an initiative dedicated to the growing esports and gaming community. The platform aims to create an interactive environment for gamers through tournaments, competitions, and gaming experiences that bring players and enthusiasts into a dynamic setting.

Through this initiative, Boubyan seeks to strengthen its connection with younger audiences while supporting the rapid growth of Kuwait's gaming and esports ecosystem, reflecting the Bank's vision of extending beyond traditional banking to deliver more lifestyle-driven experiences.



#### Islamic Values Encouragement

Community participation was supported at the Bank through "Ratel with Boubyan", a Qur'an memorization competition designed to encourage engagement while improving the participant experience through digital processes and reflecting the Bank's continued support for initiatives that promote Qur'an memorization during the Holy Month. The competition was held for the 11th consecutive year and was open to Boubyan customers and their children aged 7 years and above, with participants divided into five age-based tiers and separate male and female categories.

The "Ratel" initiative used automated electronic systems for registration, evaluation, and judging instead of previous traditional methods, which improved participant experience, enhanced organizational efficiency, increased accuracy and fairness in judging, accelerated processes, reduced manual intervention, and supported transparency, monitoring, and documentation. This shift also supported transparency, ease of monitoring, and proper documentation throughout the competition process.



#### Entrepreneurship Support

Boubyan continued to support entrepreneurship and community engagement through the Boubyan Coffee Festival, which provided a platform for local businesses while contributing to domestic tourism and public participation. Boubyan Bank organized the Boubyan Coffee Festival this year, which attracted more than 110,000 visitors over two days at Al Shaheed Park. The Boubyan Coffee Festival was also listed on the Visit Kuwait platform, aligning with national efforts to promote domestic tourism, showcase Kuwait's cultural and social identity, and support the objectives of Kuwait Vision 2035 to diversify sources of income and investment.

The festival featured the participation of over 60 Kuwaiti cafés and youth-led coffee businesses, in addition to specialized workshops on coffee culture, within a family-friendly atmosphere that included entertainment activities, competitions, and giveaways for visitors of all ages. It served as an opportunity for all participating entrepreneurs to gather under one roof and showcase their local products. As the largest gathering of coffee shops, it significantly contributed to the growth and development of these businesses.

Boubyan Bank considers itself a strategic partner to every participant, not just a supporter thus reinforcing its role as a leading platform in empowering entrepreneurship and enriching the entrepreneurial culture in Kuwait.

### Recycling Collaboration

As part of its commitment to CSR and environmental sustainability, Boubyan Bank sponsored the “Together for E-Waste Free Schools” initiative, a national environmental program launched by ECO Incubator in collaboration with the Ministry of Education, the Environment Public Authority, Al-Ahmadi Governorate, and several private sector partners.

The initiative aimed to raise environmental awareness and encourage responsible recycling practices among students. 12 secondary schools from across Kuwait participated in the program, which ran for over 5 months and included awareness lectures on the risks of electronic waste, as well as practical workshops that enabled students, teachers, and families to reuse or creatively repurpose old devices.

The participating schools collectively gathered approximately 5.5 tons of electronic waste, reflecting strong engagement and growing environmental awareness. At the conclusion of the initiative, Boubyan Bank honored the top-performing schools that achieved the highest collection results among participating schools.



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### BLME Community Investment

BLME reported support for apprenticeship schemes as an employer as an example of indirect economic impact, while also noting that the overall impact was considered limited when compared with external standards or stakeholder priorities.

**£49,002**

**BLME community investments**

**بوبيان كابيتال**  
Boubyan Capital

### Boubyan Capital Social Contribution

Boubyan Capital reported conducting an iftar initiative during Ramadan for those who were fasting as part of its social contribution activities.

Across these initiatives, Boubyan’s community impact in 2025 reflected a broader contribution that extended beyond financial services to customer awareness, social support, entrepreneurship, and participation in national development priorities. Through financial literacy campaigns, community partnerships, support for local entrepreneurs, and commercially driven financing that contributed to infrastructure and housing-related development, the Bank continued to connect its business role with wider social and economic value creation.

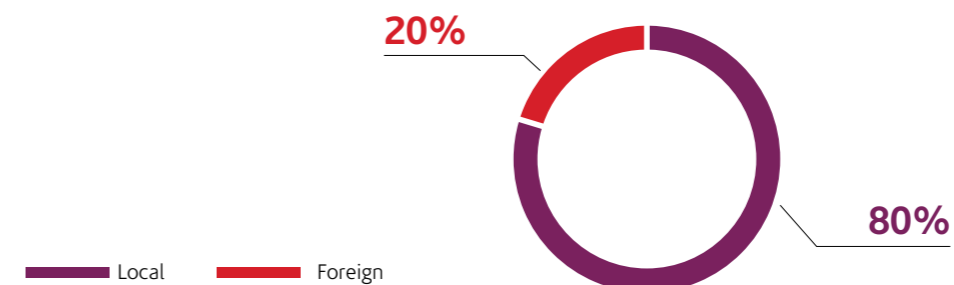
### Responsible Supply Chain

Responsible supply chain management remained part of Boubyan’s broader approach to operational integrity in 2025. The Bank’s procurement practices continued to emphasize supplier accountability, local market participation, and clear standards for ethical business conduct across relevant third-party relationships.

### Local Sourcing and Supplier Standards

In Kuwait, Boubyan Bank defines local suppliers as entities that are legally registered in Kuwait, providing a consistent basis for tracking domestic procurement activity. Based on this definition, most of the allocated procurement budget in Kuwait was directed to local suppliers, while less was spent on foreign suppliers as reflected below. Supporting this supplier base, the Bank identified a range of supplier categories supporting the development of its services, including IT hardware, stationery, maintenance, gifts, furniture, catering and meals, PVC and metal cards, and other service providers. The Bank’s procurement budget distribution indicates continued reliance on the local supplier base for a significant share of the Bank’s procurement needs, contributing to the local economic development of Kuwait’s market.

### Percentage of Procurement Budget (%)



This approach is reinforced through the Bank’s Sustainability Policy, which encourages subsidiaries and supply chain partners to adopt and implement sustainable practices on a best-efforts basis, provided these do not conflict with local regulatory requirements.



### Boubyan Takaful Supplier Network

Boubyan Takaful relies on a diverse network of suppliers and service providers that support the delivery, management, and sustainability of its insurance operations. The company maintains several strategic business relationships that enhance its service delivery, innovation, and market reach. These include ecosystem partnerships with selected key supplier activities that include the following:

#### Information technology and digital platforms:

Providers of core insurance systems, policy administration, claims management, mobile applications, cybersecurity, cloud hosting, and digital integration tools.

#### Reinsurance services:

Reinsurers and reinsurance brokers that provide risk transfer capacity, portfolio analytics, and underwriting support.

#### Medical and assistance networks:

Hospitals, clinics, third-party administrators, roadside assistance, and travel assistance companies supporting health, travel, and accident claims.

#### Outsourced operational services:

Call centers, claims handling support, customer service, and back-office processing providers.

#### Advertising, media, and production agencies:

Creative, digital, and production partners supporting brand management, marketing campaigns, content creation, and customer communications.



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### BLME Suppliers

BLME defined local suppliers as those legally registered within the same country as the reporting location. BLME identified London, Dubai, and Riyadh as significant locations of operation, alongside a small sales office in Jeddah.

Across these locations, BLME identified suppliers supporting its services across IT systems and software, data and analytics, facility management, professional and advisory services, and outsourced operational and support services. **Based on a high-level analysis of 2025 procurement spend, it also estimated that approximately 65% of total procurement expenditure was incurred with UK-based suppliers.**

### Supplier Integrity Expectations

Under the Bank's Supplier Code of Conduct, suppliers are expected to conduct business with integrity and refrain from bribery, corruption, extortion, and embezzlement. The Code also addresses conflicts of interest and requires suppliers to avoid relationships or activities that could compromise fairness or integrity. In addition, gifts and entertainment provisions state that business transactions should remain impartial, objective, and free from outside influence, and prohibit cash or cash-equivalent gifts in connection with business dealings.

Furthermore, the Supplier Code of Conduct requires suppliers to refrain from forced, involuntary, or child labor, comply with applicable requirements on working hours, wages, and benefits, and respect workers' dignity, freedom of association, and collective bargaining rights. It also encourages inclusive workplaces and requires a working environment free from discrimination and harassment, with employment-related decisions based on qualifications, performance, skills, and experience. In parallel, suppliers are expected to provide safe and healthy working conditions, including safety training, protective equipment, and communicated emergency procedures. Environmentally, the Code requires suppliers to comply with applicable laws and regulations, minimize waste, emissions, and energy consumption, and handle hazardous materials safely and responsibly.

The Code also gives Boubyan the right to conduct audits or assessments of supplier compliance, including site visits, review of records, and third-party assessments. Such provisions strengthen procurement governance and support clearer oversight of third-party conduct, while ensuring that organizations across the Bank's supply chain is aligned with Boubyan's sustainable practices and values.

### Case Study

#### Sustainability Contract Annex

In 2025, General Services introduced a Sustainability Framework Annex for incorporation into procurement contracts, with endorsement from the Sustainability Department, to strengthen the integration of sustainability principles into supplier and contract management. The annex was designed to make sustainability compliance a more formal part of procurement and contracting, while supporting broader objectives linked to environmental stewardship, social responsibility, ethical governance, and sustainable procurement outcomes.

The annex sets out sustainability-related representations and covenants for vendors and their subcontractors, including commitments to minimize negative impacts on climate change and biodiversity, reduce greenhouse gas emissions, improve energy efficiency, comply with environmental legislation and Boubyan's Sustainability Policy, and avoid child labor. It also introduces requirements for annual ESG monitoring, reporting on emissions and energy consumption, notification of environmental non-compliance or serious incidents, corrective action planning, and Boubyan's right to inspect facilities and suspend or terminate agreements in cases of material breach. Together, these provisions help embed sustainability expectations more directly into supplier relationships and contract execution.

7

# Environmental Stewardship

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2029 Strategic Alignment:  
Environmental Impact Pillar

Environmental stewardship remains a constant priority at Boubyan with emphasis on managing the environmental impacts arising from its operations and continues to strengthen the measurement, monitoring, and disclosure of its operational footprint. Given the office-based nature of its activities, Boubyan’s environmental priorities are centered on resource efficiency, utilities management, waste reduction, and Greenhouse Gas (GHG) emissions tracking across its controlled operations and relevant subsidiaries. These areas directly align with the Environmental Impact ESG strategy pillar.

During 2025, progress in this area was reflected through continued enhancement of environmental data management, advancement of carbon footprint measurement and disclosure practices, and the implementation of operational initiatives aimed at supporting more efficient use of resources and reducing the environmental intensity of day-to-day activities.

These developments demonstrate Boubyan’s continued efforts to build a more structured and transparent approach to environmental management, while laying stronger foundations for future reduction planning and longer-term climate-related action.

**Sustainable Operations**

As a financial services institution, the Group’s operational environmental impacts are primarily associated with office-based activities, including paper consumption, administrative materials, and routine waste generated through business operations. In response, the Group continues to emphasize practical measures that support resource efficiency, reduce unnecessary material use, and improve the environmental performance of its operational processes.

This approach is supported by the Group’s wider policy and procedural framework. Our operational policies incorporate environmental considerations through practices such as recycling and energy-saving measures. These internal controls provide the foundation for managing environmental impacts within our day-to-day operations and support the implementation of sustainable operating practices across its entities.

**Energy Consumption**

Energy management at Boubyan Bank reflects our ongoing commitment to operate efficiently while minimizing environmental impact. We adopt a structured approach to monitoring, controlling, and optimizing energy use across our operations by tracking consumption patterns, identifying opportunities for improvement, and implementing targeted initiatives that enhance efficiency without compromising service quality. Energy considerations are embedded into our day-to-day operational decisions, ensuring that sustainability remains closely aligned with business performance.

Our energy consumption is predominantly driven by electricity usage across our head office, branch network, and data centers. These facilities support core banking services, digital platforms, lighting, and climate control systems, all of which are essential to delivering seamless customer experience. In addition, we utilize fuel for backup generators to safeguard business continuity, alongside a smaller contribution from company vehicles. As a service-oriented institution, our energy profile is largely shaped by office-based activities and the growing demands of our digital infrastructure.

To manage and reduce our energy footprint, we continue to implement a range of efficiency measures across the Bank. These include the gradual adoption of energy-efficient technologies, optimization of cooling and lighting systems, and increased digitization to limit reliance on physical resources. We also closely monitor the use of backup generators to ensure operational resilience is maintained in the most efficient manner possible. Alongside these measures, we promote awareness across departments to encourage responsible energy use, reinforcing a culture of efficiency throughout the organization.

**Boubyan Bank Energy Usage**

Category	2025 Total	2024 Total	YoY Change
Fuel Usage - Generators (liters)	7,741	18,622.50	-58.43%
Fuel Usage - Mobile combustion (liters)	39,595	40,128	-1.33%
Electricity usage (kWh)	12,339,502.13	12,063,934	+2.28%
Total Energy Consumption (Gj) <sup>1</sup>	46,040.66	45,492.11	+1.21%
Total Energy Intensity (Gj/ FTE)	24.70	25.67	-3.79%
Total Energy Intensity (Gj/ KD 1000 Net Income)	0.172	0.185	-3.79%

<sup>1</sup> Calorific values of petrol/motor gasoline and diesel have been sourced from <https://unstats.un.org/unsd/energy/yearbook/2014/08i.pdf>, while the factor used to convert electricity (kWh) to energy (Gj) was 0.0036 Gj/kWh.

**بوبيان كابيتال**  
Boubyan Capital

**Boubyan Capital - Operational efficiency through digitalization**

Boubyan Capital enhanced its technological approach by automating key reporting and operational processes, reducing reliance on manual documentation and physical resources. This supported more efficient digital workflows and contributed to lower paper usage across relevant activities. In this context, digital process improvement serves not only as an operational efficiency measure, but also as a practical contributor to reducing the resource intensity of office-based activities.

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**BLME – Energy Management**

BLME pursued energy-saving measures during 2025 through initiatives informed by an external ESOS report commissioned in March 2025. The targeted energy saving was 35,800 kWh against a baseline of 735,173 kWh, which was established as the first year of the ESOS assessment. The estimates were based on calculations prepared by independent external consultants, as the building does not have individually metered measurements.

**Waste Management**

Waste management remains an integral component of the Group’s sustainable operations approach. Within Boubyan Bank’s directly managed operations, paper-related waste is the most relevant waste stream associated with the Bank’s administrative and office-based operating model. Given the nature of its activities, overall waste generation is limited and is not currently tracked comprehensively across operations. This reflects both the inherently low-waste profile of the business and the Bank’s continued efforts to reduce paper use through archiving practices, digitalization, and process automation. As such, the quantitative data disclosed below focuses on paper waste recycled during the reporting period, representing the most reliable and consistently monitored waste-related indicator currently available within controlled operations. Paper waste recycling data is tracked internally through facility-level spreadsheet reporting to support monitoring and oversight.



**1,500 kg**  
Total Paper Waste Recycled



**1,739.70 kg CO2e**  
Emissions Avoided through Recycling<sup>1</sup>

<sup>1</sup> Avoided emissions for paper waste recycling are estimated based on the difference between emissions that would have occurred if the paper waste had been sent to landfill and the emissions associated with its recycling.



**ESG Strategy Spotlight**

**100% of electronic waste recycled**

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### BLME Waste Management

At BLME, sustainable operations are influenced by the fact that its premises are sub-let rather than owned, which limits direct control over broader building-level waste disposal arrangements. Within these operational boundaries, BLME continues to manage the environmental aspects that fall within its direct influence. This includes the segregation of multiple waste streams such as mixed dry waste, paper and cardboard, food waste, batteries, coffee grounds, and electronic waste, as well as the recycling of IT equipment where feasible and the reuse or procurement of second-hand furniture where possible.

Waste and recycling performance are monitored through building-level arrangements with facilities partners.

In 2025 **63.23%**  
of office waste was recycled

### Recycled waste streams



**843.7 kg**

of dry mixed recyclables

**696.3 kg**

of food waste

**121.4 kg**

of coffee waste

**132.96 kg**

of Paper/Cardboard

### Case Study

#### Digital Brochures: Reducing Paper Use Through Digital Communication

In support of the Bank's environmental sustainability objectives, the Department transitioned external communication materials from paper-based formats to digital channels during 2025. As a result, services and product communications are now delivered through e-brochures rather than printed materials.

This shift contributed to a significant reduction in paper consumption, supported more responsible resource use, and reduced waste generation. It also helped lower the Bank's operational environmental footprint while promoting more efficient and sustainable communication practices.

#### Sharia Live Request System

The Sharia Department enhanced its receipt and processing of Sharia-related requests through the Live Request electronic system, eliminating paper-based procedures, and improving document review efficiency. The system reduced reliance on paper, improved the accuracy and speed of Sharia reviews, enhanced traceability, and documentation, and supported both environmental sustainability and institutional efficiency.



## Case Study

### Neamati Initiative

Boubyan Bank continued to support community wellbeing and responsible consumption through its partnership with the “Neamati” initiative, which combines food preservation, reduction of food waste, food support for underprivileged families, and awareness of responsible consumption and sustainability and aligned with the UN SDGs.

The Neamati initiative aims to reduce food waste by transforming surplus food into value through repackaging it into meals ready for distribution. The initiative also includes preparing food baskets containing essential items to support underprivileged families and those in need, creating a positive and long-term impact within the community.

This partnership represents a key pillar of Boubyan’s community contributions and extends throughout the year to promote responsible consumption practices, reduce food waste, and address the food needs of underprivileged families and individuals. Through this partnership, Boubyan seeks to deliver awareness messages on the risks of food waste and encourage more responsible consumption habits.

#### Impact In Numbers in 2025:

- Preserved +million tons of food
- Distributed +90K food basket
- Distributed + 100,000 meals
- Engaged +450 volunteers
- With a total market value exceeding KD 6 million
- Throughout the year-long partnership, more than one million KASCO meals were also prepared

### Water Preservation

Due to the nature of our operations, the Bank’s direct water-related environmental impacts are primarily associated with water consumption across branches, offices, and other operational premises. While water use is not among the most material environmental aspects of our office-based operating model, it remains an important element of responsible resource management and operational efficiency.

To support its longer-term resource efficiency objectives, Boubyan Bank established a target in 2023 to reduce water consumption by 20% by 2029. This target reflects the Bank’s commitment to improving the management of operational environmental impacts and forms part of its broader ESG journey.

At the current stage of reporting maturity, the Bank’s water efficiency approach is focused on strengthening internal monitoring and improving visibility over consumption patterns across its operational footprint. This supports the identification of practical opportunities to reduce avoidable water use over time through operational controls, awareness measures, and facility-level efficiency initiatives where applicable. As data quality and monitoring practices continue to mature, we expect to enhance their ability to assess performance and track progress toward our 2029 reduction target.

Water consumption	
Total water consumption (Gallons)	3,520,964
Water consumption intensity (Gallons/FTE)	1,888.92

### Carbon Footprint

We recognize that GHG emissions are a key driver of climate change, as they trap heat in the Earth’s atmosphere and contribute to rising global temperatures, changing weather patterns, and more frequent and severe climate related impacts. Emissions generated from fuel combustion, purchased electricity, refrigerants, transport, and other operational activities increase the concentration of carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), and other greenhouse gases in the atmosphere, thereby intensifying global warming and its associated environmental, social, and economic consequences. For financial institutions like us, although direct operational emissions are generally lower than those of heavy industries, managing and reducing GHG emissions remains an important component of responsible environmental stewardship and broader climate action.

Boubyan Bank recognizes the importance of measuring and managing its carbon footprint as part of its commitment to environmental responsibility. To support consistent and credible emissions accounting, the Bank follows the methodologies outlined by the Greenhouse Gas Protocol (GHGP) Corporate Standard to estimate its Scope 1 and Scope 2 emissions, and the GHGP Corporate Value Chain Standard to estimate its Scope 3 emissions. This approach supports the structured calculation, tracking, and disclosure of emissions across the Bank’s operations and helps ensure that climate related data is generated based on recognized methodologies and allowing for annual comparability to capture progress and areas of improvement.

To ensure these efforts are prioritized, Boubyan Bank’s 2029 strategy includes GHG emissions targets to serve as a defined pathway for managing the Bank’s operational carbon footprint and reflects Boubyan Bank’s intention to strengthen climate performance over time through improved measurement, monitoring, and reduction initiatives.

### Performance and Monitoring

The first step towards realizing our targets is to strengthen our management of climate-related impacts through the measurement and disclosure of GHG emissions across the Group’s operations. Our operational carbon footprint is primarily associated with energy use in operational premises, while additional emissions arise from fuel consumption, refrigerants, business travel, water related activities, transportation, and waste treatment. In 2025, Boubyan Bank measured emissions across Scope 1, Scope 2, and selected Scope 3 categories, advancing the Bank’s understanding of its operational carbon footprint and supporting the implementation of its broader ESG Strategy.

In line with the GHGP Corporate Accounting and Reporting Standard, Boubyan Bank classifies and discloses GHG emissions across Scope 1, Scope 2, and selected Scope 3 categories. Scope 1 includes direct emissions from sources owned or controlled by the Bank, such as fuel consumption in owned or controlled vehicles and generators, as well as fugitive emissions associated with refrigerant leakage from cooling and air-conditioning systems. Scope 2 includes indirect emissions from the generation of purchased electricity consumed across the Bank's operational premises, including branches and offices.

Scope 3 includes other indirect emissions that occur outside the Bank's direct operational control but arise from activities within its operational value chain. For the reporting period, Boubyan Bank measured emissions under the following selected Scope 3 categories:

- **Category 1 – Purchased goods and services:** Embedded emissions associated with purchased goods and services, such as water supplied across the Bank's operations, including upstream emissions arising from water supply and treatment processes.
- **Category 4 – Upstream transportation and distribution:** Emissions arising from purchased third-party courier services used to transport goods and materials purchased by the Bank, where applicable, and not otherwise included within Scope 1 or Scope 2 emissions.
- **Category 5 – Waste generated in operations:** Emissions associated with the treatment of waste generated from the Bank's operations during the reporting period, currently including paper waste sent for recycling.
- **Category 6 – Business travel:** Emissions resulting from employee business travel undertaken during the reporting period for business purposes through modes of transport such as air travel not covered under Scope 1 or Scope 2.

Our current climate focus centers on operational emissions. Boubyan Bank's ESG Strategy prioritizes the measurement, reduction, and disclosure of operational emissions, while financed emissions accounting and target setting remain under development. At this stage, we have not yet established a publicly disclosed financed emissions net-zero target, but are prioritizing the development of internal data, methodologies, and governance to support future phases of climate reporting. As these capabilities continue to mature, the consideration of financed emissions targets may be assessed in line with evolving internal readiness and regulatory expectations.

In 2025, our emissions profile continued to be largely dominated by Scope 2 purchased electricity, reflecting the office-based nature of the Bank's operations. However, in the reporting period, the Bank expanded the scope of its Scope 1 accounting to include fugitive emissions alongside stationary and mobile combustion sources, resulting in a more complete representation of direct operational emissions. Within this category, we account for unintentional release of greenhouse gases from equipment, systems, or infrastructure due to leaks, seepage, or other unintended discharges, commonly from sources such as air conditioning and refrigeration units containing refrigerants.

Scope 3 disclosures were also broadened in 2025 to capture a wider range of indirect operational categories, including purchased goods and services related to water, business travel, upstream transportation and distribution, and emissions associated with waste recycling. This improved category coverage strengthens the Bank's operational emissions baseline and enhances visibility over indirect impacts beyond energy consumption alone. In parallel, we also took practical steps to address emissions

within upstream transportation and distribution by utilizing data allocated by suppliers and partners across the value chain, such as DHL's GoGreen Plus service for courier activities during 2025, supporting lower transport related emissions within this category. According to the supplier provided reports, this alone accounted for 33% emission reduction in freight shipping in 2025 compared to 2024.

The expansion of Scope 1 and Scope 3 reporting in 2025 marks an important step in the continued development of our carbon footprint disclosures. By capturing a broader range of direct and indirect operational sources, the Bank is building a more comprehensive emissions inventory that can support future trend analysis, target-setting, and reduction planning. This progression is particularly important as we continue to mature our approach to climate reporting and strengthen the quality and completeness of our emissions data over time.

Category 1	2025 Total	2024 Total	YoY Change
<b>Scope 1 (tCO2e)</b>			
Stationary Combustion <sup>2</sup>	22.66	54.51	-58.43%
Mobile Combustion <sup>3</sup>	92.61	93.97	-1.44%
Fugitive Emissions <sup>4</sup>	433.20	-	-
Scope 1 Total	548.47	148.47	-
Scope 1 Intensity (tCO2e/FTE)	0.29	0.08	-
<b>Scope 2 (tCO2e)</b>			
Purchased Electricity <sup>5</sup>	7,640.50	7,527.41	+1.50%
Scope 2 Intensity (tCO2e/FTE)	4.10	4.25	-3.51%
<b>Scope 3 (tCO2e)</b>			
Category 1 -Purchased Goods and Services <sup>6</sup>	3.06	-	-
Category 4 - Upstream Transportation and Distribution <sup>7</sup>	1.35	2.68	-49.63%
Category 5 – Waste Generated in Operations	0.01	0.19	-96.30%
Category 6 - Business Travel <sup>8</sup>	187.44	120.76	+55.21%
Scope 3 Total	191.86	123.63	-
Scope 3 Intensity (tCO2e/FTE)	0.10	0.07	-

<sup>1</sup> The figures presented in this table include emissions data for Boubyan Bank only

<sup>2</sup> Emission factors for stationary combustion are sourced from the GHG Protocol and encompasses CH4, N2O and CO2 reported in CO2 equivalents

<sup>3</sup> Emission factors for mobile combustion are sourced from the GHG Protocol and encompasses CH4, N2O and CO2 reported in CO2 equivalents. 2024 mobile combustion emissions have been restated using the latest available GHG Protocol emission factors. As a result, the restated figures supersede previously reported 2024 mobile combustion emissions.

<sup>4</sup> Global warming potential (GWP) values for fugitive emissions were sourced from IPCC 5th assessment report (AR5). Please note that the 2024 data was not reported.

<sup>5</sup> The emission factors used for calculating emissions associated with generation of purchased electricity were sourced from [https://www.carbonfootprint.com/international\\_electricity\\_factors.html](https://www.carbonfootprint.com/international_electricity_factors.html). The GHG gases included within the EF are currently unavailable.

<sup>6</sup> The emission factors applied for calculating emissions associated with water usage were sourced from DEFRA GHG Conversion Factors database (2025).

<sup>7</sup> Upstream Transportation and Distribution represent tank-to-wheel (TTW) emissions associated with purchased courier services. The reported emissions figures were provided directly by the supplier, through periodic emissions reports submitted to Boubyan.

<sup>8</sup> 2024 figures restated with updated calculation methodology that includes updated Emission factors sourced from latest DEFRA GHG Conversion Factors database (2025).

blme

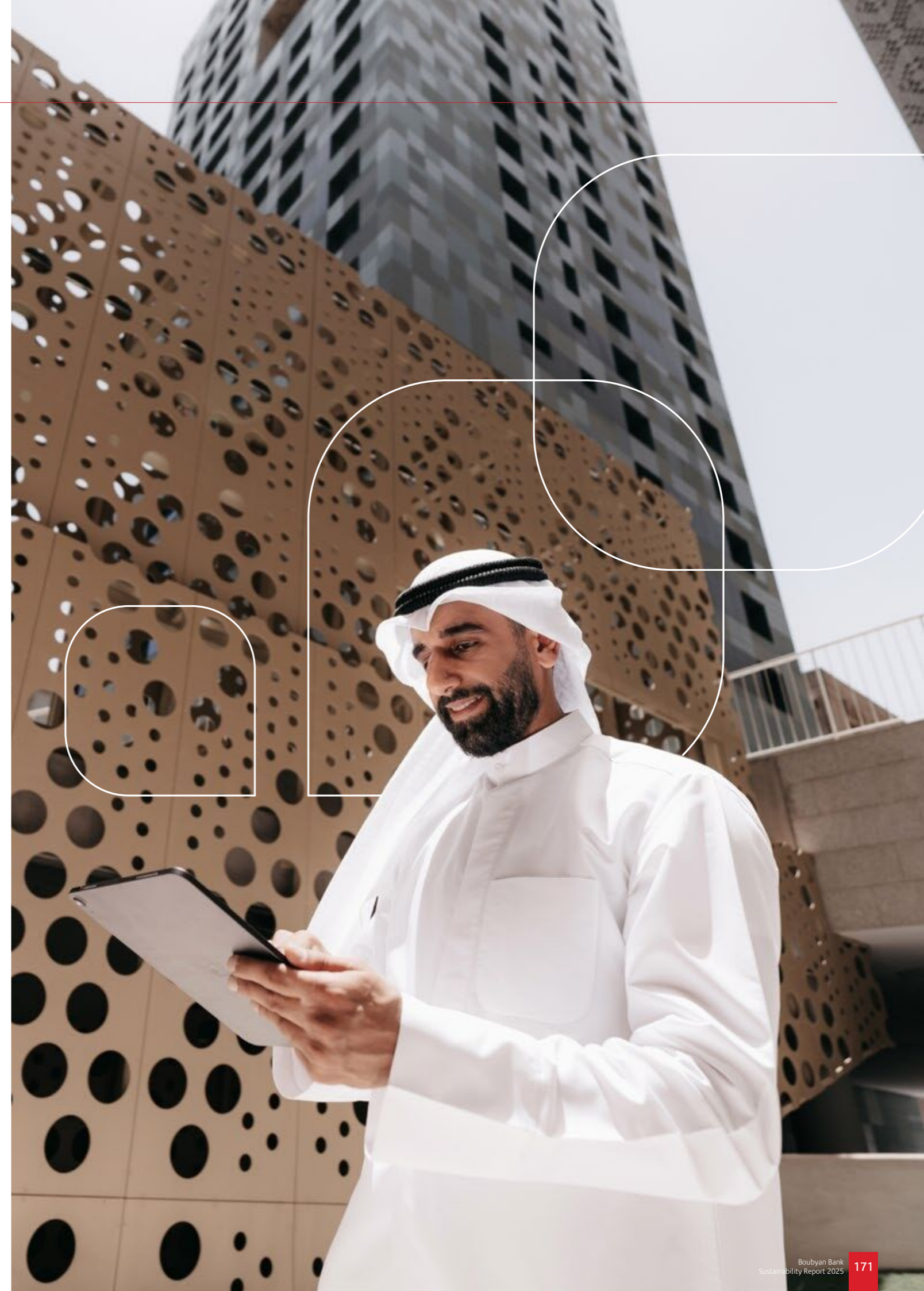
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### BLME Emissions Management

BLME's direct environmental impact remains limited, with its main carbon footprint relating primarily to office premises, which are modern and energy efficient, and with the majority of employees based in the Head Office in London. BLME uses an emissions intensity ratio of tCO<sub>2</sub>e per £ millions of income as the most relevant metric for its business model. The UK Group does not maintain company cars or fleet vehicles, and employee use of personal or hire cars for business purposes remains minimal, although one company vehicle is maintained in the Saudi Arabia subsidiary. Scope 1 and Scope 2 emissions data are disclosed annually in BLME's Annual Report.

To support lower carbon energy sourcing, BLME has also worked with its building managers to sign up for energy suppliers using Renewable Energy Guarantees of Origin (REGO-backed supply). This resulted in zero Scope 2 emissions from electricity consumption in the reporting year. Accordingly, BLME's gross carbon emissions for the year remained limited and were attributable entirely to employee fuel reimbursements, totaling 1.61 tCO<sub>2</sub>e.

Overall, Boubyan's environmental stewardship efforts reflect a more structured approach to understanding, managing, and disclosing the environmental impacts associated with its operations. Together with the governance, innovation, responsible banking, and people related priorities addressed in the preceding chapters, these efforts complete a broader picture of how sustainability is being embedded across the Bank's operating model and long-term strategic direction.



# Appendix

## In this chapter:

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## Additional ESG Disclosures

#	Statement
1	Where relevant, environmental and social risk considerations are applied to Boubyan's project finance activities through internal risk governance and compliance requirements, although these activities do not currently consider the Equator Principles.
2	Sustainability considerations in investment-banking advisory activities are governed through the Sustainability Policy, which sets out ESG principles applicable across Boubyan's activities, including financing and advisory-related services, at a high level and in a principle-based manner.
3	Sustainability considerations related to fixed-income underwriting activities are governed at a high level through the Sustainability Policy, which sets out ESG principles applicable across Boubyan's activities.
4	ESG factors in fixed-income underwriting are addressed at a high level through existing governance, client due-diligence, and compliance processes in line with the approved Sustainability Policy.
5	Sustainable financing is primarily provided through sustainable project financing in line with the Sustainable Finance Framework.
6	As reported for Q4 2025, Kuwaiti nationals represented 88.24% of top management, 78.57% of middle management, and 82.53% of junior management at Boubyan.
7	At Boubyan, we track and measure employee engagement through a bi-Annual survey; the McKinsey Organizational Health Index (OHI). This survey enables the bank to benchmark itself at a global-level. Over the past three enterprise-wide survey cycles, we have consistently maintained a Top Decile ranking across all parameters and metrics.  In the interim period, we conduct targeted pulse surveys in areas that fall below the enterprise threshold. These allow us to better understand specific gaps and proactively address areas of improvement.  With respect to our latest OHI results, we had set a target score of 80 for 2024. We achieved a score of 86, with an overall participation rate of 87% across the organization.
8	CBK inspections conducted on the Bank usually cover the Bank's activities in a comprehensive manner, with AML & CFT subject to a dedicated inspection. Necessary corrective action is implemented for any findings, observations, or violations raised by the CBK inspection team. With specific reference to SME financing, no observations or violations were received from a CBK inspection perspective.
9	The integration of examination results into Boubyan's short- and long-term financial inclusion and capacity-building approach is reflected through customer and stakeholder rights governed by relevant CBK instructions and regulations, most notably the Corporate Governance instructions and the Customer Protection Guide, alongside applicable legislative protections.
10	Groups at risk of human rights issues covered or identified by Boubyan include its own employees, women, children, migrant workers, third-party employees, local communities.
11	Boubyan's average hiring cost for the most recent fiscal year was KD 443 per full-time equivalent.
12	Boubyan is not designated as a G-SIB or D-SIB under CBK or FSB frameworks.
13	Compliance with applicable jurisdictional laws and regulations is reflected in Boubyan's financial inclusion and capacity-building approach, which is guided by relevant CBK requirements related to financial inclusion, customer protection, access to banking services, and financial awareness.
14	Boubyan is not involved in high-risk lending, insurance, or investment products.
15	Links to sustainability performance in Boubyan's current executive pay practices are reflected through executive performance evaluation aligned with overall organizational performance and strategic objectives, while employee engagement is monitored through the Organizational Health Index (OHI) as one of the Enterprise Indicators supporting the social dimension of ESG.
16	Boubyan's small business murabaha activities include Sharia-compliant financing solutions provided to licensed SMEs across multiple sectors to support business expansion and day-to-day operations in accordance with internal credit policies and regulatory requirements.
17	No qualified, adverse, or disclaimer of opinion by the independent auditor, emphasis of matter, concerns regarding auditor independence, or auditor changes raising investor concerns were reported for Boubyan.
18	Boubyan did not restate previously published financial statements due to fraud, error, or misapplication of accounting standards.
19	No special charges or write-offs that might raise questions regarding Board stewardship were reported for Boubyan.
20	Boubyan did not pay its external audit firm less for audit and audit-related services than for other services in the last fiscal year.
21	No evidence was reported of Boubyan's external audit firm serving more than 20 consecutive years.
22	No internal investigation into accounting, regulatory investigation, fine, settlement, or conviction related to accounting practices was reported for Boubyan, including any involving its auditor in relation to audit work.
23	Boubyan did not experience reporting delays or late filing of required periodic or shareholder meeting reports.
24	Boubyan was not involved in ongoing tax-related controversies.

#	Statement
25	Boubyan maintains a dedicated stressed debt collection unit within the Corporate Banking Group to monitor and recover non-performing or stressed financing, and employees within this unit receive training and operate under annual recovery targets.
26	No significant concentrations of credit exposure to ESG factors were identified under the relevant Financial Risk disclosure during the reporting period.
27	Boubyan Board is composed entirely of directors meeting the criteria for independence from management.
28	Boubyan non-executive Board members do not serve on the boards of three or more additional issuers.
29	Boubyan executive Board members do not serve on the boards of two or more additional issuers.
30	Boubyan directors did not receive a negative or withheld shareholder vote exceeding 10% in the most recently reported election.
31	Boubyan Board does not consist of a high number of directors suggesting obstacles to effective oversight and decision-making.
32	Boubyan Board does not consist of more than four members aged 70 years old or over.
33	Boubyan Board is not composed of currently active corporate CEOs from other companies representing more than 30% of the Board.
34	Boubyan Board composition does not consist of at least 30% female directors.
35	Boubyan reported that at least one non-executive Board member has general expertise in risk management based on defined benchmarks or criteria.
36	Boubyan audit committee comprises only directors independent of management based on defined benchmarks or criteria.
37	Boubyan did not report organization executives serving on the audit committee or audit board.
38	Boubyan audit committee or audit board includes at least one non-executive member with general expertise in accounting or financial management.
39	Boubyan audit committee or audit board includes at least one non-executive member with substantial industry knowledge.
40	Boubyan independent audit committee members do not serve on the boards of three or more additional companies, or non-independent members serving on the boards of two or more additional companies.
41	Boubyan does not have a pay committee with directors serving on the committee who are not independent of management.
42	Boubyan pay committee does not comprise any executives.
43	Boubyan pay committee composition did not raise any concerns regarding the presence of active CEOs on the committee or the past record of the pay committee Chair.
44	Boubyan Nomination Committee Chair is independent of management and other interests.
45	Boubyan reported that less than a majority of nomination committee members being independent of management and other interests.
46	No receivership, bankruptcy protection, or liquidation affecting Boubyan or a material subsidiary was reported.
47	There were no recent breaches of debt covenants, deferred or waived covenant tests, or reported risk of breaching debt covenants affecting Boubyan or a material subsidiary.
48	No concerns related to the going-concern assumption or evidence of financing difficulties affecting Boubyan or a material subsidiary were reported by the Board or in the press.
49	No concerns were raised regarding the treatment of security holders in relation to the raising or return of capital.
50	Boubyan is not in breach of continuing obligations applying to the listing of its securities.
51	Boubyan did not report CEO equity pay reflecting total shareholder return performance over the last three and five years.
52	Boubyan did not report CEO equity pay reflecting total shareholder return performance over the last three and five years relative to its pay peer group.
53	No public criticism from stakeholders regarding golden hello awards provided to the CEO or other senior executives was reported for Boubyan.
54	Boubyan Board negative vote on pay policies and practices was not exceeding 10%.
55	Boubyan discloses specific pay totals for top executives, including the CEO, as part of the annual report in line with CBK and CMA regulations.
56	Boubyan ownership consists of a shareholder or shareholder bloc controlling more than 30% of voting shares or being able to elect more than 50% of the Board.
57	Boubyan did not determine ownership structure or governance arrangements indicating special concerns for minority public shareholders.
58	Boubyan's ownership structure was not widely held, resulting in no principal shareholders or other large bloc holders.
59	Boubyan was not involved in a series of cross-shareholdings with other related or unrelated companies.
60	Boubyan was not traded as a tracking stock or similar trading-based entity.
61	Boubyan did not report at least 5% of Group revenue coming from VIEs where it holds less than 10% voting rights.
62	Boubyan did not report more than one class of equity shares carrying unequal voting rights.

#	Statement
63	Boubyan's capital structure did not include a single share class with voting rights varying based on duration of ownership or loyalty shares.
64	Boubyan voting rights is not capped at a certain percentage regardless of the number of shares held.
65	Boubyan did not apply different voting rights for foreign or non-resident shareholders.
66	Boubyan does not have golden share provisions, equivalent legal provisions, or government representation on the Board within its capital and ownership structures.
67	Boubyan did not apply a takeover defense such as a poison pill, shareholder rights plan, or equivalent provision.
68	Boubyan board does not have a unilateral right to amend by laws or Articles of Association without
69	Boubyan shareholders lack the right to requisition at an extraordinary general meeting or are subject to a threshold exceeding 10% of voting rights.
70	Shareholders do not have limitations on their ability to make changes due to provisions in the governing documents.
71	Boubyan ensures confidential voting, barring reasonable exceptions.
72	Qualified shareholders have the right to nominate directors for election at the annual general meeting and have such nominations included in the circulated agenda.
73	Boubyan's shareholder-elected directors stand for re-election at intervals greater than one year.
74	Boubyan does not have a classified or staggered Board combined with other limitations on shareholder rights that further limit shareholders' ability to affect Board composition.
75	Boubyan does not apply a binding majority voting in the election of directors, including immediate resignation where a director does not receive a majority of votes cast.
76	Boubyan did not report the use of a plurality vote standard for director elections by an organization with a controlling shareholder without allowing cumulative voting.
77	Boubyan shareholders do not possess the right to remove individual directors without cause.
78	Boubyan incorporates constituency provision or constituency protection under applicable law.
79	Boubyan incorporates a business combination provision or business combination protection under applicable law.
80	Boubyan applies a fair price provision with a mandatory bid requirement of 30%.
81	Boubyan did not report operations in geographies where oversight practices are common, but no disclosure is provided.
82	Boubyan was not involved in anticompetitive and business ethics controversies.
83	Boubyan independent Board member serves for two terms, while the non-executive member and the executive member have open membership with no fixed term.
84	Boubyan CEO holds 1,062,909 shares.
85	Boubyan indicated that it is disclosed on the Boursa website.
86	Governmental institutions do not own more than 5% of total voting rights, including any golden shares.
87	The government owns less than 5% of the shares. Ownership and shares are disclosed in the 2025 Annual Report.
88	Boubyan did not provide any golden shares for governmental institutions.
89	The ownership structure is provided in the 2025 Financial Statements and Annual Report.
90	Boubyan has no founding individuals or family members in its ownership structure that holds individual voting rights above 5%, including public reference.
91	Boubyan has no founding individuals or family members in its ownership structure that hold individual voting rights of a total percentage above 5%, including public reference.
92	Details of individual or family ownership, including calculation, members, and organizations, do not apply to Boubyan.
93	Boubyan has no founding individuals or family members in its ownership structure.
94	Boubyan was not subject to any reporting delays or late filing of quarterly, half-year, interim, annual, or shareholder meeting reports.
95	Boubyan did not have ongoing tax-related controversies.
96	Boubyan implements an information security management program; however, details are not publicly disclosed.
97	None of Boubyan's board members have information security expertise.
98	Relevant business processes that might entail potential secondary data uses are still under assessment.
99	Boubyan privacy policy is disclosed on <a href="#">Boubyan's website</a> .

#	Statement
100	Boubyan was not involved in any adverse public comments from stakeholders regarding its pay policies or practices.
101	Boubyan discloses specific pay totals for top executives, including the CEO, as part of senior management remuneration in the annual report.
102	The total realized CEO pay figure was not determined to be falling into an extreme range relative to its pay peer group.
103	The total fixed CEO pay figure was not determined to be falling into an extreme range relative to its pay peer group.
104	The five senior executives who received the highest remuneration packages, together with the heads of Financial Control, Internal Audit, and Risk Management, representing eight executives in total, received an aggregate remuneration and salaries package of KD 4,194,000 for the year ended 31 December 2025.
105	The pension contribution rate made on behalf of the CEO pay was not determined to be excessive relative to the organization's pay peer group.
106	The CEO accumulated pension figure, divided by years of pensionable service, were not determined to be excessive relative to the organization's pay peer group.
107	The CEO's total awarded pay was not found exceeding the median pay of other named executive officers more than three times.
108	The CEO's potential cash severance pay did not exceed five times their annual pay.
109	None of the CEO's short-term incentives are deferred into shares or stock-based instruments.
110	Boubyan does not currently publish the median or mean compensation of employees, although internal analysis is conducted for internal equity assessment.
111	Boubyan's Code of Conduct addresses confidentiality of information, requiring employees to properly maintain the confidentiality of information related to the bank, its customers, or other banks' information.
112	Boubyan's Code of Conduct addresses conflicts of interest through requirements that such conflicts be resolved fairly and with utmost impartiality so as not to damage customer interests, while employees are also expected to avoid creating conflicts between their professional and outside activities.
113	Boubyan did not observe evidence of material weakness in its internal control systems.
114	Exposure to business activities or geographies with a higher incidence of corruption and involvement in ongoing corruption-related controversies is low since Boubyan operates only in Kuwait and the UK, and business activities are subject to due diligence, risk appetite limits, management frameworks, and exclusion criteria.
115	Sustainability-related information security and data risks are managed as part of Boubyan's information security and data privacy policies and practices.
116	Boubyan had no Code of Conduct-related breaches in a combined format for all Code of Conduct areas.
117	Boubyan had no Code of Conduct-related breaches that occurred during the reporting period.
118	Boubyan conducts internal audits for all internal policies, including the privacy policy to monitor compliance as part of the broader internal policy audit process.
119	The scope of disclosure on commercial and industrial lending, as well as project finance, depends on the obligor, with Corporate Finance working through mutual agreement with the obligor or company to determine the scope of disclosure.
120	Boubyan was not subject to any monetary losses resulting from legal proceedings.
121	Corrective actions implemented in response to legal proceedings were noted as not applicable, as no legal proceedings occurred.
122	Boubyan established the Artificial Intelligence Department in efforts to address new and emerging cyber threats and attack vectors facing the financial services industry.
123	Boubyan was not subject to a violations of whistleblower regulations.
124	Boubyan does not consider the Equator Principles in screening commercial and industrial financing or project finance transactions.
125	Boubyan did not report murabaha as having undergone a review of environmental or social risks, including review by an ESRM function or equivalent.
126	Boubyan has a Shareholders Protection Rights Policy covering stewardship-related matters, although it is not public.
127	Boubyan does not maintain a publicly available policy outlining its approach to engaging with investee companies, although an internal policy for investing in companies exists.
128	Boubyan does not publicly disclose a voting policy, although voting-related matters are covered in Board meetings.
129	ESG-related voting and decision-making matters are discussed during Board meetings and documented in the meeting minutes, including approvals relating to Board remuneration, governance reporting, and remuneration in line with the approved budget.
130	Exclusions related to corporate finance activities are governed through official internal and external authorities, primarily in relation to exceeding financing concentration limits for a single obligor, including where needed through the Central Bank of Kuwait.

## GRI Index

<b>Statement of use</b>	<b>Boubyan Bank has reported in accordance with the GRI Standards for the period January 1 2025 to December 31 2025</b>
<b>GRI 1 used</b>	<b>GRI 1: Foundation 2021</b>
<b>Applicable GRI Sector Standard(s)</b>	<b>Not applicable</b>

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-1 Organizational details a. report its legal name; b. report its nature of ownership and legal form; c. report the location of its headquarters; d. report its countries of operation.	a. Report Overview- Standards and Principles b. Leadership and Oversight c. About Boubyan Group d. About Boubyan Group			
	2-2 Entities included in the organization's sustainability reporting: a. list all its entities included in its sustainability reporting; b. if the organization has audited consolidated financial statements or financial information filed on public record, specify the differences between the list of entities included in its financial reporting and the list included in its sustainability reporting; c. if the organization consists of multiple entities, explain the approach used for consolidating the information, including: i. whether the approach involves adjustments to information for minority interests; ii. how the approach takes into account mergers, acquisitions, and disposal of entities or parts of entities; iii. whether and how the approach differs across the disclosures in this Standard and across material topics.	Report Overview- Reporting Boundary			
	2-3 Reporting period, frequency and contact point a. specify the reporting period for, and the frequency of, its sustainability reporting; b. specify the reporting period for its financial reporting and, if it does not align with the period for its sustainability reporting, explain the reason for this; c. report the publication date of the report or reported information; d. specify the contact point for questions about the report or reported information.	Report Overview			
	2-4 Restatements of information a. report restatements of information made from previous reporting periods and explain: i. the reasons for the restatements; ii. the effect of the restatements	a. Certain prior-period information was restated to reflect updated data, refined methodologies, changes in reporting scope, and improvements in data accuracy and comparability. Business travel emissions reported in 2024 have been restated in this report with updated methodology which includes updated EFs sourced from latest DEFRA publication (2025) resulting in increased emissions reported for the year 2024.			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-5 External assurance a. Describe its policy and practice for seeking external assurance, including whether and how the highest governance body and senior executives are involved; b. if the organization's sustainability reporting has been externally assured: i. provide a link or reference to the external assurance report(s) or assurance statement(s); ii. Describe what has been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process; iii. Describe the relationship between the organization and the assurance provider	a. Compliance and Transparency b. Boubyan Bank's sustainability reporting has not been externally assured; therefore, there is no external assurance statement or report to reference, no description of assured content/standards/level/limitations to disclose, and no assurance provider relationship to report.			
	2-6 Activities, value chain and other business relationships a. Report the sector(s) in which it is active; b. Describe its value chain, including: i. the organization's activities, products, services, and markets served; ii. the organization's supply chain; iii. the entities downstream from the organization and their activities; c. report other relevant business relationships; d. Describe significant changes in 2-6-a, 2-6-b, and 2-6-c compared to the previous reporting period	a. About Boubyan Group b. About Boubyan Group, Customer Experience and Satisfaction, and Responsible Supply Chain covers the organization's activities, products and services, and customers. c. Partnerships and Recognition and Responsible Supply Chain d. About Boubyan Group			
	2-7 Employees a. report the total number of employees, and a breakdown of this total by gender and by region; b. report the total 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; c. describe the methodologies and assumptions used to compile the data, including whether the numbers are reported: i. in head count, full-time equivalent (FTE), or using another methodology; ii. at the end of the reporting period, as an average across the reporting period, or using another methodology; d. report contextual information necessary to understand the data reported under 2-7-a and 2-7-b; e. describe significant fluctuations in the number of employees during the reporting period and between reporting periods.	Workforce Profile	e. describe significant fluctuations in the number of employees during the reporting period and between reporting periods.	Information unavailable/incomplete	e. Significant fluctuations in the number of employees during the reporting period and between reporting periods did not occur at Boubyan Bank, Boubyan Capital and Boubyan Takaful.

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-8 Workers who are not employees a. report the total number of workers who are not employees and whose work is controlled by the organization and describe: i. the most common types of workers and their contractual relationship with the organization; ii. the type of work they perform; b. describe the methodologies and assumptions used to compile the data, including whether the number of workers who are not employees is reported: i. in head count, full-time equivalent (FTE), or using another methodology; ii. at the end of the reporting period, as an average across the reporting period, or using another methodology; c. describe significant fluctuations in the number of workers who are not employees during the reporting period and between reporting periods	a. Workforce Profile b. Workforce Profile c. No significant fluctuations			
	2-9 Governance structure and composition a. describe its governance structure, including committees of the highest governance body; b. list 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; c. describe the composition of the highest governance body and its committees by: i. executive and non-executive members; ii. independence; iii. tenure of members on the governance body; iv. number of other significant positions and commitments held by each member, and the nature of the commitments; v. gender; vi. under-represented social groups; vii. competencies relevant to the impacts of the organization; viii. stakeholder representation	Leadership and Oversight			
	2-10 Nomination and selection of the highest governance body a. describe the nomination and selection processes for the highest governance body and its committees; b. describe the criteria used for nominating and selecting highest governance body members, including whether and how the following are taken into consideration: i. views of stakeholders (including shareholders); ii. diversity; iii. independence; iv. competencies relevant to the impacts of the organization	Leadership and Oversight			
	2-11 Chair of the highest governance body a. report whether the chair of the highest governance body is also senior executive in the organization; b. if the chair is also a senior executive, explain their function within the organization's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated	Leadership and Oversight and Governance Practices			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts a. describe 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; b. describe the role of the highest governance body in overseeing the organization's due diligence and other processes to identify and manage the organization's impacts on the economy, environment, and people, including: i. whether and how the highest governance body engages with stakeholders to support these processes; ii. how the highest governance body considers the outcomes of these processes; c. Describe the role of the highest governance body in reviewing the effectiveness of the organization's processes as described in 2-12-b and report the frequency of this review.	Leadership and Oversight			
	2-13 Delegation of responsibility for managing impacts. a. describe how the highest governance body delegates responsibility for managing the organization's impacts on the economy, environment, and people, including: i. whether it has appointed any senior executives with responsibility for the management of impacts; ii. whether it has delegated responsibility for the management of impacts to other employees; b. describe 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.	Leadership and Oversight			
	2-14 Role of the highest governance body in sustainability reporting a. report whether the highest governance body is responsible for reviewing and approving the reported information, including the organization's material topics, and if so, describe the process for reviewing and approving the information; b. if the highest governance body is not responsible for reviewing and approving the reported information, including the organization's material topics, explain the reason for this.	a. Leadership and Oversight	b. if the highest governance body is not responsible for reviewing and approving the reported information, including the organization's material topics, explain the reason for this.	Not applicable	Not applicable, as the report and material ESG disclosures are subject to established senior management review and oversight processes at the Bank.
	2-15 Conflicts of interest a. describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated; b. report whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to: i. cross-board membership; ii. cross-shareholding with suppliers and other stakeholders; iii. existence of controlling shareholders; iv. related parties, their relationships, transactions, and outstanding balances	Governance Practices			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns a. describe whether and how critical concerns are communicated to the highest governance body; b. report the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period	a. Governance Practices b. Additional Indicator			
	2-17 Collective knowledge of the highest governance body a. report measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development.	Leadership and Oversight			
	2-18 Evaluation of the performance of the highest governance body a. describe the processes for evaluating the performance of the highest governance body in overseeing the management of the organization's impacts on the economy, environment, and people; b. report whether the evaluations are independent or not, and the frequency of the evaluations; c. describe actions taken in response to the evaluations, including changes to the composition of the highest governance body and organizational practices.	Leadership and Oversight			
	2-19 Remuneration policies a. describe the remuneration policies for members of the highest governance body and senior executives, including: i. fixed pay and variable pay; ii. sign-on bonuses or recruitment incentive payments; iii. termination payments; iv. claw backs; v. retirement benefits; b. describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance in relation to the management of the organization's impacts on the economy, environment, and people.	Governance Practices, Workplace Policies and Procedures			
	2-20 Process to determine remuneration a. describe the process for designing its remuneration policies and for determining remuneration, including: i. whether independent highest governance body members or an independent remuneration committee oversees the process for determining remuneration; ii. how the views of stakeholders (including shareholders) regarding remuneration are sought and taken into consideration; iii. whether remuneration consultants are involved in determining remuneration and, if so, whether they are independent of the organization, its highest governance body and senior executives; b. report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable	Governance Practices, Workplace Policies and Procedures			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio a. report 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); b. report the 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); c. report contextual information necessary to understand the data and how the data has been compiled.	a. 49 : 1 median and 29:1 average for Boubyan Bank b. The ratio of the percentage increase in annual total compensation for the highest-paid individual to the median percentage increase for all employees, excluding the highest-paid individual, was 1:1 during the reporting period, as both recorded a 5% increase. c. Data calculated includes base pay bonus and grade allowance.			
	2-22 Statement on sustainable development strategy: a. report a statement from the highest governance body or most senior executive of the organization about the relevance of sustainable development to the organization and its strategy for contributing to sustainable development.	Chairman Message and CEO Message			
	2-23 Policy commitments a. describe its policy commitments for responsible business conduct, including: i. the authoritative intergovernmental instruments that the commitments reference; ii. whether the commitments stipulate conducting due diligence; iii. whether the commitments stipulate applying the precautionary principle; iv. whether the commitments stipulate respecting human rights; b. describe its specific policy commitment to respect human rights, including: i. the internationally recognized human rights that the commitment covers; ii. the categories of stakeholders, including at-risk or vulnerable groups, that the organization gives particular attention to in the commitment; c. provide links to the policy commitments if publicly available, or, if the policy commitments are not publicly available, explain the reason for this; d. report the level at which each of the policy commitments was approved within the organization, including whether this is the most senior level; e. report the extent to which the policy commitments apply to the organization's activities and to its business relationships; f. describe how the policy commitments are communicated to workers, business partners, and other relevant parties.	a. Compliance and Transparency, Sustainable Operations, Enterprise Resilience, and Workplace Policies and Procedures b. Workplace Policies and Procedures c. Boubyan Bank publicly discloses certain policy commitments through its website, while others remain internal and are not publicly disclosed due to confidentiality considerations d. Compliance and Transparency, Workplace Policies and Procedures e. Compliance and Transparency, Workplace Policies and Procedures f. Compliance and Transparency, Workplace Policies and Procedures			
	2-24 Embedding policy commitments a. describe how it embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships, including: i. how it allocates responsibility to implement the commitments across different levels within the organization; ii. how it integrates the commitments into organizational strategies, operational policies, and operational procedures; iii. how it implements its commitments with and through its business relationships; iv. training that the organization provides on implementing the commitments.	a-i. Compliance and Transparency, Workplace Policies and Procedures a-ii. Compliance and Transparency, Workplace Policies and Procedures a-iii. Workplace Policies and Procedures, Responsible Supply Chain a-iv. Workplace Policies and Procedures, Professional Growth			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts a. describe its commitments to provide for or cooperate in the remediation of negative impacts that the organization identifies it has caused or contributed to; b. describe its approach to identify and address grievances, including the grievance mechanisms that the organization has established or participates in; c. describe other processes by which the organization provides for or cooperates in the remediation of negative impacts that it identifies it has caused or contributed to; d. describe how the stakeholders who are the intended users of the grievance mechanisms are involved in the design, review, operation, and improvement of these mechanisms; e. describe how the organization tracks the effectiveness of the grievance mechanisms and other remediation processes, and report examples of their effectiveness, including stakeholder feedback	a. Workplace Policies and Procedures, Community Impact b. Compliance and Transparency, Workplace Policies and Procedures c. Workplace Policies and Procedures d. Workplace Policies and Procedures e. Workplace Policies and Procedures			
	2-26 Mechanisms for seeking advice and raising concerns a. describe the mechanisms for individuals to: i. seek advice on implementing the organization's policies and practices for responsible business conduct; ii. raise concerns about the organization's business conduct.	a-i. Employee Engagement a-ii. Compliance and Transparency, Workplace Policies and Procedures			
	2-27 Compliance with laws and regulations a. report the total number of significant instances of non-compliance with laws and regulations during the reporting period, and a breakdown of this total by: i. instances for which fines were incurred; ii. instances for which non-monetary sanctions were incurred; b. report the total number and the monetary value of fines for instances of non-compliance with laws and regulations that were paid during the reporting period, and a breakdown of this total by: i. fines for instances of non-compliance with laws and regulations that occurred in the current reporting period; ii. fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods; c. describe the significant instances of non-compliance; d. describe how it has determined significant instances of non-compliance	Compliance and Transparency			
	2-28 Membership associations a. report industry associations, other membership associations, and national or international advocacy organizations in which it participates in a significant role	Partnerships and Recognition			
	2-29 Approach to stakeholder engagement a. describe its approach to engaging with stakeholders, including: i. the categories of stakeholders it engages with, and how they are identified; ii. the purpose of the stakeholder engagement; iii. how the organization seeks to ensure meaningful engagement with stakeholders	Stakeholder Engagement			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>GRI 2: General Disclosures 2021</b>	2-30 Collective bargaining agreements a. report the percentage of total employees covered by collective bargaining agreements; b. for employees not covered by collective bargaining agreements, report whether the organization determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organizations.		a. report the percentage of total employees covered by collective bargaining agreements; b. for employees not covered by collective bargaining agreements, report whether the organization determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organizations.	Not applicable	Reporting the percentage of total employees covered by collective bargaining agreements, and whether working conditions and terms of employment for employees not covered are determined based on collective bargaining agreements, does not apply to Boubyan Bank as there are no collective bargaining organization in the Kuwaiti banking sector.
<b>Material topics</b>					
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics a. describe the process it has followed to determine its material topics, including: i. how it has identified actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights, across its activities and business relationships; ii. how it has prioritized the impacts for reporting based on their significance; b. specify the stakeholders and experts whose views have informed the process of determining its material topics	Reinforcing our ESG Priorities	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.		
	3-2 List of material topics a. list its material topics; b. report changes to the list of material topics compared to the previous reporting period.	Reinforcing our ESG Priorities			
<b>Sustainable Finance</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainable Growth			
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed a. direct economic value generated and distributed (EVG&D) on an accruals basis, including the basic components for the organization's global operations as listed below. If data are presented on a cash basis, report the justification for this decision in addition to reporting the following basic components: i. direct economic value generated: revenues; ii. economic value distributed: operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments; iii. economic value retained: 'direct economic value generated' less 'economic value distributed'. b. where significant, report EVG&D separately at country, regional, or market levels, and the criteria used for defining significance.	a. Market Presence and Growth b. <a href="#">2025 Annual Report</a>			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>GRI 201: Economic Performance 2016</b>	201-2 Financial implications and other risks and opportunities due to climate change a. risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue, or expenditure, including: i. a description of the risk or opportunity and its classification as either physical, regulatory, or other; ii. a description of the impact associated with the risk or opportunity; iii. the financial implications of the risk or opportunity before action is taken; iv. the methods used to manage the risk or opportunity; v. the costs of actions taken to manage the risk or opportunity.	Enterprise Risk Resilience			
	201-3 Defined benefit plan obligations and other retirement plans a. if the plan's liabilities are met by the organization's general resources, the estimated value of those liabilities. b. if a separate fund exists to pay the plan's pension liabilities: i. the extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them; ii. the basis on which that estimate has been arrived at; iii. when that estimate was made. c. if a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work towards full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage. d. percentage of salary contributed by employee or employer. e. level of participation in retirement plans, such as participation in mandatory or voluntary schemes, regional, or country-based schemes, or those with financial impact	Employee Engagement, <a href="#">2025 Annual Report</a>			
	201-4 Financial assistance received from government a. total monetary value of financial assistance received by the organization from any government during the reporting period, including: i. tax relief and tax credits; ii. subsidies; iii. investment grants, research and development grants, and other relevant types of grant; iv. awards; v. royalty holidays; vi. financial assistance from Export Credit Agencies (ECAs); vii. financial incentives; viii. other financial benefits received or receivable from any government for any operation. b. The information in 201-4-a by country. c. Whether, and the extent to which, any government is present in the shareholding structure.	No financial assistance was received from any government during the reporting period.			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>Financial Inclusion, Literacy &amp; Accountability</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Inclusive and Accessible Banking			
<b>GRI 417: Marketing and Labeling 2016</b>	417-1 Requirements for product and service information and labeling a. Whether each of the following types of information is required by the organization's procedures for product and service information and labeling: i. The sourcing of components of the product or service; ii. Content, particularly with regard to substances that might produce an environmental or social impact; iii. Safe use of the product or service; iv. Disposal of the product and environmental or social impacts; v. Other (explain). b. Percentage of significant product or service categories covered by and assessed for compliance with such procedures.		a. Whether each of the following types of information is required by the organization's procedures for product and service information and labeling: i. The sourcing of components of the product or service; ii. Content, particularly with regard to substances that might produce an environmental or social impact; iii. Safe use of the product or service; iv. Disposal of the product and environmental or social impacts; v. Other (explain). b. Percentage of significant product or service categories covered by and assessed for compliance with such procedures.	Not applicable	Not applicable to the Bank's activities, as Boubyan does not manufacture or sell physical products and therefore does not engage in product labeling related to component sourcing, product contents, disposal instructions, or associated environmental or social warnings.
	417-2 Incidents of non-compliance concerning product and service information and labeling a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling, by: i. incidents of non-compliance with regulations resulting in a fine or penalty; ii. incidents of non-compliance with regulations resulting in a warning; iii. incidents of non-compliance with voluntary codes. b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.	Boubyan Bank complies with applicable CBK regulations and did not detect any incidents of non-compliance related to product and service information and labeling.			
	417-3 Incidents of non-compliance concerning marketing communications a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by: i. incidents of non-compliance with regulations resulting in a fine or penalty; ii. incidents of non-compliance with regulations resulting in a warning; iii. incidents of non-compliance with voluntary codes. b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.	Boubyan Bank complies with applicable CBK regulations and did not detect any incidents of non-compliance related to market communication.			

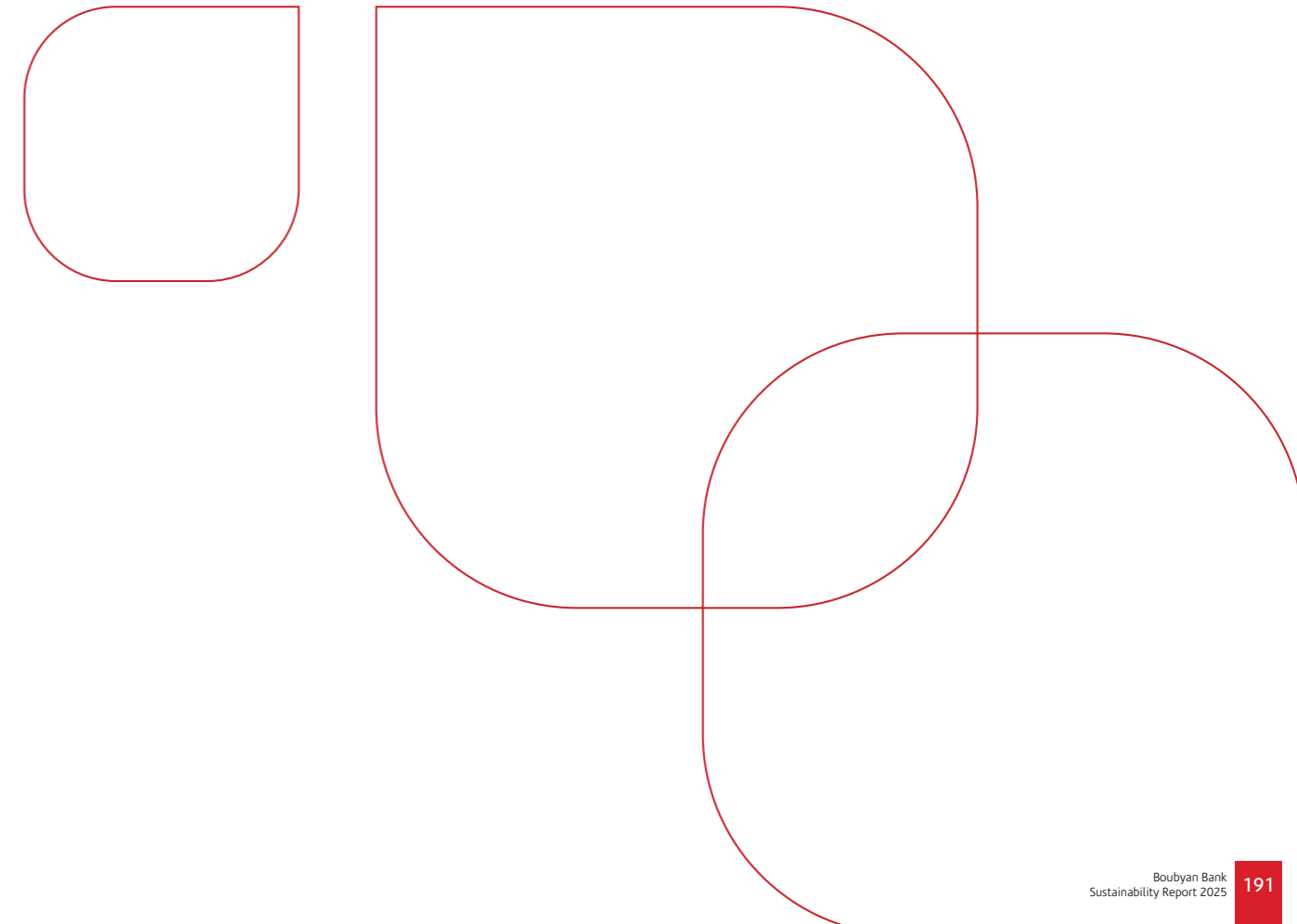
GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>Community impact</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Community Impact, Additional Indicator			
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported a. extent of development of significant infrastructure investments and services supported. b. current or expected impacts on communities and local economies, including positive and negative impacts where relevant. c. whether these investments and services are commercial, in-kind, or pro bono engagements.	a. Community Impact, Sustainable Growth c. Community Impact, Sustainable Growth	b. current or expected impacts on communities and local economies, including positive and negative impacts where relevant.	Information unavailable/incomplete	Information on current or expected impacts on communities and local economies, including positive and negative impacts is not measured at the Bank.
	203-2 Significant indirect economic impacts; a. examples of significant identified indirect economic impacts of the organization, including positive and negative impacts. b. significance of the indirect economic impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.	Community Impact, Sustainable Growth			
<b>Corporate Governance and Compliance</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Leadership and Oversight, Governance Practices, Compliance and Transparency, Enterprise Resilience, Cybersecurity and Data Privacy			
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption a. total number and percentage of operations assessed for risks related to corruption. b. significant risks related to corruption identified through the risk assessment.	Enterprise Risk Resilience			
	205-2 Communication and training about anti-corruption policies and procedures a. total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region. b. total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region. c. total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region. Describe if the organization's anti-corruption policies and procedures have been communicated to any other persons or organizations. d. total number and percentage of governance body members that have received training on anti-corruption, broken down by region. e. total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.	a. Additional Indicator b. Additional Indicator c. Additional Indicator d. Training and Development e. Training and Development			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>GRI 205: Anti-corruption 2016</b>	205-3 Confirmed incidents of corruption and actions taken a. total number and nature of confirmed incidents of corruption. b. total number of confirmed incidents in which employees were dismissed or disciplined for corruption. c. total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption. d. public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.	Compliance and Transparency			
<b>GRI 206: Anti-competitive Behavior 2016</b>	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 b. main outcomes of completed legal actions, including any decisions or judgements	No legal cases occurred during the reporting year			
<b>Sustainable Resource Management</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainable Operations			
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization a. total fuel consumption within the organization from non-renewable sources, in joules or multiples, and including fuel types used. b. total fuel consumption within the organization from renewable sources, in joules or multiples, and including fuel types used. c. in joules, watt-hours or multiples, the total: i. electricity consumption ii. heating consumption iii. cooling consumption iv. steam consumption d. in joules, watt-hours or multiples, the total: i. electricity sold ii. heating sold iii. cooling sold iv. steam sold e. total energy consumption within the organization, in joules or multiples. f. standards, methodologies, assumptions, and/or calculation tools used. g. source of the conversion factors used.	a. Sustainable Operations b. None c. Sustainable Operations d. None e. Sustainable Operations f. Sustainable Operations g. Sustainable Operations			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>GRI 302: Energy 2016</b>	302-2 Energy consumption outside of the organization a. energy consumption outside of the organization, in joules or multiples. b. standards, methodologies, assumptions, and/or calculation tools used. c. source of the conversion factors used		a. energy consumption outside of the organization, in joules or multiples. b. standards, methodologies, assumptions, and/or calculation tools used. c. source of the conversion factors used	Information unavailable/incomplete	Information on energy consumption outside of the organization is currently not available.
	302-3 Energy intensity a. energy intensity ratio for the organization. b. organization-specific metric (the denominator) chosen to calculate the ratio. c. types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all. d. whether the ratio uses energy consumption within the organization, outside of it, or both.	Sustainable Operations			
	302-4 Reduction of energy consumption a. amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples. b. types of energy included in the reductions; whether fuel, electricity, heating, cooling, steam, or all. c. basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. d. standards, methodologies, assumptions, and/or calculation tools used.	The bank did not calculate energy reductions specific to any conservation and efficiency initiative that could have been implemented.			
	302-5 Reductions in energy requirements of products and services a. reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples. b. basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. c. standards, methodologies, assumptions, and/or calculation tools used.		a. reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples. b. basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. c. standards, methodologies, assumptions, and/or calculation tools used.	Not applicable	Information on energy requirements of sold products and services is not applicable to the Bank's operations due to the nature of its products and services.

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>Carbon Footprint</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainable Operations, Carbon Footprint			
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource a. a description of how the organization interacts with water, including how and where water is withdrawn, consumed, and discharged, and the water-related impacts the organization has caused or contributed to, or that are directly linked to its operations, products, or services by its business relationships (e.g., impacts caused by runoff). b. a description of the approach used to identify water-related impacts, including the scope of assessments, their timeframe, and any tools or methodologies used. c. a description of how water-related impacts are addressed, including how the organization works with stakeholders to steward water as a shared resource, and how it engages with suppliers or customers with significant water-related impacts. d. an explanation of the process for setting any water-related goals and targets that are part of the organization's approach to managing water and effluents, and how they relate to public policy and the local context of each area with water stress.			Information unavailable/incomplete	The Bank does not have a formal methodology identified or an approach used to identify water-related impacts, and how they are addressed. Additionally, no targets have been set for water-related goals for the Bank.
	303-2 Management of water discharge-related impacts a. a description of any minimum standards set for the quality of effluent discharge, and how these minimum standards were determined, including: i. how standards for facilities operating in locations with no local discharge requirements were determined; ii. any internally developed water quality standards or guidelines; iii. any sector-specific standards considered; iv. whether the profile of the receiving waterbody was considered.			Not applicable	Information about impacts specific to water discharge is not applicable to Boubyan Bank due to the nature of its operations and how water resources are primarily used in across its operations.

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>GRI 303: Water and Effluents 2018</b>	303-3 Water withdrawal a. total water withdrawal from all areas in megaliters, and a breakdown of this total by the following sources, if applicable: i. Surface water; ii. Groundwater; iii. Seawater; iv. Produced water; v. Third-party water. b. total water withdrawal from all areas with water stress in megaliters, and a breakdown of this total by the following sources, if applicable: i. Surface water; ii. Groundwater; iii. Seawater; iv. Produced water; v. Third-party water, and a breakdown of this total by the withdrawal sources listed in i-iv. c. a breakdown of total water withdrawal from each of the sources listed in Disclosures 303-3-a and 303-3-b in megaliters by the following categories: i. Freshwater (≤1,000 mg/L Total Dissolved Solids); ii. Other water (>1,000 mg/L Total Dissolved Solids). d. any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.			Information unavailable/incomplete	Water source is from utility provider, therefore information on water withdrawal is not currently available at Boubyan Bank.



GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 303: Water and Effluents 2018	<p>303-4 Water discharge</p> <p>a. total water discharge to all areas in megaliters, and a breakdown of this total by the following types of destination, if applicable:</p> <p>i. Surface water;</p> <p>ii. Groundwater;</p> <p>iii. Seawater;</p> <p>iv. Third-party water, and the volume of this total sent for use to other organizations, if applicable.</p> <p>b. a breakdown of total water discharge to all areas in megaliters by the following categories:</p> <p>i. Freshwater (<math>\leq 1,000</math> mg/L Total Dissolved Solids);</p> <p>ii. Other water (<math>&gt; 1,000</math> mg/L Total Dissolved Solids).</p> <p>c. total water discharge to all areas with water stress in megaliters, and a breakdown of this total by the following categories:</p> <p>i. Freshwater (<math>\leq 1,000</math> mg/L Total Dissolved Solids);</p> <p>ii. Other water (<math>&gt; 1,000</math> mg/L Total Dissolved Solids).</p> <p>d. priority substances of concern for which discharges are treated, including:</p> <p>i. how priority substances of concern were defined, and any international standard, authoritative list, or criteria used;</p> <p>ii. the approach for setting discharge limits for priority substances of concern;</p> <p>iii. number of incidents of non-compliance with discharge limits.</p> <p>e. any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.</p>			Information unavailable/incomplete	Information about impacts specific to water discharge is not applicable to Boubyan Bank due to the nature of its operations and how water resources are primarily used in across its operations.

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 303: Water and Effluents 2018	<p>303-5 Water consumption</p> <p>a. total water consumption from all areas in megaliters.</p> <p>b. total water consumption from all areas with water stress in megaliters.</p> <p>c. change in water storage in megaliters, if water storage has been identified as having a significant water-related impact.</p> <p>d. any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used, including whether the information is calculated, estimated, modeled, or sourced from direct measurements, and the approach taken for this, such as the use of any sector-specific factors.</p>	a. The total water withdrawn is 3,520,964 gallons. The water is supplied by the Ministry of Electricity, Water and Renewable Energy (MEW) for the break up on water body sources is currently unavailable.	c. change in water storage in megaliters, if water storage has been identified as having a significant water-related impact.	Information unavailable/incomplete	Details on changes in water storage is not currently measured or available for the Bank's areas of operations.
GRI 306: Waste 2020	<p>306-1 Waste generation and significant waste-related impacts</p> <p>a. For the organization's significant actual and potential waste-related impacts, a description of:</p> <p>i. the inputs, activities, and outputs that lead or could lead to these impacts;</p> <p>ii. whether these impacts relate to waste generated in the organization's own activities or to waste generated upstream or downstream in its value chain.</p>	Sustainable Operations			
	<p>306-2 Management of significant waste-related impacts</p> <p>a. actions, including circularity measures, taken to prevent waste generation in the organization's own activities and upstream and downstream in its value chain, and to manage significant impacts from waste generated.</p> <p>b. if the waste generated by the organization in its own activities is managed by a third party, a description of the processes used to determine whether the third party manages the waste in line with contractual or legislative obligations.</p> <p>c. The processes used to collect and monitor waste-related data.</p>	Sustainable Operations			
	<p>306-3 Waste generated</p> <p>a. total weight of waste generated in metric tons, and a breakdown of this total by composition of the waste.</p> <p>b. contextual information necessary to understand the data and how the data has been compiled.</p>		a. total weight of waste generated in metric tons, and a breakdown of this total by composition of the waste.	Information unavailable/incomplete	The Bank currently only monitors data relating to waste management through recycling paper waste and does not currently measure the total amount/ weight of waste generated and its composition across its operations.

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>GRI 306: Waste 2020</b>	306-4 Waste diverted from disposal a. total weight of waste diverted from disposal in metric tons, and a breakdown of this total by composition of the waste. b. total weight of hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations: i. Preparation for reuse; ii. Recycling; iii. Other recovery operations. c. total weight of non-hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations: i. Preparation for reuse; ii. Recycling; iii. Other recovery operations. d. for each recovery operation listed in Disclosures 306-4-b and 306-4-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste diverted from disposal: i. onsite; ii. offsite. e. contextual information necessary to understand the data and how the data has been compiled.	a. Sustainable Operations	b. total weight of hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations: i. Preparation for reuse; ii. Recycling; iii. Other recovery operations. c. total weight of non-hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations: i. Preparation for reuse; ii. Recycling; iii. Other recovery operations. d. for each recovery operation listed in Disclosures 306-4-b and 306-4-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste diverted from disposal: i. onsite; ii. offsite. e. contextual information necessary to understand the data and how the data has been compiled.	Information unavailable/incomplete	The Bank currently only monitors data relating to waste management through recycling paper waste and does not currently measure the total amount/weight of waste generated and its composition across its operations.

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>GRI 306: Waste 2020</b>	306-5 Waste directed to disposal a. total weight of waste directed to disposal in metric tons, and a breakdown of this total by composition of the waste. b. total weight of hazardous waste directed to disposal in metric tons, and a breakdown of this total by the following disposal operations: i. Incineration (with energy recovery); ii. Incineration (without energy recovery); iii. Landfilling; iv. Other disposal operations. c. total weight of non-hazardous waste directed to disposal in metric tons, and a breakdown of this total by the following disposal operations: i. Incineration (with energy recovery); ii. Incineration (without energy recovery); iii. Landfilling; iv. Other disposal operations. d. for each disposal operation listed in Disclosures 306-5-b and 306-5-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste directed to disposal: i. onsite; ii. offsite. e. contextual information necessary to understand the data and how the data has been compiled.		a. total weight of waste directed to disposal in metric tons, and a breakdown of this total by composition of the waste. b. total weight of hazardous waste directed to disposal in metric tons, and a breakdown of this total by the following disposal operations: i. Incineration (with energy recovery); ii. Incineration (without energy recovery); iii. Landfilling; iv. Other disposal operations. c. total weight of non-hazardous waste directed to disposal in metric tons, and a breakdown of this total by the following disposal operations: i. Incineration (with energy recovery); ii. Incineration (without energy recovery); iii. Landfilling; iv. Other disposal operations. d. for each disposal operation listed in Disclosures 306-5-b and 306-5-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste directed to disposal: i. onsite; ii. offsite. e. contextual information necessary to understand the data and how the data has been compiled.	Information unavailable/incomplete	The Bank currently only monitors data relating to waste management through recycling paper waste and does not currently measure the total amount/weight of waste generated and its composition across its operations.
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions a. Gross direct (Scope 1) GHG emissions in metric tons of CO2 equivalent. b. Gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. c. Biogenic CO2 emissions in metric tons of CO2 equivalent. d. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used.	a. Carbon Footprint b. Carbon Footprint c. Not measured d. Carbon Footprint e. Carbon Footprint f. Carbon Footprint g. Carbon Footprint			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO2 equivalent. b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO2 equivalent. c. If available, the gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. d. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used.	a. Carbon Footprint d. Carbon Footprint e. Carbon Footprint f. Carbon Footprint g. Carbon Footprint	b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO2 equivalent. c. If available, the gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all.	Information unavailable/ incomplete	The emission factors sources used do not mention the types of gases included in the EF. Additionally, Scope 2 emissions were calculated using location-based approach, therefore, market-based emissions are not applicable.
	305-3 Other indirect (Scope 3) GHG emissions a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO2 equivalent. b. If available, the gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. c. Biogenic CO2 emissions in metric tons of CO2 equivalent. d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation. e. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. g. Standards, methodologies, assumptions, and/or calculation tools used.	a. Carbon Footprint d. Carbon Footprint e. Carbon Footprint f. Carbon Footprint g. Carbon Footprint	b. If available, the gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. c. Biogenic CO2 emissions in metric tons of CO2 equivalent.	Information unavailable/ incomplete	The Bank does not consume biofuels and EFs used for scope 3 were in terms CO2 equivalent for which the EF source did not include breakdown of gases included.
	305-4 GHG emissions intensity a. GHG emissions intensity ratio for the organization. b. Organization-specific metric (the denominator) chosen to calculate the ratio. c. Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). d. Gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all.	Carbon Footprint			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions a. GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO2 equivalent. b. Gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. c. Base year or baseline, including the rationale for choosing it. d. Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). e. Standards, methodologies, assumptions, and/or calculation tools used.	a. Boubyan Bank does not currently calculate reduced emissions specific to emission reduction initiatives that have been implemented during the reporting period.	b. Gases included in the calculation; whether CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. c. Base year or baseline, including the rationale for choosing it. d. Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). e. Standards, methodologies, assumptions, and/or calculation tools used.	Information unavailable/ incomplete	Boubyan Bank does not currently calculate emissions reduction specific to emission reduction initiatives that have been implemented during the reporting period. Therefore, information on gases included, baseline, scopes, and methodology calculations are not available at the Bank.
	305-6 Emissions of ozone-depleting substances (ODS) a. Production, imports, and exports of ODS in metric tons of CFC-11 (trichlorofluoromethane) equivalent. b. Substances included in the calculation. c. Source of the emission factors used. d. Standards, methodologies, assumptions, and/or calculation tools used.		a. Production, imports, and exports of ODS in metric tons of CFC-11 (trichlorofluoromethane) equivalent. b. Substances included in the calculation. c. Source of the emission factors used. d. Standards, methodologies, assumptions, and/or calculation tools used.	Information unavailable/ incomplete	The Bank does not have information available on emissions of ozone-depleting substances (ODS) as it is not calculated at the Bank due to the nature of the Bank's operations.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions a. Significant air emissions, in kilograms or multiples, for each of the following: i. NOx ii. SOx iii. Persistent organic pollutants (POP) iv. Volatile organic compounds (VOC) v. Hazardous air pollutants (HAP) vi. Particulate matter (PM) vii. Other standard categories of air emissions identified in relevant regulations b. Source of the emission factors used. c. Standards, methodologies, assumptions, and/or calculation tools used		a. Significant air emissions, in kilograms or multiples, for each of the following: i. NOx ii. SOx iii. Persistent organic pollutants (POP) iv. Volatile organic compounds (VOC) v. Hazardous air pollutants (HAP) vi. Particulate matter (PM) vii. Other standard categories of air emissions identified in relevant regulations b. Source of the emission factors used. c. Standards, methodologies, assumptions, and/or calculation tools used	Information unavailable/ incomplete	The Bank does not have information available specific to NOx, SOx, and other significant air emissions as it is not calculated at the Bank due to the nature of the Bank's operations.
Responsible Procurement and Supply Chain					
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Supply Chain			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers a. percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally). b. the organization's geographical definition of 'local'. c. the definition used for 'significant locations of operation'.	a. Responsible Supply Chain b. Responsible Supply Chain c. Kuwait			
<b>GRI 308: Supplier Environmental Assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria a. Percentage of new suppliers that were screened using environmental criteria.		a. Percentage of new suppliers that were screened using environmental criteria.	Information unavailable/incomplete	Data on suppliers screened using environmental criteria is not available as the Bank does not measure or track this information.
	308-2 Negative environmental impacts in the supply chain and actions taken a. Number of suppliers assessed for environmental impacts. b. Number of suppliers identified as having significant actual and potential negative environmental impacts. c. Significant actual and potential negative environmental impacts identified in the supply chain. d. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment. e. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why.		a. Number of suppliers assessed for environmental impacts. b. Number of suppliers identified as having significant actual and potential negative environmental impacts. c. Significant actual and potential negative environmental impacts identified in the supply chain. d. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment. e. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why.	Information unavailable/incomplete	Data on the suppliers assessed for negative environmental impacts in the supply chain and actions taken is not available as the Bank does not measure or track this information.
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor a. Operations and suppliers considered to have significant risk for incidents of: i. child labor; ii. young workers exposed to hazardous work. b. Operations and suppliers considered to have significant risk for incidents of child labor either in terms of: i. type of operation (such as manufacturing plant) and supplier; ii. countries or geographic areas with operations and suppliers considered at risk. c. Measures taken by the organization in the reporting period intended to contribute to the effective abolition of child labor.	Due to the nature of the Bank's supply chain, the risk of operations and/or suppliers being at risk at any of those factors is minimal. However, Boubyan has introduced an Annex to enforce sustainability on suppliers to ensure that the supply chain falls under such umbrella. This annex is part of the major bank's contracts.			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor. a. Operations and suppliers considered to have significant risk for incidents of forced or compulsory labor either in terms of: i. type of operation (such as manufacturing plant) and supplier; ii. countries or geographic areas with operations and suppliers considered at risk. b. Measures taken by the organization in the reporting period intended to contribute to the elimination of all forms of forced or compulsory labor.	Due to the nature of the Bank's supply chain, the risk of operations and/or suppliers being at risk at any of those factors is minimal. However, Boubyan has introduced an Annex to enforce sustainability on suppliers to ensure that the supply chain falls under such umbrella. This annex is part of the major bank's contracts.			
<b>GRI 414: Supplier Social Assessment 2016</b>	414-1 New suppliers that were screened using social criteria a. Percentage of new suppliers that were screened using social criteria.	The Bank has not yet incorporated new supplier screening criteria specifically for social. The Annex. On sustainability that has been introduced to all major contracts where focusing mainly on the environmental effect. However, child labor was specifically mentioned (as part of the social aspect of ESG) in the Annex-introduction.			
	414-2 Negative social impacts in the supply chain and actions taken a. Number of suppliers assessed for social impacts. b. Number of suppliers identified as having significant actual and potential 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. e. Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment, and why.	The Bank has not yet incorporated new screening processes that include social criteria. Therefore, no detailed data is available on the negative social impacts in the supply chain and does not apply to Boubyan Bank.			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>Employee Wellbeing and Diversity</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Workforce Profile, Workplace Policies and Procedures, Employee Engagement, and Professional Growth			
<b>GRI 202: Market Presence 2016</b>	202-1 Ratios of standard entry level wage by gender compared to local minimum wage a. when a significant proportion of employees are compensated based on wages subject to minimum wage rules, report the relevant ratio of the entry level wage by gender at significant locations of operation to the minimum wage. b. when a significant proportion of other workers (excluding employees) performing the organization's activities are compensated based on wages subject to minimum wage rules, describe the actions taken to determine whether these workers are paid above the minimum wage. c. whether a local minimum wage is absent or variable at significant locations of operation, by gender. In circumstances in which different minimums can be used as a reference, report which minimum wage is being used. d. The definition used for 'significant locations of operation'.	a. Workplace Policies and Procedures b. The Bank compensates all workers in compliance with Kuwait's minimum wage laws. c. Workplace Policies and Procedures d. Kuwait only for the disclosure of wages			
	202-2 Proportion of senior management hired from the local community a. percentage of senior management at significant locations of operation that are hired from the local community. b. the definition used for 'senior management'. c. the organization's geographical definition of 'local'. d. the definition used for 'significant locations of operation'.	a. Workforce Profile b. Workforce Profile c. Workforce Profile d. Operations in Kuwait only			
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover a. Total number and rate of new employee hires during the reporting period, by age group, gender and region. b. Total number and rate of employee turnover during the reporting period, by age group, gender and region.	Workforce Profile			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees a. Benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum: i. life insurance; ii. health care; iii. disability and invalidity coverage; iv. parental leave; v. retirement provision; vi. stock ownership; vii. others. b. The definition used for 'significant locations of operation'.	a. Employee Engagement b. Workplace Policies and Procedures			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>GRI 401: Employment 2016</b>	401-3 Parental leave a. Total number of employees that were entitled to parental leave, by gender. b. Total number of employees that took parental leave, by gender. c. Total number of employees that returned to work in the reporting period after parental leave ended, by gender. d. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender. e. Return to work and retention rates of employees that took parental leave, by gender.	Employee Engagement			
<b>GRI 402: Labor/Management Relations 2016</b>	402-1 Minimum notice periods regarding operational changes a. Minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them. b. For organizations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.	a. Workplace Policies and Procedures	b. For organizations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.	Not applicable	Not applicable to Boubyan Bank as employees in the Kuwaiti banking sector are not covered by collective bargaining agreements.
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system a. Please report whether an occupational health and safety management system has been implemented. If applicable, specify: i. Whether the system was implemented due to legal requirements, including a list of those requirements. ii. Whether the system was implemented based on recognized risk management and/or management system standards or guidelines, including a list of those standards/guidelines. b. A description of the scope of workers, activities, and workplaces covered by the occupational health and safety management system, and an explanation of whether and, if so, why any workers, activities, or workplaces are not covered.	Workplace Policies and Procedures			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>GRI 403: Occupational Health and Safety 2018</b>	403-2 Hazard identification, risk assessment, and incident investigation a. A description of the processes used to identify work-related hazards and assess risks on a routine and non-routine basis, and to apply the hierarchy of controls in order to eliminate hazards and minimize risks, including: i. how the organization ensures the quality of these processes, including the competency of persons who carry them out; ii. how the results of these processes are used to evaluate and continually improve the occupational health and safety management system. b. A description of the processes for workers to report work-related hazards and hazardous situations, and an explanation of how workers are protected against reprisals. c. A description of the 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. d. A description of the processes used to investigate work-related incidents, including the processes to identify hazards and assess risks relating to the incidents, to determine corrective actions using the hierarchy of controls, and to determine improvements needed in the occupational health and safety management system.	Workplace Policies and Procedures			
	403-3 Occupational health services a. A description of the occupational health services' functions that contribute to the identification and elimination of hazards and minimization of risks, and an explanation of how the organization ensures the quality of these services and facilitates workers' access to them.	Workplace Policies and Procedures			
	403-4 Worker participation, consultation, and communication on occupational health and safety a. A description of the processes for worker participation and consultation in the development, implementation, and evaluation of the occupational health and safety management system, and for providing access to and communicating relevant information on occupational health and safety to workers. b. Where formal joint management-worker health and safety committees exist, a description of their responsibilities, meeting frequency, decision-making authority, and whether and, if so, why any workers are not represented by these committees.	a. Workplace Policies and Procedures b. The Bank does not have a health and safety committee.			
	403-5 Worker training on occupational health and safety a. A description of any occupational health and safety training provided to workers, including generic training as well as training on specific work-related hazards, hazardous activities, or hazardous situations	Workplace Policies and Procedures and Professional Growth			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>GRI 403: Occupational Health and Safety 2018</b>	403-6 Promotion of worker health a. An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided. b. A description of any voluntary health promotion services and programs offered to workers to address major non-work-related health risks, including the specific health risks addressed, and how the organization facilitates workers' access to these services and programs.	Employee Engagement			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships a. A description of the organization's approach to preventing or mitigating significant negative occupational health and safety impacts that are directly linked to its operations, products, or services by its business relationships, and the related hazards and risks.	Workplace Policies and Procedures			
	403-8 Workers covered by an occupational health and safety management system a. If the organization has implemented an occupational health and safety management system based on legal requirements and/or recognized standards/guidelines: i. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system; ii. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been internally audited; iii. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been audited or certified by an external party. b. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. c. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.		a. If the organization has implemented an occupational health and safety management system based on legal requirements and/or recognized standards/guidelines: i. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system; ii. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been internally audited; iii. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been audited or certified by an external party. b. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. c. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	Information unavailable/incomplete	Information on workers covered by an occupational health and safety management is not currently available at Boubyan Bank.

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>GRI 403: Occupational Health and Safety 2018</b>	403-9 Work-related injuries a. For all employees: i. The number and rate of fatalities as a result of work-related injury; ii. The number and rate of high-consequence work-related injuries (excluding fatalities); iii. The number and rate of recordable work-related injuries; iv. The main types of work-related injury; v. The number of hours worked. b. For all workers who are not employees but whose work and/or workplace is controlled by the organization: i. The number and rate of fatalities as a result of work-related injury; ii. The number and rate of high-consequence work-related injuries (excluding fatalities); iii. The number and rate of recordable work-related injuries; iv. The main types of work-related injury; v. The number of hours worked. c. The work-related hazards that pose a risk of high-consequence injury, including: i. how these hazards have been determined; ii. which of these hazards have caused or contributed to high-consequence injuries during the reporting period; iii. actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls. d. Any actions taken or underway to eliminate other work-related hazards and minimize risks using the hierarchy of controls. e. Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked. f. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. g. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.		a. For all employees: i. The number and rate of fatalities as a result of work-related injury; ii. The number and rate of high-consequence work-related injuries (excluding fatalities); iii. The number and rate of recordable work-related injuries; iv. The main types of work-related injury; v. The number of hours worked. b. For all workers who are not employees but whose work and/or workplace is controlled by the organization: i. The number and rate of fatalities as a result of work-related injury; ii. The number and rate of high-consequence work-related injuries (excluding fatalities); iii. The number and rate of recordable work-related injuries; iv. The main types of work-related injury; v. The number of hours worked. c. The work-related hazards that pose a risk of high-consequence injury, including: i. how these hazards have been determined; ii. which of these hazards have caused or contributed to high-consequence injuries during the reporting period; iii. actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls. d. Any actions taken or underway to eliminate other work-related hazards and minimize risks using the hierarchy of controls. e. Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked. f. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. g. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	Information unavailable/incomplete	Information on work-related injuries is not currently available from the organization.

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>GRI 403: Occupational Health and Safety 2018</b>	403-10 Work-related ill health a. For all employees: i. The number of fatalities as a result of work-related ill health; ii. The number of cases of recordable work-related ill health; iii. The main types of work-related ill health. b. For all workers who are not employees but whose work and/or workplace is controlled by the organization: i. The number of fatalities as a result of work-related ill health; ii. The number of cases of recordable work-related ill health; iii. The main types of work-related ill health. c. The work-related hazards that pose a risk of ill health, including: i. how these hazards have been determined; ii. which of these hazards have caused or contributed to cases of ill health during the reporting period. iii. actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls. iv. whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. d. any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.			Not applicable	Not applicable since Boubyan Bank is a financial institution.
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee a. Average hours of training that the organization's employees have undertaken during the reporting period, by: i. gender; ii. employee category.	Professional Growth			
	404-2 Programs for upgrading employee skills and transition assistance programs a. Type and scope of programs implemented and assistance provided to upgrade employee skills. b. Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.	a. Professional Growth b. Employee Engagement			
	404-3 Percentage of employees receiving regular performance and career development reviews a. Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.	Professional Growth			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees a. Percentage of individuals within the organization's governance bodies in each of the following diversity categories: i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups). b. Percentage of employees per employee category in each of the following diversity categories: i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).	Leadership and Oversight, Workforce Profile			
	405-2 Ratio of basic salary and remuneration of women to men a. Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation. b. The definition used for 'significant locations of operation'.	Workplace Policies and Procedures			
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken a. Total number of incidents of discrimination during the reporting period. b. Status of the incidents and actions taken with reference to the following: i. Incident reviewed by the organization; ii. Remediation plans being implemented; iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes; iv. Incident no longer subject to action.	Workplace Policies and Procedures			
<b>Stakeholder Engagement</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Stakeholder Engagement, Community Impact			
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs a. Percentage of operations with implemented local community engagement, impact assessments, and/or development programs, including the use of: i. social impact assessments, including gender impact assessments, based on participatory processes; ii. environmental impact assessments and ongoing monitoring; iii. public disclosure of results of environmental and social impact assessments; iv. local community development programs based on local communities' needs; v. stakeholder engagement plans based on stakeholder mapping; vi. broad based local community consultation committees and processes that include vulnerable groups; vii. works councils, occupational health and safety committees and other worker representation bodies to deal with impacts; viii. formal local community grievance processes.	Community Impact			

GRI Standard/ Other Source	Disclosure	Location	Omission		
			Requirement(s) Omitted	Reason	Explanation
<b>GRI 413: Local Communities 2016</b>	413-2 Operations with significant actual and potential negative impacts on local communities a. Operations with significant actual and potential negative impacts on local communities, including: i. the location of the operations; ii. the significant actual and potential negative impacts of operations.		a. Operations with significant actual and potential negative impacts on local communities, including: i. the location of the operations; ii. the significant actual and potential negative impacts of operations.	Information unavailable/incomplete	Assessment of the significant actual and potential negative impacts on local communities to identify and actual and potential negative impacts on local communities is currently not conducted by the Bank.
<b>Cybersecurity and Data Privacy</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Enterprise Resilience, Cybersecurity and Data Privacy			
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data a. Total number of substantiated complaints received concerning breaches of customer privacy, categorized by: i. complaints received from outside parties and substantiated by the organization; ii. complaints from regulatory bodies. b. Total number of identified leaks, thefts, or losses of customer data. c. If the organization has not identified any substantiated complaints, a brief statement of this fact is sufficient.	Cybersecurity and Data Privacy			
<b>Innovative Digital Solutions</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Operational Efficiency			
<b>Customer Experience and Satisfaction</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Customer Experience and Satisfaction			
<b>Risk Management and Resilience</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Enterprise Resilience, Cybersecurity and Data Privacy			

## Boursa Kuwait Index

Metric	Description	Section/Answer
<b>Environmental</b>		
Greenhouse Gas (GHG) Emissions (Scope 1 & 2)	Total direct (Scope 1) and energy indirect (Scope 2) GHG emissions, in tones of CO <sub>2</sub> equivalent. A core climate metric indicating the company's carbon footprint.	Carbon Footprint
GHG Emissions – Scope 3	Total indirect GHG emissions from the value chain (Scope 3), if significant (e.g., supply chain, product use). Indicates broader climate impact beyond operations.	Carbon Footprint
Emissions Intensity	GHG emissions intensity, e.g., tones CO <sub>2</sub> per output unit (product, revenue, or BOE for oil/gas). Normalizes emissions relative to business size or activity.	Carbon Footprint
Energy Consumption	Total energy used: direct energy (fuels) and indirect energy (electricity/steam) consumed (in MWh or GJ). Indicates the company's overall energy footprint.	Carbon Footprint
Energy Intensity	Energy intensity, e.g., energy consumed per unit output or revenue. Measures energy efficiency of operations.	Sustainable Operations
Energy Mix (Renewables %)	The breakdown of energy sources used (e.g., % from renewable sources vs. fossil fuels). Shows transition to cleaner energy.	Sustainable Operations
Water Usage	Total water withdrawn/consumed and water recycled or reclaimed (in cubic meters). Reflects the company's water footprint and conservation efforts.	Carbon Footprint
Environmental Policy & Management	Existence of formal environmental management policies and systems. For example: Does the company have an environmental policy? Are there specific policies on waste, water, energy, recycling? Is an energy management system (e.g., ISO 50001) in place? (Yes/No for each).	No
Climate Governance and Risk Mitigation	Whether the Board or executive management explicitly oversees climate-related risks and opportunities (Yes/No). Indicates if climate change is integrated into governance structures.	Yes
Climate Risk Mitigation Investments	Climate Risk Mitigation Investments Annual investment (CAPEX or R&D spend) in climate change mitigation or adaptation projects – e.g. renewable energy, energy efficiency, climate-resilient infrastructure, low-carbon product development (in KD).	None
<b>Social</b>		
Employee Turnover	Annual employee turnover rate – e.g., percentage of workforce leaving the company over the year, typically broken out by employee type: S2.1 Full-time, S2.2 Part-time, S2.3 Contractors. Indicates retention and stability of the workforce.	S2.1) Workforce Profile S2.2) Workforce Profile S2.3) Workforce Profile
Gender Diversity (Workforce Composition)	Gender breakdown of employees at different levels – e.g., S3.1 % of total workforce that is female vs male; S3.2 % of entry/mid-level positions held by women; S3.3 % of senior/executive positions held by women. Shows representation of women across the organization.	S3.1) Workforce Profile S3.2) Workforce Profile S3.3) Workforce Profile
Training and Learning	Average training hours per employee (by gender and employee category). Total investment in training and development. Percentage of employees receiving regular performance and career development reviews. Qualitative summary of key programs.	Professional Growth
Temporary & Contract Workers	Proportion of workforce on non-permanent contracts – e.g., % of total employees who are part-time; % who are contractors/seasonal. Indicates reliance on contingent labor.	Workforce Profile
Non-Discrimination Policy	Whether the company has a formal policy against discrimination and sexual harassment (Yes/No). Reflects commitment to equal opportunity and a safe workplace.	Yes, within Code of Conduct
Injury Rate (Health & Safety)	Work-related injury rate, e.g., Lost Time Injury Frequency Rate (LTIFR) – number of injuries per million hours worked (or similar). Indicates workforce health and safety performance.	Not Available
Occupational Health & Safety Policy	Whether the company has a formal occupational health and/or global safety policy in place (Yes/No). Shows if the company systematically manages employee health and safety.	Workplace Policies and Procedures
Human Rights Policy	Whether the company has a formal human rights policy (Yes/No) and if it extends to suppliers/vendors (Yes/No). Broadly covers commitments to respect human rights (fair labor practices, community impact, etc.).	Workplace Policies and Procedures
Nationalization (Kuwaitization)	Percentage of the company's workforce that are Kuwaiti nationals, and qualitative information on local hiring initiatives. E.g., S10.1 % of total employees who are Kuwaiti; S10.2 contribution to direct and indirect local job creation (e.g., via training, outsourcing to local firms).	S10.1) Workforce Profile S10.2) Workforce Profile
Community Investment	Total investment in community programs and initiatives that contribute to social, environmental, or economic development, expressed as a percentage of company revenues.	Community Impact

<b>Governance</b>		
Board Diversity	Gender composition of the Board of Directors – e.g., % of board seats occupied by women vs men; % of board committee chairs held by women vs men. Indicates gender diversity at the highest governance level.	Leadership and Oversight
Board Independence & CEO/Chair Separation	Independence of the Board: Does the company prohibit the CEO from also being Board Chair? (Yes/No). Percentage of board seats that are independent (per CMA definition). Reflects checks and balances in governance.	Leadership and Oversight and Governance Practices
Supplier Code of Conduct	Whether the company requires its suppliers/vendors to adhere to a Code of Conduct (covering ethics, labor, environmental standards) (Yes/No), and if yes, what percentage of key suppliers have formally certified compliance. Shows how the company manages ESG risks in its supply chain.	Yes, 100%
Ethics & Anti-Corruption	Whether the company has a formal Ethics and/or Anti-Corruption policy (Yes/No), and if yes, what percentage of employees have formally certified compliance with it (e.g., via training or annual sign-off).	Yes, 100%
Data Privacy	Policies and procedures in place to comply with GDPR or similar global data protection and information security awareness standards (e.g., data security, user consent mechanisms, breach response plans).	Cybersecurity and Data Privacy
External Assurance of ESG Data	Whether the company's sustainability disclosures are assured or verified by an independent third party (Yes/No). Assurance can apply to certain metrics (e.g., GHG emissions) or the whole report. (This is a recommended best practice.)	No external assurance was conducted on sustainability disclosures in 2025

## Additional Indicators

### Employees and Stakeholders Subject to Anti-corruption Policies and Procedures

	Boubyan Capital	Boubyan Takaful	Boubyan Bank	2025 Group Total
<b>By Region</b>				
Local	46	13	Not Applicable	1,563
Foreign	12	87	341	440
Total per Subsidiary	58	100	1,845	2,003
<b>By Management Level</b>				
Entry and junior level	17	37	1,742	1,796
Middle management level	26	56	92	174
Senior management and above	15	7	11	33
Total per Subsidiary	58	100	1,845	2,003
<b>By Business Partners</b>				
Business Partners - Local	-	Not Applicable	Not Applicable	Not Applicable
Business Partners - Foreign	-	Not Applicable	Not Applicable	Not Applicable
Total per Subsidiary	-	Not Applicable	Not Applicable	Not Applicable
Describe if the organization's anti-corruption policies and procedures have been communicated to any other persons or organizations.	Communicated to all staff	No	-	-

### Corporate Banking Lending Portfolio

Metric	Value
Small business and community development financing portfolio	38 clients
Number of corporate financing	~82,000
Value of SME financing	~KD 29 million
Value of corporate financing	~KD 400 million
SME portfolio share (corporate portfolio)	~7%
SME financing annual growth rate	~50%

### Business Banking Lending Portfolio

Metric	Value
Small business checking and savings accounts	6,483
Number of SME financing	66 clients
Value of SME financing	~KD 4.3 million
SME share of total financing portfolio	100%
SME financing annual growth rate	83%

### Retail Banking Portfolio Metrics

Metric	Value
Personal checking and savings accounts	1,184,544
Value of personal checking and savings accounts	KD 1.8 billion
Number of personal financing	65,046
Value of personal financing	KD 1.05 billion

### Retail Banking Lending Portfolio

Metric	Value
Small business checking and savings accounts	8,967
Value of small business accounts	KD 121 million
Number of SME financing	66
Value of SME financing	KD 8 million
SME portfolio share of total financing	0.90%
SME financing annual growth rate	68%

### Boubyan's Communication of Critical Concerns

	Boubyan Capital	Boubyan Takaful	Boubyan Bank
Total number of critical concerns communicated to the highest governance body	Confidential	Not Available	0

### Incidents of Non-Compliance with Regulations Applicable to Boubyan Bank

Total number of significant instances of non-compliance with laws and regulations	
Non-compliance instances resulting in fines	3
Non-compliance instances resulting in non-monetary sanctions	4
Total number of fines paid for non-compliance	
Number of fines paid in the reporting year that relate to non-compliance that occurred in the same year	0
Monetary value of the current period non-compliance fines	0
Number of fines paid in the reporting year that relate to non-compliance that occurred in the last reporting year	3
Monetary value of the previous-period non-compliance fines	50,000

### Boubyan Bank's Selected Initiatives

Stakeholder Category	Type	Name of Initiative	Description	Cost
Employee Engagement	Event	Boubyan Photo Booth	Provided employees with new experience to enjoy instant photography and receive their photos immediately through the Boubyan Photo Booth. This experience gave the employees the chance to document their special moments or create a special memory with colleagues amid entertaining and engaging atmosphere at the workplace.	-
	Event	iPhone Photography Course at Zawya Studio	Organized a special training workshop for its employees to learn the basics of iPhone photography, which aims to sharpen their creative skills in this field through a hands-on interactive experience. The registration for the workshop was conducted via Msa3ed, our digital assistant, in Boubyan App.	KD 1,000
	Event	Boubyan Football Tournament for All Boubyan Group Staff	Organized "Boubyan Football Tournament" for all male employees of Boubyan Group staff, as part of the activities of #Boubyan_AIWanees. If the Staff Team wins, each player gets a day off to be added to his annual leave balance.	KD 400
	Event	KBC Ramadan Padel Tournament 2025	Gave its employees the opportunity to join and participate in Kuwait Banks Club second Ramadan Padel Tournament. To ensure that our employees have a chance to participate, Boubyan invited them to play pre-qualification games for a chance to be selected in a team of two players from Boubyan's employees. The best players were selected based on their performance during these games and will join the bank's teams in the tournament.	KD 1,500
	Event	Mention & Win 30 Secs Challenge Final Tickets	Gave its employees the opportunity to attend the final round of the 30 Secs Challenge, as a part of activities of #Boubyan_AIWanees. All the employees need to do is to mention a person to accompany and enter draw to win two VIP tickets.	-
	Partnership	Special Offer with Elite Fitness	For its employee's wellbeing, and a healthy and balanced lifestyle, Boubyan Bank provided an exclusive offer in collaboration with Elite Fitness for many unique membership packages at too-good-to-miss rates.	-
	Sponsorship	IXIR Expo	Boubyan Bank announced its strategic sponsorship and participation in the "IXIR Expo", the largest health and wellness event in Kuwait, organized by Elite Fitness Club, reflecting the bank's commitment to supporting sports and community initiatives that promote health awareness and encourage balanced lifestyles. Over the course of three days, Boubyan's booth hosted a variety of interactive activities and sports competitions, along with valuable prizes and rewards for visitors and participants. The event also featured the "Boubyan Steps" race, open to both customers and the public through registration at the bank's booth. Through this initiative, Boubyan donates KWD 1 for every kilometer completed by participants to support the "Noor Boubyan" campaign, which funds sight-restoration surgeries in Africa. This initiative reflects the bank's approach of linking sports with humanitarian impact while reinforcing its community commitment. Boubyan Bank invited its employees to compete in Boubyan Sprint Race, which held as part of IXIR Expo for Health and Well-Being, as part of the activities of #Boubyan_AIWanees. The participation was open in the form of a 2-player team (males or females). The prizes: 1st place: KD 100 2nd place: KD 75 3rd place: KD 50	KD 26,000
Community Engagement	Event	Boubyan Carnival - Khairan Mall	As part of its commitment to engaging with the community and celebrating key occasions, Boubyan Bank organized the "Boubyan Carnival" at Al Khairan Mall during the Eid holidays, which attracted a large number of families and visitors. The event featured a variety of entertainment activities, interactive games, and instant giveaways, creating a festive atmosphere that reflected the joyful spirit of Eid and offered children and families an enjoyable experience. This initiative comes as part of the bank's ongoing efforts to strengthen its community presence and contribute to organizing meaningful entertainment events that spread joy and enhance engagement with different segments of society.	KD 20,000
	Event	Sea Trip - Khairan Mall	As part of its summer program, Boubyan Bank organized the "Tal'at Bahr" event at Al Khairan Mall, offering visitors a variety of entertainment activities, competitions, and giveaways in a family-friendly atmosphere that allowed attendees to enjoy a unique experience, reflecting the bank's commitment to community engagement. The event also introduced visitors to Boubyan's key banking services and solutions through a dedicated team that provided information and answered inquiries, highlighting the bank's commitment to delivering high-quality customer experiences.	KD 20,000

Stakeholder Category	Type	Name of Initiative	Description	Cost
Community Engagement	Event	Ramadan Diwaniya	As part of its ongoing support for meaningful initiatives during the holy month, Boubyan Bank served as the official sponsor of the Ramadan Diwaniya, which was held every Saturday throughout the holy month. The event witnessed strong attendance from women and young girls, with participation reaching over 6,000 attendees, who gathered in a spiritual atmosphere to listen to Dr. Maryam Al-Owaish. During the sessions, Dr. Al-Owaish presented explanations and interpretations of selected chapters from the Holy Quran, highlighting their meanings and spiritual insights. The Diwaniya provided a valuable platform for promoting religious knowledge and fostering a deeper understanding of the Holy Quran, in line with Boubyan Bank's commitment to supporting initiatives that enhance religious and social awareness during the blessed month of Ramadan.	KD 8,000
	Event	Boubyan Ghabga for Premium Female Customers	In an atmosphere that reflected the spirit of Ramadan and brought together warmth and appreciation, Boubyan Bank organized a special Ghabga for its Premium female customers, aiming to strengthen engagement and recognize their valued relationship with the bank. The event was attended by 100 Premium customers, who enjoyed a distinctive Ramadan gathering, during which exclusive and valuable gifts were distributed to the attendees, reflecting Boubyan's commitment to delivering unique experiences and added value to its customers.	KD 15,000
	Event	Boubyan Adventurefest	Boubyan Bank launched the second edition of Boubyan Adventurefest, opening registration to its young customers aged 18 and above to take part in exciting competitions held in Al-Mutlaa desert, featuring a variety of sports activities and adventure challenges. The event is one of Boubyan's key initiatives aimed at encouraging youth to experience adventure-driven activities while fostering teamwork and active lifestyles. At the end of the event, the best-performing team was announced as the winner. The competition witnessed the participation of 10 youth teams. Boubyan Bank gave its employees the opportunity to join and participate in this new experience. The Adventure comprises various activities such as shooting, zipline, obstacle challenge, mountain Bike Race. The Prize: KD 1,000 for the winning team.	KD 25,000
	Event	Boubyan New Quiz at Seen Jeem App	A new quiz had been added about Boubyan in particular as part of the "Special Quizzes" Section in the Seen Jeem App. You can now add it free of charge to be part of your next challenges. The quiz includes various questions about Boubyan Bank, covering services, products, key events, recognitions, and many more, which were selected to add a special touch and a diverse spirit for an exciting and engaging gameplay.	-
	Event	Boubyan Gaming Platform	As part of its commitment to engaging with youth and supporting emerging digital trends, Boubyan Bank launched the Boubyan Gaming platform, an initiative dedicated to the growing esports and gaming community. The platform aims to create an interactive environment for gamers through Tournaments, competitions, and gaming experiences that bring together players and enthusiasts in a dynamic setting. Through this initiative, Boubyan seeks to strengthen its connection with younger audiences while supporting the rapid growth of the gaming and esports ecosystem in Kuwait, reflecting the bank's vision of going beyond traditional banking to deliver lifestyle-driven experiences.	KD 5,000
	Event	Boubyan E-Cup Tournament	Launched the Boubyan E-Cup 2025, the largest Tournament of its kind in Kuwait for the FC 25 game, marking its sixth edition and officially accredited by the Kuwait Olympic Committee. The Tournament featured exciting competitions bringing together youth aged 16 and above, including both Boubyan customers and other participants. The event attracted more than 1,500 registered participants, as part of Boubyan's community engagement initiatives aimed at empowering youth, showcasing their talents, and promoting esports as a globally recognized competitive sport. Boubyan Bank gave its employees the opportunity to register and join the Boubyan E-Cup, as a part of the activities of #Boubyan_ALWanees. 1st place: KD 1,200, plus an opportunity to represent Kuwait National Esports Team after getting through the qualifiers. 2nd place: KD 800 3rd place: KD 500 Additional awards included Best Scorer and Best Clean Sheet, alongside instant prizes and giveaways for attending fans and spectators.	KD 35,000

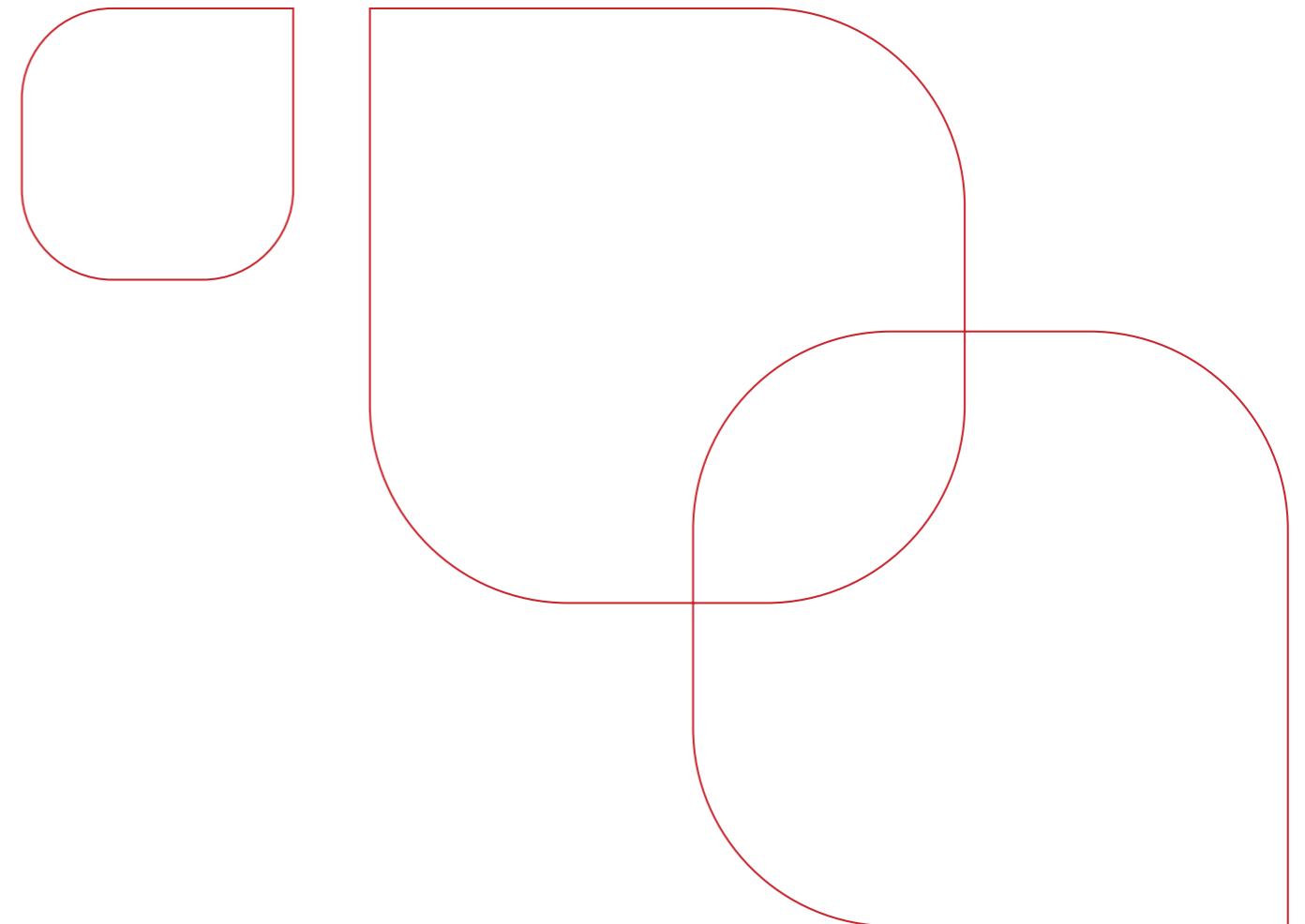
Stakeholder Category	Type	Name of Initiative	Description	Cost
Community Engagement	Event	Boubyan E-League	Launched the Boubyan E-League, the first official esports league of its kind in Kuwait accredited by the Kuwait Olympic Committee. The league featured a selection of leading competitive titles such as FC and Gran Turismo, among others, reflecting Boubyan's commitment to supporting the growing esports sector and providing a competitive platform for youth to showcase their talents and develop their passion for gaming. Each game had its own gaming mode, scores, and special prizes. This means you can compete in more than one game at the same time. The games are: • FC 26 • Rocket League • Gran Turismo • Fantasy Premier League Boubyan Bank gave its employees the opportunity to register for Boubyan E-League, as a part of activities of #Boubyan_ALWanees. The prize money exceeded KD8,000.	KD 25,000
	Sponsorship	Boubyan Gergean x FAU-CHON x The Perfect Match	The Boubyan Gergean event, organized by Boubyan Bank in collaboration with Fauchon at Shuwaikh Residential Park, witnessed a vibrant Ramadan atmosphere where children and families enjoyed a traditional celebration filled with joy and excitement, helping revive Kuwait's authentic cultural traditions associated with this occasion. During the event, more than 2,000 Gergean boxes were distributed to children and visitors. The bank also concluded its sponsorship of The Perfect Match event at the same venue, where Boubyan's booth attracted significant interest from visitors who explored the bank's services and products. Visitors also participated in entertainment activities and interactive competitions, during which the bank offered instant prizes, fostering greater community engagement and interaction.	KD 16,000
	Sponsorship	Students Padel Tournament	Sponsored the Padel Tournament for Kuwait University students, reflecting its vision of empowering young people, encouraging sports participation, and fostering a positive spirit of competition. The Tournament witnessed strong participation from students interested in sports, particularly padel, which has gained increasing popularity among youth. This initiative forms part of the bank's efforts to support sports and student activities that contribute to building a more active and engaged community, while promoting sports as a lifestyle across different segments of society, in line with Boubyan's commitment to creating sustainable social impact and strengthening its role as an active partner in initiatives that support youth and community development in Kuwait.	KD 3,000
	Sponsorship	Summer Diwaniya	Over a period of two consecutive months, Boubyan Bank sponsored Summer Wednesday Diwaniya, as part of its commitment to supporting cultural and social initiatives that form a key pillar of the bank's corporate social responsibility strategy. The initiative served as a platform that promotes women empowerment and constructive dialogue within society. The Diwaniya featured a series of lectures and discussion sessions addressing religious, social, cultural, and awareness topics related to women's interests and societal issues, with participation from prominent female leaders and speakers from various fields. Throughout the event period, the sessions witnessed strong engagement, with weekly attendance exceeding 250 participants, while the closing session attracted more than 400 attendees, bringing the total participation to approximately 1,650 participants.	KD 4,000
	Sponsorship	The 20th Annual Surgeons Conference and the 9th Conference of the Kuwait Association of General Surgery	Sponsored the 20th Annual Surgeons Conference and the 9th Conference of the Kuwait Association of General Surgery, one of the most prominent medical conferences in Kuwait and the region. Organized in collaboration with the Kuwait Medical Association, the conference brought together leading surgeons and specialists from around the world to discuss the latest developments in general and specialized surgery. Boubyan's sponsorship reflects its commitment to supporting the healthcare sector in Kuwait by contributing to a scientific environment that enables Kuwaiti doctors to enhance their knowledge and professional development. The conference served as a platform for exchanging expertise and exploring the latest surgical research and advanced medical technologies, in line with Boubyan's strategy to support vital sectors that create meaningful value for society, particularly the healthcare sector.	KD 10,000

Stakeholder Category	Type	Name of Initiative	Description	Cost
Community Engagement	Sponsorship	GulfRun	Boubyan Bank announced its main sponsorship and participation in the Gulf Run, one of the most prominent motorsport events in the GCC region, reflecting the bank's commitment to supporting distinctive sporting events and encouraging youth engagement in sports. During the four-day event, Boubyan was present through a dedicated booth where customers and visitors of all ages participated in various activities and entertainment experiences. The bank also offered instant prizes and giveaways that received strong engagement from attendees. In addition, Boubyan's team was present to introduce visitors to the bank's key services and products and respond to their inquiries.	KD 60,000
	Sponsorship	Qout Market	Sponsorship and participation in the new season of "Qout Market", reinforcing its presence in one of the most prominent platforms supporting young Kuwaiti entrepreneurs. Through this participation, Boubyan aims to encourage youth-led initiatives, support the growth of local businesses, contribute to national economic development, and engage directly with entrepreneurs and the wider community.	KD 47,000
	Sponsorship	Partnership with Seventeen Four Football Academy	As part of its ongoing commitment to investing in youth and sports development, Boubyan Bank renewed its sponsorship of "Seventeen Four" Football Academy, which specializes in training young players aged 5 to 16 years, aiming to develop their athletic skills and nurture promising football talents in Kuwait. Boubyan has supported the academy since its establishment in 2018, contributing significantly to the development of young players. Through this partnership, around 200 academy players have successfully joined several Kuwaiti clubs on a professional level, reflecting a meaningful collaboration that has helped create a comprehensive training environment and open broader opportunities for athletic development. Boubyan Bank offered a 30% discount on the summer subscription for employees' children, in partnership with 174 Football Academy, as part of the football program designed for youth aged 5 to 16.	KD 8,000
	Sponsorship	Boubyan Seen Jeem Tournament	Boubyan Bank organized the "Boubyan Seen Jeem Tournament", the largest team-based competition of its kind in Kuwait, in collaboration with the Seen Jeem application. The event witnessed participation that exceeded expectations, with more than 1,500 participants competing in teams (256 teams) of youth, women, and families. This edition followed the success of the previous tournament, introducing an enhanced format with more participants, higher prize values, and more professional organization. The final round featured exciting competitions among the qualifying teams, concluding with the crowning of winners across different categories and the announcement of the Boubyan Seen Jeem Tournament. The Tournament forms part of Boubyan's community initiatives aimed at enhancing youth knowledge and promoting general awareness. The Rewards: 1st place: KD1,400 2nd place: KD800 In addition to various prizes for other categories.	KD 30,000
	Sponsorship	The Social	As part of its ongoing commitment to supporting community initiatives and events that strengthen engagement with different segments of society, Boubyan Bank participated in and sponsored "The Social" event, one of the prominent social and lifestyle gatherings that brings together local businesses and interactive activities in a vibrant and youthful atmosphere. Boubyan's participation reflects its belief in the importance of supporting initiatives that contribute to enriching the social scene and empowering local projects, while also providing an opportunity to connect directly with the public through its dedicated booth, which featured a range of interactive activities and instant giveaways. Visitors also had the chance to learn more about the bank's key services and banking solutions, reinforcing Boubyan's commitment to maintaining a strong community presence and building closer relationships with different segments of society.	KD 5,000
	Sponsorship	BPC Padel Tournament - Marbella	As part of its continued support for sports activities that are widely popular among youth, Boubyan Bank sponsored the Padel Tournament held at Marbella, which witnessed the participation of a number of players and teams in a highly competitive and energetic atmosphere. The bank's sponsorship of this event reflects its belief in the importance of sports in promoting a healthy lifestyle and encouraging a positive spirit of competition among young people, as well as its commitment to supporting community and sporting initiatives that strengthen social engagement and reinforce its role as an active partner in initiatives that serve the community.	KD 8,000

Stakeholder Category	Type	Name of Initiative	Description	Cost
Community Engagement	Sponsorship	30 Sec Challenge	As part of its commitment to supporting youth creativity and promoting meaningful digital content in Kuwait and the region, Boubyan Bank announced its official sponsorship of the new season of "The 30 Challenge", one of the most popular interactive programs in the Arab region. The show, hosted by well-known content creator Musaed Al-Fouzan, has gained wide popularity across digital media platforms. This sponsorship aligns with Boubyan's strategy to strengthen its presence in the modern digital media landscape by supporting creative initiatives and innovative ideas that connect with diverse audience segments, particularly youth. The program combines knowledge-based content with interactive entertainment, presenting engaging questions and challenges to participate in guests.	KD 35,000
	Sponsorship	Exchange Seeds Event	Sponsored the Seed Exchange Event held at Al-Shamiya Reserve, which attracted strong attendance from agriculture and environmental specialists, as well as families from various age groups. The bank's strategic participation reflects Boubyan's commitment to supporting environmental and community initiatives that promote sustainability awareness. The event aimed to empower individuals across different segments of society to adopt responsible agricultural practices and encourage greater environmental responsibility through practical activities that combine knowledge, experience, and direct engagement.	KD 8,000
	Sponsorship	Gardenia Sponsorship	In collaboration with the National Council for Culture, Arts and Letters (NCCAL), Boubyan Bank sponsored the "Gardenia 2025" Exhibition in its third edition, held as part of Kuwait's National Day celebrations and February festivities. The exhibition focused on sustainability concepts and the use of natural environmental elements to promote the creation of sustainable green spaces. It also featured a dedicated section for garden designers, landscaping experts, green technology companies, and entrepreneurs, making it a comprehensive platform to showcase the latest environmental solutions and innovation.	KD 3,000
	Partnership	Partnership with eFly	Boubyan Bank announced the signing of a strategic partnership agreement with eFly, the first Kuwaiti platform specializing in smart electric scooter and bicycle rental services. The platform has successfully introduced an effective model for sustainable mobility across various areas in Kuwait. This partnership comes amid the growing demand for flexible, environmentally friendly, and safe transportation solutions that support sustainable urban mobility, reduce traffic congestion, and decrease reliance on private vehicles. Electric scooters and bicycles have emerged as practical options for short-distance travel, offering users convenient and efficient mobility in areas where cars may not be easily accessible. The partnership also aligns with Boubyan's vision of building an integrated digital ecosystem that promotes smarter and more sustainable mobility solutions, helping reduce carbon emissions and enhance quality of life. Boubyan has also utilized these scooters during several of its events, offering them as a complimentary service for customers, particularly in locations where access to the venue may be limited, enabling easier and more convenient movement for attendees.	KD 4,000
	Partnership	An interactive experience by Boubyan for Kuwait University students to raise awareness of the new traffic laws	As part of its ongoing efforts to promote community awareness, Boubyan Bank organized an interactive experience in collaboration with the Seen Jeem application for students at Kuwait University, aimed at introducing the new traffic laws in the State of Kuwait in an engaging and innovative way. The initiative featured a series of interactive questions and challenges through the app, allowing students to test and enhance their knowledge of traffic regulations in an atmosphere that combined education with entertainment. This initiative reflects the bank's commitment to supporting awareness-driven initiatives that target youth and contribute to promoting traffic safety and responsible behavior on the roads.	KD 1,500
	Donation	Contribution in "Iftar Saem Meals" Campaign for Boubyan Employees & Distribution the meals	During the holy month of Ramadan, Boubyan Bank provided its employees with the opportunity to contribute to Iftar meals for fasting individuals, which were distributed daily to visitors of the Grand Mosque courtyard, through donations made via a dedicated account on the Boubyan App. As part of its Ramadan program, the bank also ensured the daily distribution of more than 700 meals, with active participation from executive management, employees, and even their children.	KD 14,000

Stakeholder Category	Type	Name of Initiative	Description	Cost
Community Engagement	Donation	Neqsat Boubyan Campaign	Neqsat Boubyan initiative represent the cornerstone of the humanitarian initiatives of Boubyan Ramadan Program, as aimed to providing thousands of daily meals to underprivileged fasting individuals in order to emphasize the values of sharing and giving. "Neqsat Boubyan" is a unique experience demonstrating the spirit of community cohesion. The initiative is fully dependent on volunteer efforts, where a number of renowned Kuwaiti chefs join efforts and volunteer (Boubyan employees, Boubyan customers and chefs) to prepare Iftar meals on a daily basis, and to distribute the same to the frequenters of the Grand Mosque and various areas in Kuwait in collaboration with Boubyan Team of Volunteers, who are keen to contribute with their efforts during this Holy Month. As part of the "Neqsa Boubyan" initiative, Boubyan gave the opportunity for its customers from different segments, along with their children, to volunteer in preparing meals to be distributed daily at the Grand Mosque. Registration was made available through "Msa3ed", the digital assistant in the Boubyan mobile app, by simply typing the word "Neqsa". The registration witnessed strong engagement from customers, many of whom consistently attended the designated kitchen to help prepare the meals alongside members of the Boubyan Volunteering Team, reflecting a strong spirit of cooperation and community participation during the holy month.	KD 11,000
	Donation	Boubyan Steps Campaign	During the Holy Ramadan, Boubyan Steps Campaign was organized for the 11th year in a row to continue its message to motivate people to exercise walking on a daily basis at Al Shaheed Park or through Boubyan Steps App, which makes it easier for participants to exercise walking anytime and anywhere. This year saw a broad participation by various age categories as the number of participants reached more than 12K, whose steps exceeded 180 million steps, against which Boubyan donates KD 1 for each 1,000 steps walked. Such donations are dedicated to performing Noor Boubyan's eye-sight restoration surgeries. We can say that Boubyan Steps has 2 axes, health and the humanitarian.	KD 35,000
	Donation	Contribute to supporting needy families by donating to help provide school bags	On the occasion of the International Day of Charity, Boubyan Bank invited its employees to contribute to supporting needy families by donating to help provide school bags for children from underprivileged families, in collaboration with the Kuwait Zakat House. The contributions of the bank's employees helped prepare more than 200 school bags for children of families in need, reflecting Boubyan's commitment to community support and encouraging a culture of giving among its employees.	KD 2,000
	Volunteer	"This is Your Role" Initiative	Boubyan Bank, through the Boubyan Volunteer Team, participated in the national campaign "This Is Your Role", one of the largest volunteer initiatives in Kuwait. The campaign was held under the patronage of the Minister of Social Affairs, Dr. Amthal Huwailah, with the participation of several government entities, private sector institutions, and volunteer teams, aiming to promote environmental awareness and encourage community participation in protecting the environment. This participation reflects Boubyan's commitment to supporting national initiatives that promote environmental sustainability and volunteerism, while reinforcing a culture of social responsibility and contributing to a positive and sustainable impact on the community.	KD 2,000
	Volunteer	Worshipper Service Program During the Last 10 Days of Ramadan	During the holy month of Ramadan, Boubyan Bank organized a comprehensive program throughout the last ten days of the blessed month, continuing its support for worshippers at the Grand Mosque and various mosques across Kuwait by providing hospitality services in collaboration with its volunteer team. This initiative reflects the bank's ongoing commitment to enhancing the spiritual experience of mosque visitors and providing a comfortable and welcoming atmosphere for them. To ensure ease of access and mobility, the bank also allocated the parking spaces of its headquarters, located next to the Grand Mosque during Geyaam pray, for its customers. In addition, scooter services were made available at three different locations to facilitate the movement of worshippers and help them reach the mosque and perform Qiyam prayers with ease and comfort. Over 50 customers benefited from the service.	KD 8,000
	Volunteer	Farewelling & distributing gifts for pilgrims at Kuwait airport	Boubyan had the honor of sending off the pilgrims who left for the Holy Lands, as Boubyan Team of Volunteers offered them many gifts and wished them a safe trip and an accepted Hajj whereby Allah forgives their sins.	KD 4,000

Stakeholder Category	Type	Name of Initiative	Description	Cost
Education and Training	Internal	Internship Program	Boubyan offers college & university students the opportunity to complete their internship programs throughout the year in different business areas within the bank. Boubyan offers University Students "Prime Account Holders", ranging from 18 to 25 years old, the opportunity to join our "Prime Workshop".  Over the course of one week, 2 groups (around 30 participants in each group) will go through one week of training. Our participants will have exposure to the banking sector and its various Departments to help them have a perspective on working in the private sector and banking.	KD 3,250
	Internal	Prime Academy Summer Programs	Boubyan offers high school students, ranging from 14 to 18 years old, the opportunity to join two summer flagship programs, which change every year.	KD 29,760
	Internal	Personality Profile Assessment	Boubyan now offers high school & university students, ranging from 14 to 22 years old, the opportunity to take a personality profile assessment (PPA) which helps them in many ways. Benefits of taking the assessment: 1. Participants will know which of the 4 personality types they are based on the DISC assessment – which helps them understand their behavior, communication style, and work style. 2. They will know what their strengths are and their areas of development, while providing quick tips on how improve. 3. They will discover which college/university majors, industries, and job titles that are best suited for them based on their personality. 4. There is a disclaimer to let them know that this isn't a definitive result, but simply a way to help them know where they can shine.	KD 182





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