

Creating Opportunities to Prosper for our Customers, People, and Communities

ESG Report 2021



Our Approach

The standards established by the GRI Reporting Framework guide our approach to sustainability reporting. The Emirates Islamic ESG Report is developed from the [Emirates NBD Group ESG Report](#). We focus on our environmental, social, and governance (ESG) practices, policies, and performance aligned to the UAE Vision as well as the UN Sustainable Development Goals (SDG).

About this Report



GRI Accordance

Has been prepared in accordance with the GRI Standards, Core Option.



Alignments

Aligns with the United Nations Global Compact (UNGC) Principles, the United Nations Sustainable Development Goals (SDGs), and the Dubai Financial Market (DFM) ESG Reporting Guide.



Comparable Data

The figures accompanying disclosures showcase our performance across 2021, as well as 2020 and 2019 wherever possible, recognizing both achievements and areas of improvement.



Contact Point

For any enquiries on this report, please contact:

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The Bank's previous sustainability reports can be found on our website at <https://www.emiratesislamic.ae/eng/sustainabilityreport/>

Scope of this Report

Year

The report covers our environmental, social, and governance performance for the year 2021. Unless otherwise stated, all data is as of December 31, 2021.

Entities

The entities included:

- Emirates Islamic
- Emirates Islamic Financial Brokerage

Countries

The report covers our operations in the United Arab Emirates.

Financial Performance Scope

For the Financial Performance and Economic Impact figures, the report includes all of Emirates Islamic's and its subsidiaries. For more information about our financial performance, please check our [financial statement](#).

Monetary Values

All monetary values in this report are expressed in United Arab Emirates Dirhams (AED), unless otherwise specified.

Terminology

The use of the name "Emirates NBD" or "The Group" refers to Emirates NBD, and its subsidiaries including Emirates Islamic.

The use of the name "Emirates Islamic" or "EI" refers to Emirates Islamic and its subsidiaries.

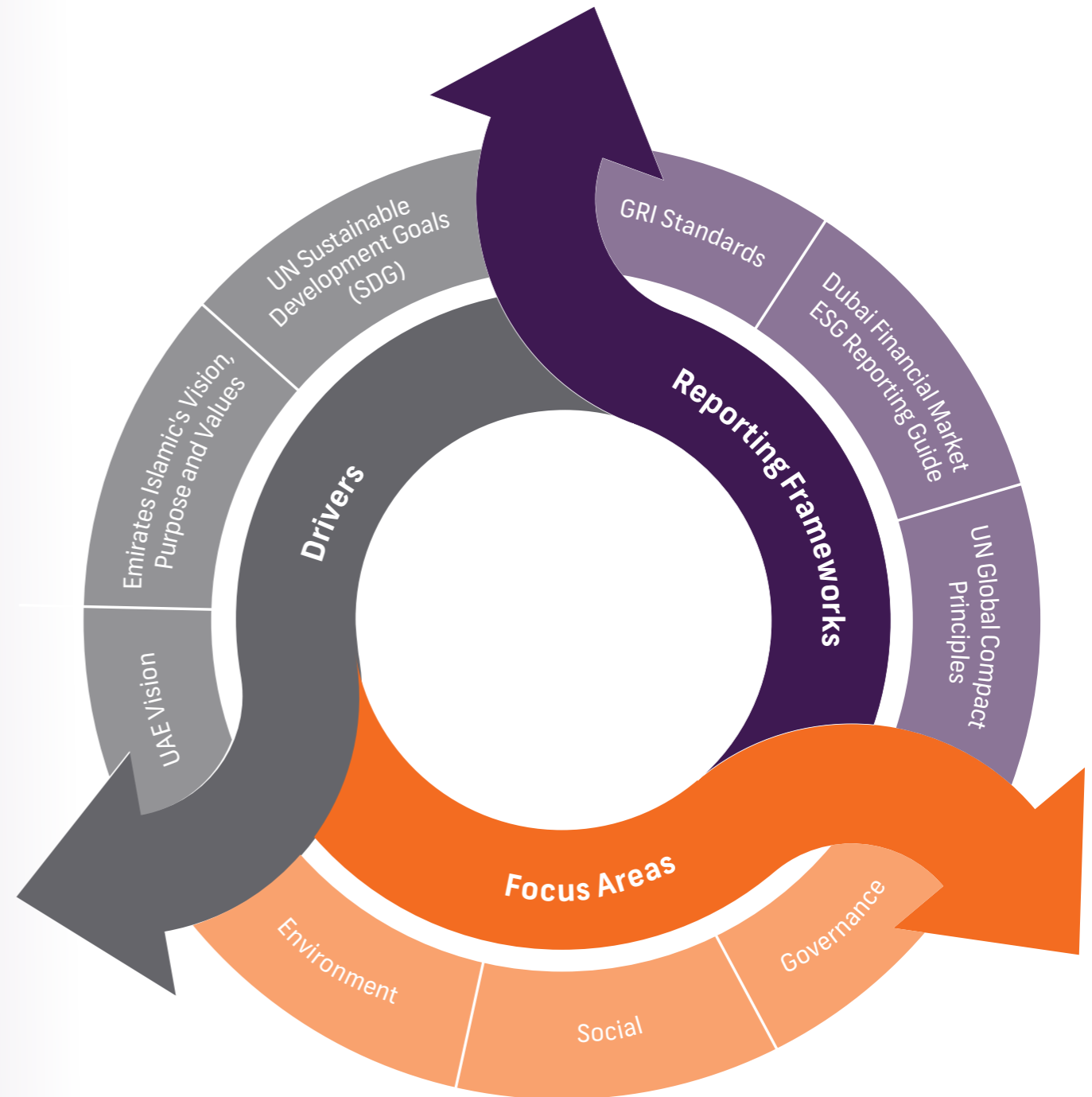


Stakeholder Engagement

We agree that engaging with our comprehensive set of stakeholders is critical to monitoring and preparing for sustainability challenges and mitigations. Listed below are our key stakeholder groups, our key engagement methods, and frequency of engagement:

Stakeholders	Engagement Methods	Key Topics Raised
 Employees	Bank's Intranet and In-Person engagement	Latest news, appreciations, learning and development, internal vacancies, referrals, employee management, service charter, etc.
 Board of Directors	Board of Directors meetings held bi-monthly	Strategy planning and oversight
 Internal Shariah Supervisory Committee (ISSC)	Meetings held quarterly and as needed	Shariah application and governance in Emirates Islamic
 Investors	Group Investor Relations Team and website section	Financial and non-financial performance
 Customers	Voice of Customers' satisfaction surveys	Exceptional customer experience
 Suppliers	Tenders and RFPs	Fair suppliers' selection and partnership
 Local Community	Partnerships with community organisations	Empowering local communities
 Government	Compliance with the UAE Central Bank, Dubai Financial Services Authority and other regulators' directives. Alignment with the Government's vision and strategic objectives.	Creating long-term socio-economic impact
 Environment	Partnerships with environmental organisations, both locally and globally	Reduce emissions and carbon footprint, actively contribute to improving the environmental impact
 Media	Radio/TV interviews, daily market commentary, weekly and monthly newsletters and press releases.	Keep the public and our customers informed about our activities, products and services as well as create awareness about cyber security topics

ESG Reporting Framework



Key Highlights

Environment

(on Emirates NBD Group level)

ISO 14001:2015

certified for our environmental management system.

We reduced our total Greenhouse Gas (GHG) emissions by

6%
between 2020 and 2021.

Social

In its own capacity, Emirates Islamic advanced its social agenda and achieved the following:

42

nationalities make up our diverse workforce of 1817 full-time employees

50%

Emiratis in senior management

33%

of our employees are women

8

People with Disabilities (PwD) employed

Flexible working hours and increased parental leave

44

volunteer deployments with Exchanger, The Group's award-winning corporate volunteering programme

Over

AED 51 million

in social contributions

Governance

Board and Board Committee oversight

Code of Conduct

Data and Cyber Security Policy

Internal Shariah Supervisory Committee oversight

Fraud Management, Anti-Bribery, Whistleblowing Policies

Business Continuity and Crisis Management Plans

Sustainable Procurement Policy

Alignment with globally recognized ESG frameworks

Financial

AED 823 million

Net profit, up 34% y-o-y.

AED 1,711 million

Net Funded Income, remained stable amid low interest rates

AED 2,398 million

Total Income, improved 15% y-o-y

2.62%

Net Profit Margin, remained strong in low interest rate environment

AED 64.9 billion

of Total Assets

The financials represent the performance of Emirates Islamic as a whole, including all subsidiaries.



Creating opportunities to prosper for our customers, people, and communities

As the UAE celebrates the Year of the 50th, we took the opportunity to refocus our vision of what we want to achieve, to refresh our purpose, the driving force behind all our actions, and redefine our values which outline our principles and standards.

Our renewed Vision is to **be the most innovative Shariah-compliant bank for our customers, people and communities.**

Innovation is in our DNA. We have transformed our business, inside and out, to improve our technological capabilities and mindset. We constantly iterate and invent to improve the lives of our customers, employees or communities. We put people at the centre of our innovation by understanding their needs and challenges, looking beyond the surface to identify what's next.

Our Purpose is to **create opportunities to prosper.**

Our goal is progress, but our centre of gravity is people. We listen first – guided by service, yet relentless in our pursuit

of better. We are driven by finding new opportunities – all to improve our processes, our products, and most importantly, our place. Together, these inspire our actions beyond banking services and solutions, to create a positive and sustainable impact for each of our stakeholders and the communities in which we operate.

Our Values on our new journey are **Collaboration, Ownership, Drive and Enterprising.**

Our **CODE** brings us together as one team to collaborate and take ownership, drive energy and passion into our work every day and remain enterprising, while continuing to learn new skills and find new opportunities to grow our business and contribute meaningfully to our communities. Our values guide us in all our actions, from strategic decisions to interaction with our customers and each other. Our culture also ensures that the community is at the heart of our values and principles.

By embracing our new Vision, Purpose and Values, we strengthen our position as an innovation-driven financial services provider that epitomises a new way of banking, matching the energy, ambition, and the enterprising drive of our great nation.

Expo 2020 Official Islamic Banking Partner



With Emirates NBD, Emirates Islamic, and Liv, the Group's partnership with Expo 2020 Dubai brings a unique opportunity to showcase our innovations in smart technology, digital banking and global best practice through our site-wide presence and our Bank of the Future. The Bank's passion for innovation and unlocking opportunity is aligned with Expo 2020 Dubai's sub-themes of **Opportunity, Mobility, and Sustainability**.

As the Official Islamic Banking Partner, we ensured access to Islamic banking catering to all Expo 2020 country participants and visitors. Bespoke banking products have been created such as Emirates Islamic Business Banking package for Expo 2020, and Emirates Islamic Expo 2020 Credit Card.



Future Banking by Emirates NBD and Emirates Islamic

In the spirit of Expo 2020's main theme 'Connecting Minds, Creating the Future', our onsite branch showcases Future Banking exhibits, which depict how the future will be changed by advancements in technology, robotics, and artificial intelligence.



Overview of Emirates Islamic

Emirates Islamic

Established in 2004 as Emirates Islamic Bank, the bank has established itself as a major player in the highly competitive financial services sector in the UAE.

Emirates Islamic (EI) offers a comprehensive range of Shariah compliant products and services across the Personal, Business and Corporate banking spectrum with a network of 42 branches and 194 ATMs/CDMs across the UAE. In the fast-growing area of online and mobile banking, Emirates Islamic is an innovator, being the first Islamic bank in the UAE to launch a mobile banking app and offer Apple Pay, as well as being the first Islamic bank in the world to launch Chat services for customers via WhatsApp.

As part of its commitment to the UAE community, the Emirates Islamic Charity Fund provides financial aid to those in need, with a focus on food, shelter, health, education, and social welfare contributions.

As an Islamic bank which operates in a Shariah compliant manner, Emirates Islamic strives to contribute towards society in promoting equitable creation of wealth and a prosperous economy. Emirates Islamic is committed to be a valuable contributor to the society. The bank ensures that it does not participate in any activities or dealings that are socially or morally unacceptable or any activities that will cause direct harm to the society or environment.



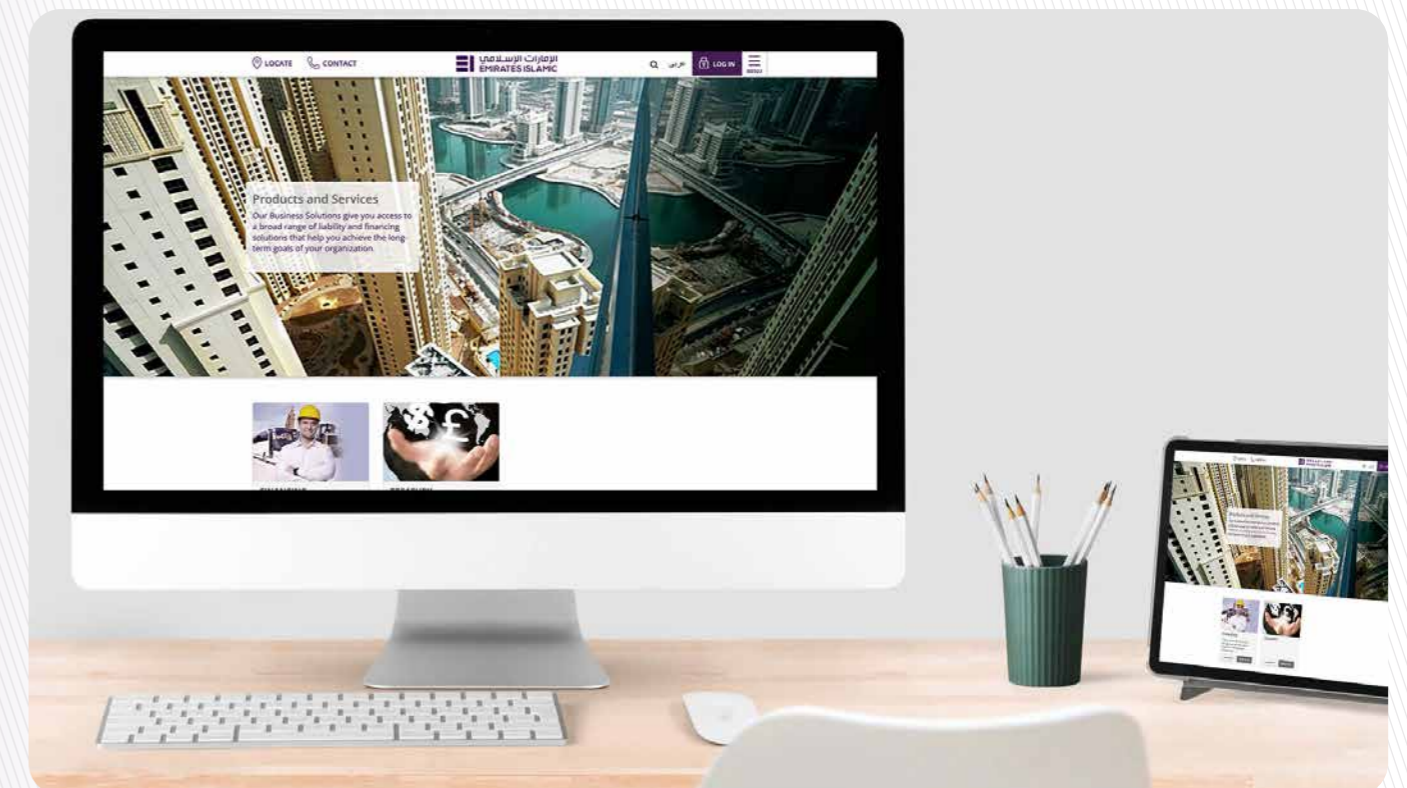
Responsible Banking and Investment

As one of the leading financial institutions in the UAE, we strive to demonstrate our dedication to conducting banking in a responsible, impactful, and sustainable manner. We believe that sustainable investing is the best way to generate long-term returns and ensure our clients' long-term wellbeing. Our products and service developments, digitalisation, and sustainable finance offerings are aligned with global best practice. We have dedicated ourselves to growing the SME economy in the UAE. Our innovations in customer experience and engagement further solidify our commitment.

We offer Shariah compliant financing solutions that are rooted in Islamic principles. Within the global business sector, Islamic finance concepts are strongly linked to financial stability and corporate social responsibility. They provide mutuality, sustainability, and a stake in the business of all parties involved, as well as an interest in the end result's success.

Product and Services

Our distinguishing products and services have been outlined below. These reflect our commitment to creating innovative solutions for customers, which are in line with the emerging trend of digitalisation, SMEs, national development, and contactless solutions. Further sections describe how we provide specialised products and services to distinct consumer categories.



Products for Individuals

In addition to introducing green aspects to existing products and services, we have also worked towards green-positioned products.

- Kunooz Savings Account, one of the most popular saving schemes in the UAE rewards winners with Tesla vehicles, thereby promoting sustainable products and services.
- Promoting the purchase of electric vehicles by charging zero processing fee with “Green Auto Finance”.
- Paperless green savings with the “e-savings Account” which is available exclusively through online & mobile banking, offering competitive profit rates.
- Regularly promote the use of mobile wallets for our cardholders with the aim of having a cashless society to limit the environmental impact of printing paper and plastic cards.



Products for Small and Medium Enterprises (SMEs)

Our Business Banking division recognises the importance of empowering SMEs, as emphasised in UAE Vision 2021 pillar ‘**Competitive Knowledge Economy**’. As fund providers, we are committed to assisting in achieving the pillar’s KPIs of increasing the UAE’s ranking on the Global Entrepreneurship Indicator and increasing SME Contribution to non-oil GDP.

We contribute to both by providing products and services to accelerate SME development and diversification. Our package and product suites are designed based on client feedback and key business priorities; propositions are reviewed periodically through benchmarking and client surveys. We’ve redesigned our product offerings, launched a new online platform for SMEs called ‘**Business ONLINE**,’ and developed segment-specific card products as a result of this.

Furthermore, we provide training to SME clients on topics such as creating opportunities, and effectively using online channels for business development. We incentivise our SMEs clients to use online banking to save paper and reduce negative environmental impacts.

Memorandum of Understanding



We signed an MoU with the Emirates Development Bank (EDB) to develop the SME ecosystem and economic output in the UAE.

Enhanced Digital Services

As a pioneer in digital banking and payments technologies, we strive to leverage our intellectual and technological assets to innovate and revolutionise the digitisation of banking services in the UAE. We see digitisation as a driver of growth not only because of our ability to innovate, but also because it allows us to be more accessible, available, secure, and environmentally friendly.

- Tablet Banking - Introduced instant account opening for UAE Nationals
- Interactive Teller Machines increased to 6, improving the customer experience and digital adoption
- Chat Banking via WhatsApp was enhanced with new services including credit card limit increase and service request inquiry.

CBUAE Consumer Protection Regulation

The Consumer Protection Regulation and accompanying Standards published by the Central Bank of the UAE (CBUAE) aims to protect the rights and interests of consumers in their use of financial products and services, and in their relationship with licensed financial institutions in the UAE. Key elements of the regulation include

- Setting standards for business and market conduct by banks and financial institutions
- Strengthening governance and oversight over the design, promotion and sale of financial products
- Promoting responsible financing practices to protect consumers from becoming over-indebted
- Ensuring effective and timely disclosure practices, providing consumers with access to the right information at the right time to make informed decisions
- Addressing unreasonable barriers to fair competition and consumer choice
- Implementing clear mechanisms for redressal of consumer complaints
- Improving consumers' knowledge and ability to assess financial services
- Promoting financial inclusion



The other key principles that Licensed Financial Institutions (LFIs) will need to consider when updating their systems and business processes are summarised below.

We are implementing a series of initiatives to ensure alignment and compliance with the regulation.



Reinforced data privacy related controls covering collection, storing, usage and protection of personal data.

Sales incentive programmes have been reviewed to ensure they promote **responsible business and market conduct** and prevent mis-selling.

The Bank's employees, including authorized agents, are being **trained in enhanced sales and service processes** and other aspects of the regulation, along with certification, where applicable.

A new **Code of Fair Treatment** has been created. Customer complaints related processes are being enhanced to ensure quicker and more effective resolutions along with implementation of root cause analysis protocols as well as the regular publication of dashboards. A mystery shopping programme has been rolled out with the help of an independent external agency to assess customer satisfaction with the Bank's products and services and obtain feedback for improvement.

Financial Inclusion related policies are being strengthened to cover vulnerable consumers such as low-income and senior customers, in addition to People with Disabilities (PwD). The Bank's website is also being updated to comply with Web Content Accessibility Guidelines (WCAG) in order to make content more accessible to PwD customers.

Customer Experience

We don't just make promises to our customers. We keep them.

At Emirates Islamic, we always put our customer at the centre of everything we do. We are committed to provide you the best service experience and we pledge to serve you by demonstrating courtesy, ownership and clarity as our service promise to you.

Our Service Promise Charter:

- To listen attentively and understand your query
- To take complete ownership of your query
- To clearly communicate the outcome of your query

How will customer complaints be handled?

When a customer raises a complaint, a reference number and expected resolution time is generated in order to assist customers in tracking the progress of the complaint resolution.

Our dedicated team will work closely with all relevant departments to resolve the complaint. Customers are updated on the progress of complaint resolution. If the Bank is unable to provide the customer with a full and satisfactory resolution, the customer have the right to refer the complaint to the Central Bank of UAE.

Emirates Islamic will attend to Central Bank complaints within a turnaround time of 5 working days.

Customer Communication Pathways



	Customers can request information from	Customers can send requests through	Customers can raise complaints through
Our Branches	✓	✓	✓
Call Centre	✓	✓	✓
Website	✓		
Online & Mobile Banking Platforms		✓	✓
Relationship Managers	✓	✓	
Social Media Channels	✓		✓
Central Bank			✓
Media			✓

Service Accessibility

17 Emirates Islamic branches are now disability-friendly, with assistive technologies and solutions to enhance customer experience for People with Disabilities. These branches are equipped with ramps with handrails, and ATMs, teller desks and cheque writing counters at low heights. To improve the ease of direction, tactile floor indicators and Braille signage have been installed.



COVID-19 – Customer Support

We continued our commitment to the Targeted Economic Support Scheme (TESS) in 2021 introduced by the Central Bank of the UAE. The scheme aims to provide financial relief to residents, facing financing challenges caused by the market downturn due to COVID-19, through instalment deferrals.

	Emirates Islamic
Deferrals since launch	AED 2.5 billion
Deferrals in 2021	AED 0.2 billion
Customers benefited since launch	40,231
Customers benefited in 2021	17

Additionally, in support of the nation’s mission to ensure a decent life for all Emiratis and the highest possible standard of social stability, Emirates Islamic co-operated with **UAE’s Non-performing Debt Relief Fund** to waive debts amounting to approximately AED 4.2 million for 84 UAE National customers.



Customer Engagement and Net Promoter Score (NPS)

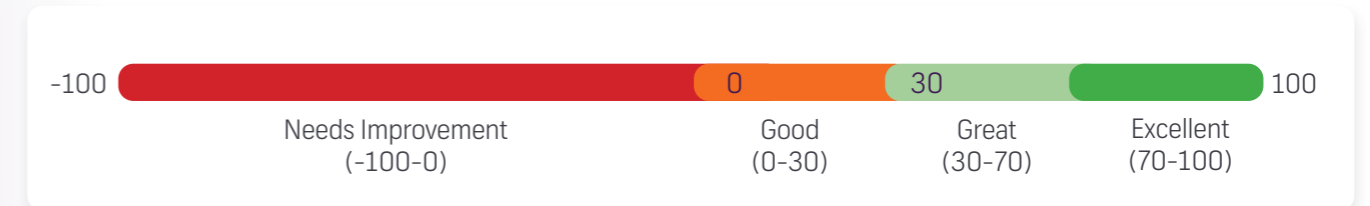
Customer satisfaction with our products and services, as well as with our efforts to provide them with an excellent experience, are measured through the Net Promoter Score (NPS). Customers are divided into three categories by the NPS:

Detractors	<ul style="list-style-type: none"> Rate us from 0-6 Are not particularly satisfied by the company Danger of spreading negative word of mouth
Passives	<ul style="list-style-type: none"> Rate us between 7-8 Are receptive to competing offers from other companies Are left out of the NPS calculation
Promoters	<ul style="list-style-type: none"> Rate us between 9-10 Are loyal and highly committed to the company Fuel viral growth through word of mouth

Emirates Islamic

Year	Detractor	Passive	Promoter	NPS Score
2021	16%	33%	51%	35

NET PROMOTER SCORE (NPS) ANALYSIS



Customer Experience Month

Customer Service Week is an international celebration that runs in the first week of October each year. While Customer Service Week runs for 1 week internationally, we celebrate for the entire month of October internally.

In 2021, the Customer Experience (CX) Month was governed by our new Vision, Purpose and Values.

Ownership #iownit



Emirates Islamic's CX month results:



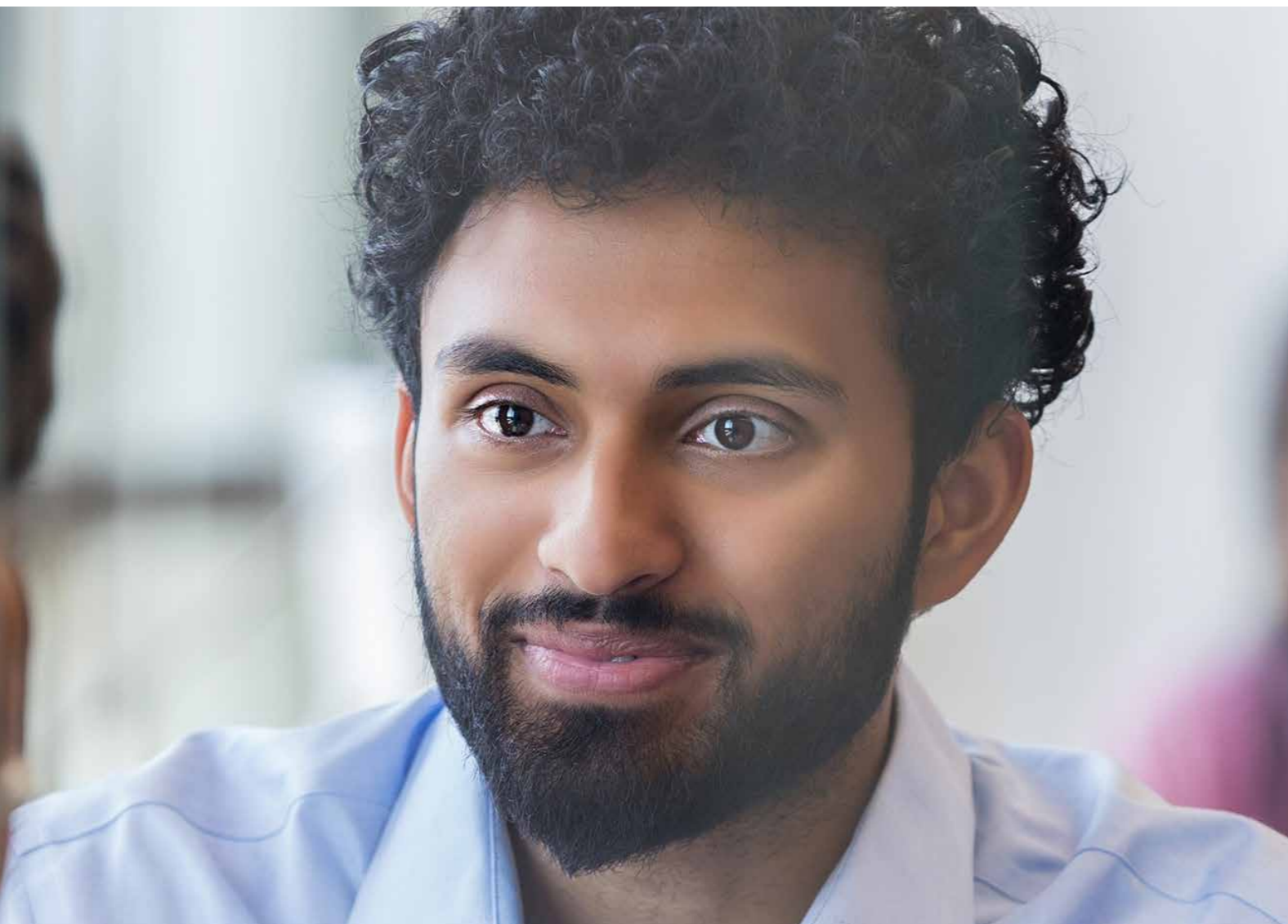
Customer Experience at Emirates Islamic

Staying true to its core objective of providing the best in service excellence to its customers, Emirates Islamic launched a range of initiatives in 2021, including:

- a. Proactive communication to customers
- b. Mystery shopping for call centre agents
- c. Launch of WeConnect Community – a customer community launched to conduct testing of bank's products and services among loyal customers
- d. Launch of CX Academy, a training platform for Customer Experience-based training modules including:
 - Customer Service Excellence certification for frontline staff
 - Induction and Onboarding
- e. Guidelines for Healthy Customer Happiness Score (CHS)
- f. CX Knowledge Tool – Axonify – expanded across frontline network
- g. Service Request Service Manual
- h. Internal Customer Satisfaction (ICSAT)

- Disability Etiquette Training
- Meet and Greet Learnings
- Emirati Culture Learnings

The focus on excellence resulted in bank staff getting over **5,300 customer** appreciations across the year from satisfied customers.



Environment (as part of Emirates NBD Group)

We are committed to reducing our environmental impacts, both directly as well as indirectly throughout our operations. The UAE Net Zero 2050 strategy, announced in October 2021, is a national drive to achieve net-zero emissions by 2050 and we are excited about playing a significant role in helping the UAE deliver a successful outcome.

We have a record of environmental compliance, and no fines or non-monetary sanctions were imposed on the Bank for non-compliance with environmental laws.

Our commitment to green-friendly policies and practices includes both large-scale projects to meet global best standards, and local practices to benefit the regional ecosystem.

Resource Use

In a time of accelerating natural resource depletion, we are committed to the equitable, prudent, and innovative use of resources, which we have attempted to incorporate into decisions from facility management to paper recycling.

Energy Consumption and Efficiency

Internal communications have been sent out to raise awareness of our energy-saving goals and strategies.

The following processes allow us to set reasonable energy consumption targets, track our performance and define ways for improvements by making data-based decisions:

- Regular monitoring of energy consumption
- Using a digital platform for benchmarking & trend analysis
- Assess if there is a downward trend in utility consumption
- Implement appropriate control measures to reduce consumption
- Motion sensors installed to avoid unnecessary energy consumption
- Governing temperature control through a building management system (BMS) system
- Replacing aged equipment with higher energy-efficient equipment (e. g. chillers, chilled water pumps, Air Handling Unit (AHU), and Fresh Air Handling Unit (FAHU))

Fuel Consumption

To better manage and monitor our fuel consumption, we have tied up with the Emirates National Oil Company (ENOC) for Group fleet vehicles. Consumption is reported through monthly invoices and monitored regularly by the Emirates NBD Transport Desk through the ENOC Corporate Customer Portal. Furthermore, to encourage our employees to use shared transport, we enable them to choose free of charge shared transportation services.

Water Consumption and Efficiency

In alignment with the UAE Water Security Strategy 2036, we are mindful of our water usage and are committed to adopting sustainable water management practices whilst also tackling water insecurity through our business operations.

The following initiatives were undertaken to improve water management:

- Implementation of water aerators
- Installation of water tank leakage sensors
- Pressure reduction in water taps to save water, without impacting the end-user
- Water monitoring meters were installed in the premises to monitor the water consumption through service providers such as irrigation systems, cleaning, car wash, etc.

Waste Management and Recycling

The Group Facility Management Department oversees safe and responsible waste management to reduce the environmental impact.

Paper Consumption

a. Go Paperless Initiative

The Go Paperless initiative was launched in 2020 as part of our sustainability focus. This initiative maps our journey towards environmental sustainability by using paper responsibly, saving trees, and reducing our carbon footprint.

Paper Consumption

With the collaborative effort of Emirates NBD, Emirates Islamic, and Tanfeeth, we have launched various initiatives demonstrating our significant commitment to this issue. The main focus in the year 2021 was to introduce **digital authentication and archival of End of Day reports**.

DocuSign

To remove physical contracts and save paper, the Procurement Department adopted DocuSign, a digital solution allowing electronic internal approval workflow and ensuring legally valid signed contracts with our strategic vendors.





Emissions

Greenhouse Gas (GHG) Emissions

Every year, we monitor CO₂ emissions from our operations. This allows us to assess our impact, identify improvements, and plan interventions as needed.

We are continuously encouraging our employees to use company transportation instead of using privately owned vehicles. The Group Transportation Unit regularly analyses route optimisation to cater to employee commuting requirements. This does not only benefit the environment, but also provides a reliable and convenient solution to private commuting.

ISO 14001

Emirates NBD is certified in the Environmental Management Systems standard ISO 14001:2015. To meet this goal, we are making efforts to improve our environmental management systems through initiatives such as energy and water conservation, green energy stations, plastic consumption reduction and paper waste management, pressure reduction, and leakage sensor installations.

Innovation

Internal #SayNoToPlastic Initiative

The #saynotoplastic programme was launched for 42 teams across Emirates NBD, Emirates Islamic and Tanfeeth to encourage a single-use plastic-free culture. Teams were invited to do the following:

1. Collect plastic bottles in a recycling bin provided by our partner DGrade
2. Switch to reusable water bottles and stop ordering plastic water bottles through procurement.
3. Design a logo for #saynotoplastic

The collected bottles will be recycled into fabric out of which DGrade will produce reusable drawstring bags for our support staff.

In line with this initiative, Collections and Recoveries will be distributing 435 mugs and reusable bottles to employees across Emirates NBD and Emirates Islamic to encourage them to do their part to save the environment.



Social

Our investment in human resources, as well as community development, reflects our social commitment. Our sense of social responsibility stems from our position as one of the UAE's leading financial institutions, which allows us to support socio-economic growth both directly and indirectly through employment and social investment.

Employees

Benefits

a. Flexible Working Hours

This year, with the support of Senior Management and the Board, we have expanded our flexible work initiatives to include not only the existing flexible working hours but also in terms of working remotely. Our new flexible work initiative means employees can work remotely from anywhere in

the UAE, if the role allows it, and the manager approves. It is a big step-change for the bank in-line with global best practices. This gives employees a lot more flexibility in terms of how they work, less time traveling to and from the office, and more time at home with their families.

b. Benefits to Full-Time Employees



Flexible Working Hours and Employee Offers



Maternity, Paternity, and Adoption Leave



Life Insurance



Longer Leave days for People with Disabilities



Health Insurance, Wellness Programme, Health Clinic



Paid Leave for Volunteering, Exams, Hajj, or Military



Finance



Retirement Plan / Pension for Emiratis



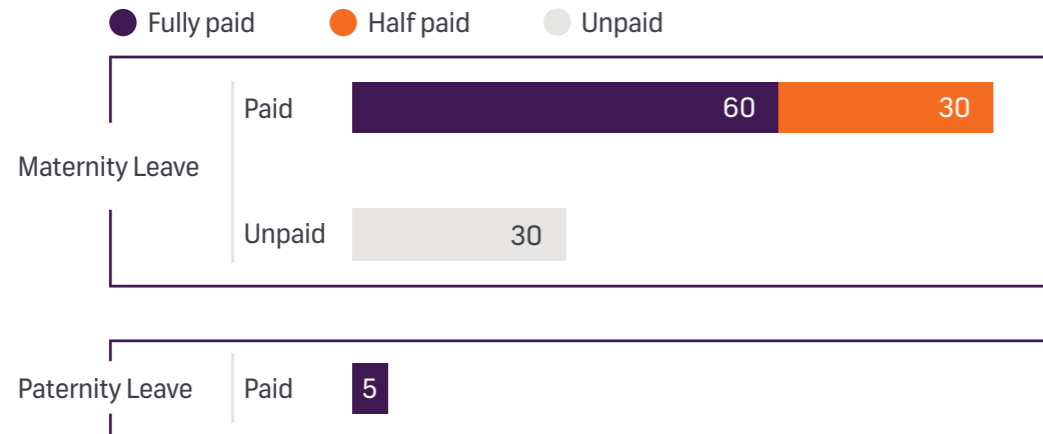
Relocation Support



End-of-Service Benefits

c. Parental Leave

We understand how challenging and overwhelming new parenthood can be. We support our employees through parental leave packages that support their journey mentioned in number of calendar days below.



We assist parents who choose to adopt by giving adoption leave benefits that are comparable to parental leave benefits.

d. Parental Leave - Breakdown by Gender

	Emirates Islamic					
	2021		2020		2019	
	F	M	F	M	F	M
Employees who took parental leave	32	43	7	20	19	45
Employees who came back to work after parental leave	32	43	4	20	19	45
Employees who came back to work after parental leave and were still employed 12 months later	31	41	4	20	17	42
Retention Rate	97%	95%	70%	100%	89%	93%

Health & Wellbeing

The ongoing COVID-19 pandemic has highlighted the importance we place on employee health and safety. We are dedicated to empowering our employees to be in the best physical and mental health possible, allowing them to enjoy lives that are both satisfying and enriching.

Wellness Centres and Doctor Consultation Rooms

Our employees can visit a doctor without co-insurance required, get lab tests, and have their biometrics screened at the wellness center and consultation rooms.

Health Kiosks

Employees can quickly and easily monitor basic health vitals at their workplace.

Telehealth Services – TruDoc 24x7

TruDoc provides round the clock consultations through video calls, which helped our employees, particularly during the COVID-19 lockdown.

Annual Free Flu Shot Campaign

Annually, we provide on-site free flu shots in all major office locations and selected branches.

Wellness Champions

The Wellness Champions lead and assist in the implementation of health and wellness initiatives for their respective business units.

Mental Wellbeing Hotline

This is a dedicated free mental wellbeing hotline, which helps our employees to overcome stress, or any issues related to mental wellbeing.

Wellbeing Communications

Wellness communications are shared across the Group on a monthly/bimonthly basis to support the health and wellbeing of our employees.

Ramadan Wellbeing campaign

Throughout the month of Ramadan, our social media platforms delivered wellbeing suggestions on issues including mental health, hydration, and spiritual productivity.

Breast Cancer Awareness in October

We provided all employees with two Breast Cancer Awareness Sessions (one in English and one in Arabic), during which they learnt about breast cancer, its causes and risks, and how to reduce risks by being proactive and attentive.

Men's Health Awareness in November

All employees were invited to a Men's Health and Diabetes Session, where we covered preventative care and lifesaving advice related to Men's Health.

b. COVID-19 Initiatives

Vaccination drives	We conducted multiple vaccination drives throughout 2021 in partnership with private clinics as well as the Dubai Health Authority (DHA) to assist employees and their family members to get the vaccine.
Vaccine awareness campaigns	Awareness campaign launched across the Group.

d. Health and Safety Training

The ongoing COVID-19 pandemic has highlighted the importance we place on employee health and safety. We are dedicated to empowering our employees to be in the best physical and mental health possible, allowing them to enjoy lives that are both satisfying and enriching.

Entity	Emirates Islamic
Fire & Safety Fundamentals	115
First Aiders Training	1
Occupational Health Safety and Physical Security Awareness	3,186

The numbers represent the number of participants in the training in 2021.



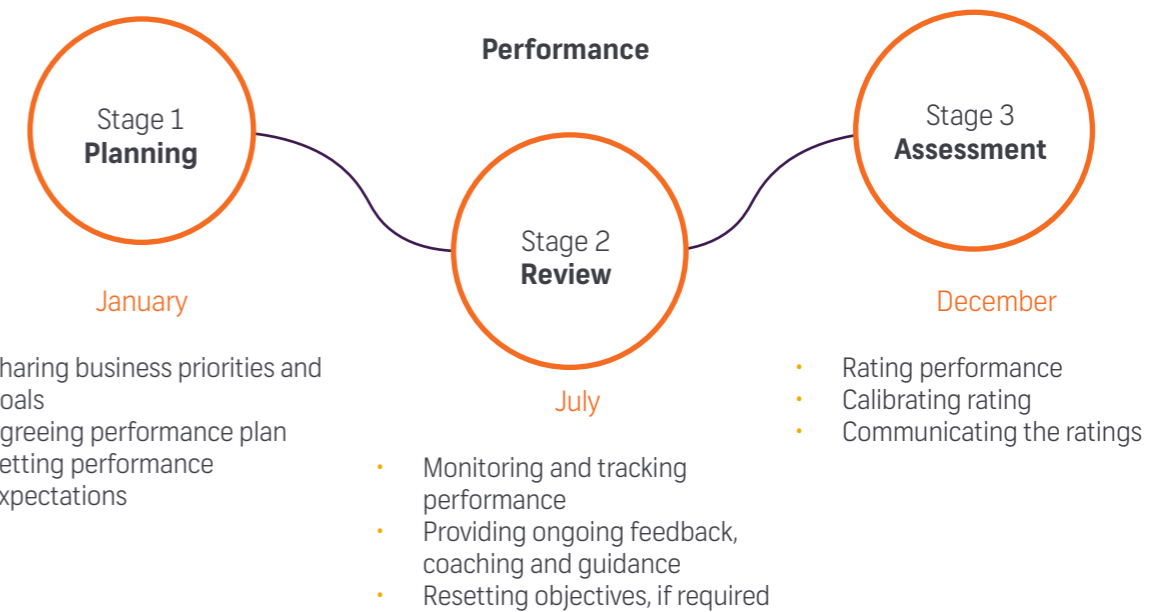
Talent Management

a. Talent Management Framework

A significant priority area is cultivating leadership talent. By creating a leadership bench strength and succession planning for future leadership requirements, we seek to engage members of both the expatriate and Emirati communities and provide them the opportunity to become proactive participants in the UAE's financial and economic sectors. The Group's long-term plan for maximising its influence in the UAE and beyond is to focus on highcalibre individuals. Employees must have an extraordinary performance record as well as great leadership potential to be nominated as a "Talent." Employees can express their personal development commitments, progress their professional skills, and attain promotion opportunities inside the Bank through our award-winning programmes, which include online learning, mentorship, coaching, exposure stints, and special projects.

b. Performance Management and Pay

We have a performance pay scheme which rewards a bonus, incentives, and recognition, to employees based on their individual and their unit's performance. All employees complete these three stages during their annual performance review:



Training & Development



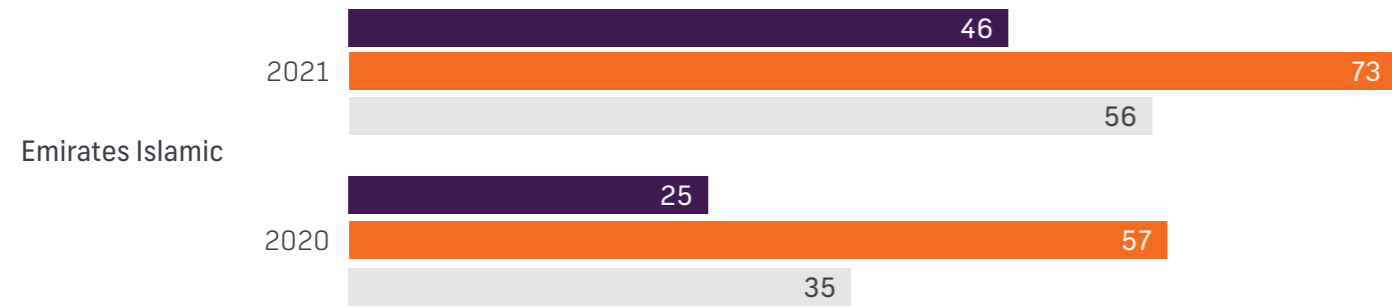
Average number of training hours for Male employees



Average number of training hours for Female employees



Total average number of training hours for employees



a. Digital Learning

	Digital Learning - Emirates Islamic	
	2021	2020
Reach	100%	100%
Unique learners	1,519	1,687

b. Our Learning Platforms



c. Internships

The purpose of the internship programme is to provide students with a wealth of challenging tasks within their field of study or career interest, and exposure to the day-to-day business operations of a highly professional environment.

	Emirates Islamic
Number of interns recruited	22
Number of Emirati interns	14
Number of female interns	21

d. Emirates Islamic – UAE National Integrated Learning Journey (UNILJ)

The **UNILJ** is a personalised learning journey for new-to-role UAE Nationals. Irrespective of experience or expertise, they will be assessed, developed, and empowered with the requisite skills needed for their defined role. The UNILJ is an instructive approach that transforms the personal learning space into a dynamic, interactive learning environment where the Line Manager/Trainers/Coach and Subject Matter Experts guide learners on the job as they apply department-specific concepts and engage creatively with the subject matter. Each learning journey is approximately 6-weeks long depending on the learning need.



e. Emirates Islamic – Al Mustaqbal

Al Mustaqbal is a cohort-based learning programme, following the methodology of UNILJ, designed for specific roles such as Service Ambassadors. Participants are high-school graduates.

Al Mustaqbal



Diversity & Inclusion

a. Women Empowerment

We are dedicated to supporting women in the workforce in a holistic manner, through practices ranging from encouraging new mothers to re-join the workforce, training programmes for female employees, as well as specific clubs and activities designed to make the workplace diverse and welcoming.

b. Emiratisation

Emiratisation is very critical for us as we follow the government’s agenda to increase Emirati talent. Our approach to recruiting and retaining Emirati talent collaborates with external entities, such as colleges and universities, to hire talent; create bespoke training programmes designed to upskill fresh graduates; and develop succession planning and career progression mapping for them.



c. Training and Development for Emiratis

National Leadership Programme (NLP)

In line with the UAE Centennial 2071's agenda to develop Emirati human resources, and to fulfil the Board of Directors' aspirations to nationalise of EXCO jobs and of N-1* level jobs in the Bank over the next few years, our National Leadership Programme trains Emirati employees for the roles of Executive Committee (EXCO) and N-1 level Unit Heads.

*An executive who is a direct report of the Chief Executive Officer is an N-1.

d. Advocacy for People with Disabilities (PwD)

Emirates Islamic advocates the inclusion of People with Disabilities (PwD). Our team provides support throughout the hiring process, starting with delivering basic workplace inclusion workshops for employers, interviewing PwD candidates, onboarding assistance, and job coaching to selected candidates.



Training for other Employees

We provide training for other employees to ensure smooth, and dignified interactions as well as an inclusive and welcoming work environment for PwD.

Disability Etiquette Workshops

We have designed these workshops to enhance our employees' awareness of the different ways in which PwD communicate, move, and view the world around them.

American Sign Language (ASL) Workshops

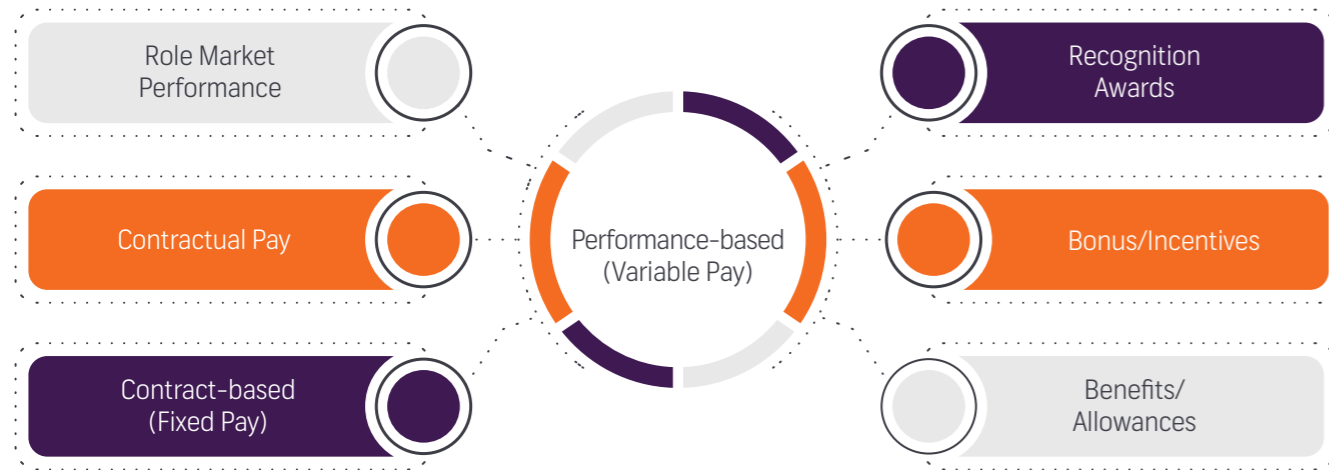
In 2021, we launched Level 2 workshops for our American Sign Language Trainings. We are in the process of transitioning this workshop to our online learning portal. Our ASL e-dictionary is designed to cover the basics of ASL such as letters, words, numbers etc.

Emirati Sign Language (ESL) Workshops

In September, our team launched the first ever Emirati Sign Language workshop. ESL is the first sign language for the UAE dialect, and a unified reference language for those with hearing disabilities in the UAE.

Employee Engagement & Satisfaction / Recognition

a. Our Reward Framework



Total Reward (fixed and variable pay) is influenced by role accountabilities, market benchmarks and performance delivery.

b. Our Recognition Programme

GEM (Going the Extra Mile) Recognition Programme



The GEM Programme is designed to motivate our employees to 'go the extra mile' and be recognised as the best. The goal of this programme is to create and sustain a motivational work environment, inspire employees and teams to go the extra mile and reinforce the organisation's values in the behaviour of our people.

GEM Annual Awards

Entity	Sapphire Award - for individual excellence up to Manager level	Emerald Award - for team excellence led by Managers and Associate VPs	Ruby Award - for unit excellence led by VPs and Senior VPs	Diamond Award - for division excellence led by Executive VPs and Senior Executive VPs
Emirates Islamic	24	5	2	

Bravo – Employee to Employee Appreciation



Bravo is the Group's online employee to employee appreciation portal, where you can send an e-card or virtual pat on the back to anyone in the Group in any location.

Overall, the platform promotes our core value of 'collaboration' through accountability, active participation and teamwork.

Bravo 2021

Entity	No. of Employees Received
Emirates Islamic	1,654

Milestone – Long Service Awards



We recognise and value the contribution of all our employees but in particular, of those who stay with us for a long time. The loyalty, commitment and contributions brought by these individuals is a big part of our success.

Long Service Awards 2021

Entity	10 years	15 years	20 years	25 years	Total
Emirates Islamic	53	67	3	7	130

c. Employee Engagement & Satisfaction


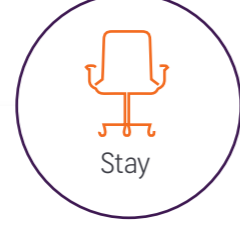

Souwti

Souwti is the Arabic word for My Voice. It is an employee engagement initiative aiming at understanding employee perspectives on issues that affect the Bank and identifying major priority areas that have a substantial impact on bank employees for focused attention and action.



Employee Engagement Fundamentals

The 3 key behaviours that exemplify strong engagement are:

 <p>Say</p>	 <p>Stay</p>	 <p>Strive</p>
Speak positively	Remain a member of the organization	Exert Effort
<p>Consistently speak positively about the company to colleagues, potential employees and customers</p>	<p>Have an intense desire to be part of the organization for an extended period of time</p>	<p>Employees are inspired by the company to exert extra effort.</p>

Work from Home Survey

In order to ensure that our employees could work from home (WFH) efficiently during lockdown, we gave them laptops equipped with software that enabled them to work remotely. As part of the second phase, an online survey was conducted to understand employee sentiments on work from home practices. Results from this survey showed that our people still wanted to be connected to what is happening internally, even when they are home 24/7.

Employees have also felt benefits from having more flexibility around their working day and spending less time commuting.

Finally, working from home gives us the possibility to hire people who previously wouldn't have been part of the talent pool.

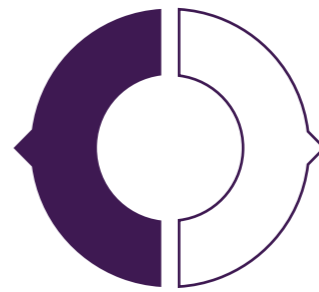
Entity	2021	2020
Emirates Islamic	4.57	4.34

The score is the average level of satisfaction on a scale of 1 to 5.

i. Grievance

Employees may resolve grievances informally or formally. A formal grievance is required to be submitted within one month from the date of its occurrence. Minor grievances should be resolved within one week, while other grievances should be resolved within two weeks. These timeframes may mutually be extended, as required. If a grievance remains unresolved or was not resolved to the employees' satisfaction, the employee may choose to refer the matter to the next level of management stating the reasons for referral. During this reporting period, one grievance was filed which was escalated to top management.

We have the following mechanisms in place to moderate unlawful acts or acts of discrimination.

<p>Empower</p> <p>Our intranet portal allows all employees to file grievances confidentially and choose an escalation path until their issue is resolved.</p>		<p>Frequently Asked Questions</p> <p>Our grievance document is available to all employees and is updated regularly.</p>
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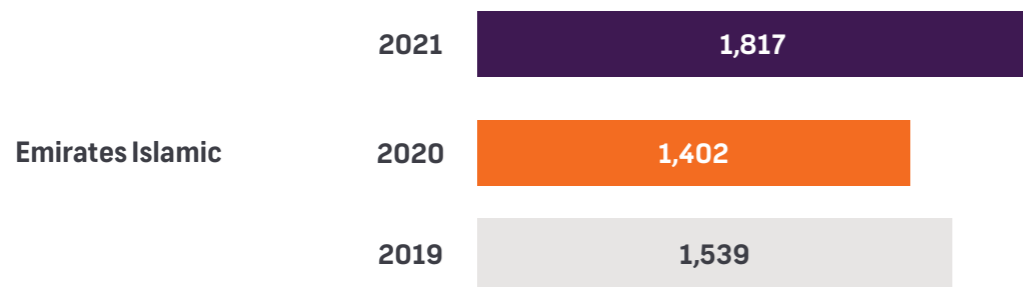


Our Employees in Numbers

Workforce Profile

2021 2020 2019

Total Number of Full-Time Employees

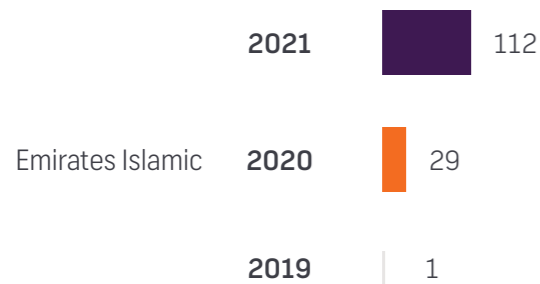


Since 2021, there has been a centralized reporting system for data collection for all 3 entities. The total number of employees does not include contractual employees and full time (third-party) consultants.

Total Number of Employees with Disabilities (PwD)



Full-time Consultants (Third Party)



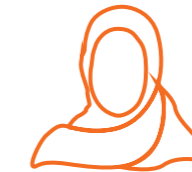
Consultants include third party full-time employees

a. By Gender

Gender Breakdown - All Employees (Full Time)

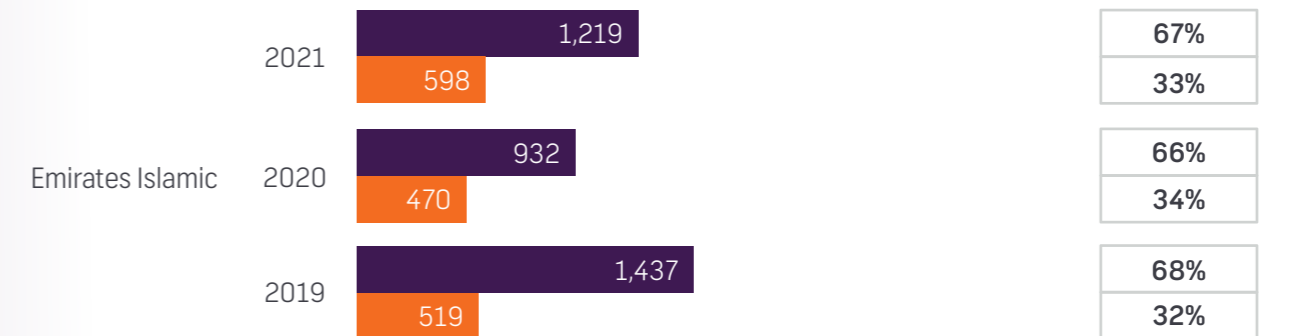


Number of MALE employees



Number of FEMALE employees

% of employees out of total workforce



Gender Breakdown - Newly Hired Employees

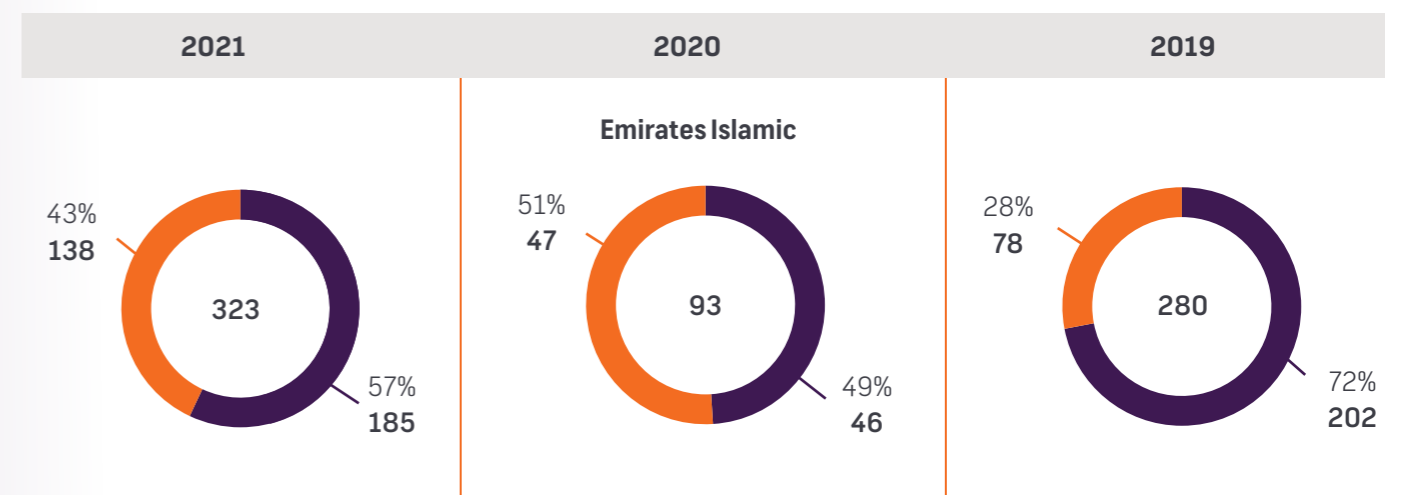


% and Number of NEWLY HIRED FEMALE employees

Inside circle: Total Number of ALL NEWLY HIRED employees



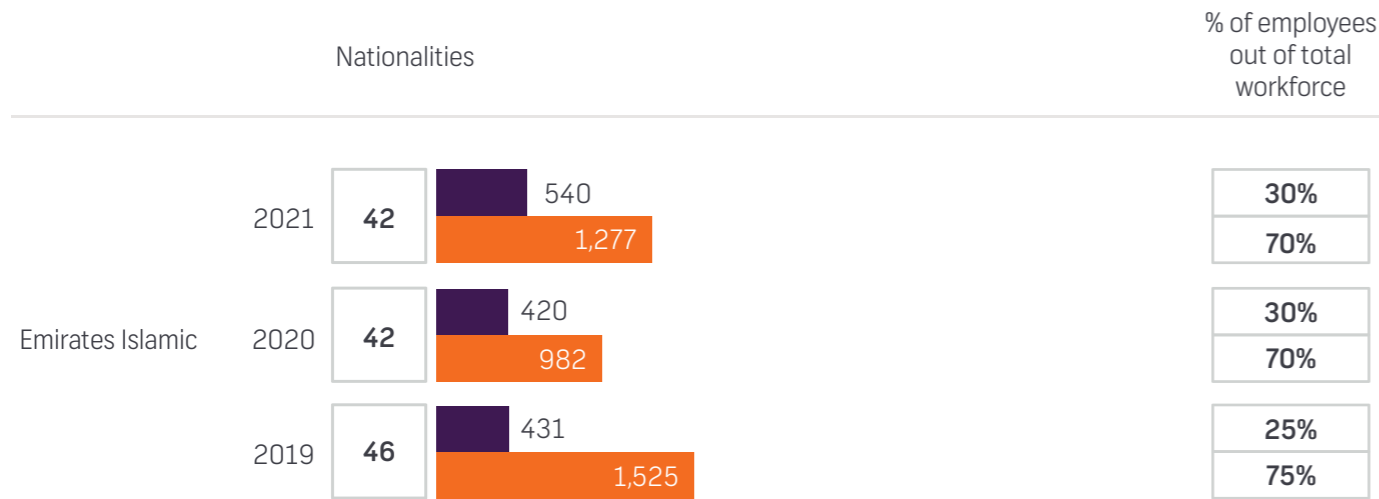
% and Number of NEWLY HIRED MALE employees



b. Emiratisation

Emiratis vs Expats – All Employees

- Number of Emirati Employees out of total workforce
- Number of Expat Employees out of total workforce



Above percentages are based on total workforce which includes non-permanent employees.

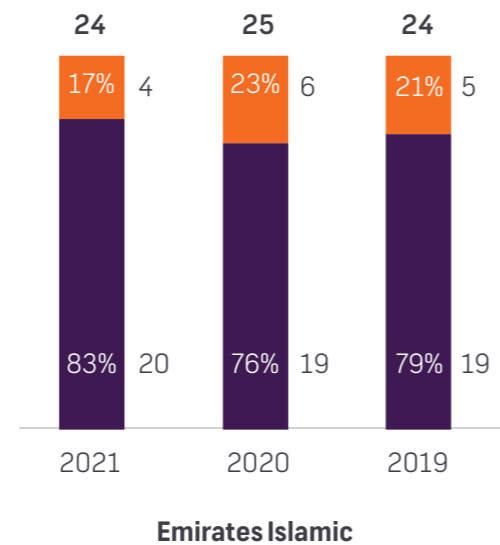
c. Senior Management



% and number of MALE employees



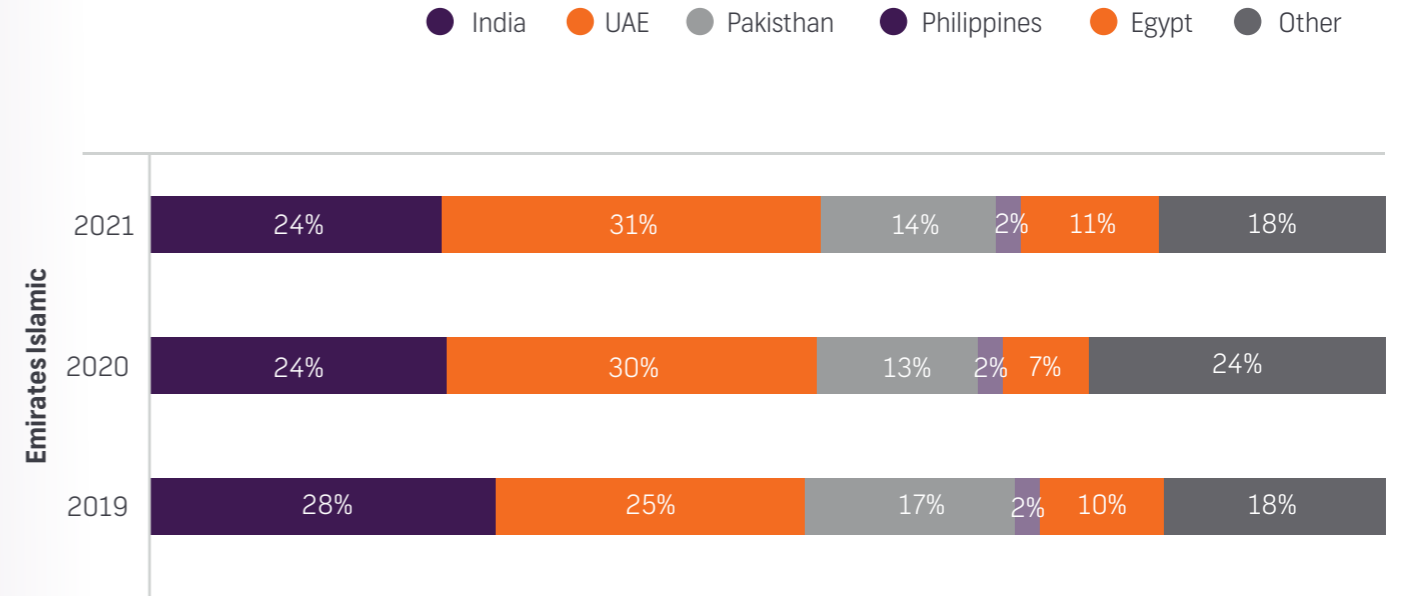
% and number of FEMALE employees



Senior Management is identified as Senior Vice President and above.

d. By Nationality

Top Five Countries – All Employees



e. Turnover of employees

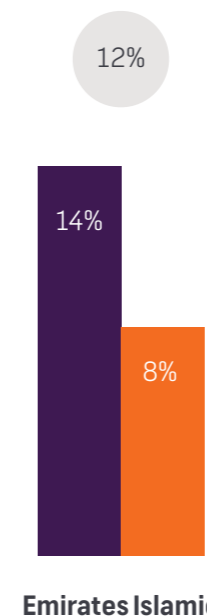
Turnover Rate – By Gender – All Employees



Turnover rate for all MALE employees (%)



Turnover rate for all FEMALE employees (%)



Emirates Islamic



Community

Our Social Responsibility approach is based on our framework of 'Creating Shared Value' for our surrounding communities. We share the responsibility of improving the social and environmental conditions for our neighbourhoods and hope to enrich the lives of those who graciously share their space with us.

Social Engagement Framework (as part of Emirates NBD Group)

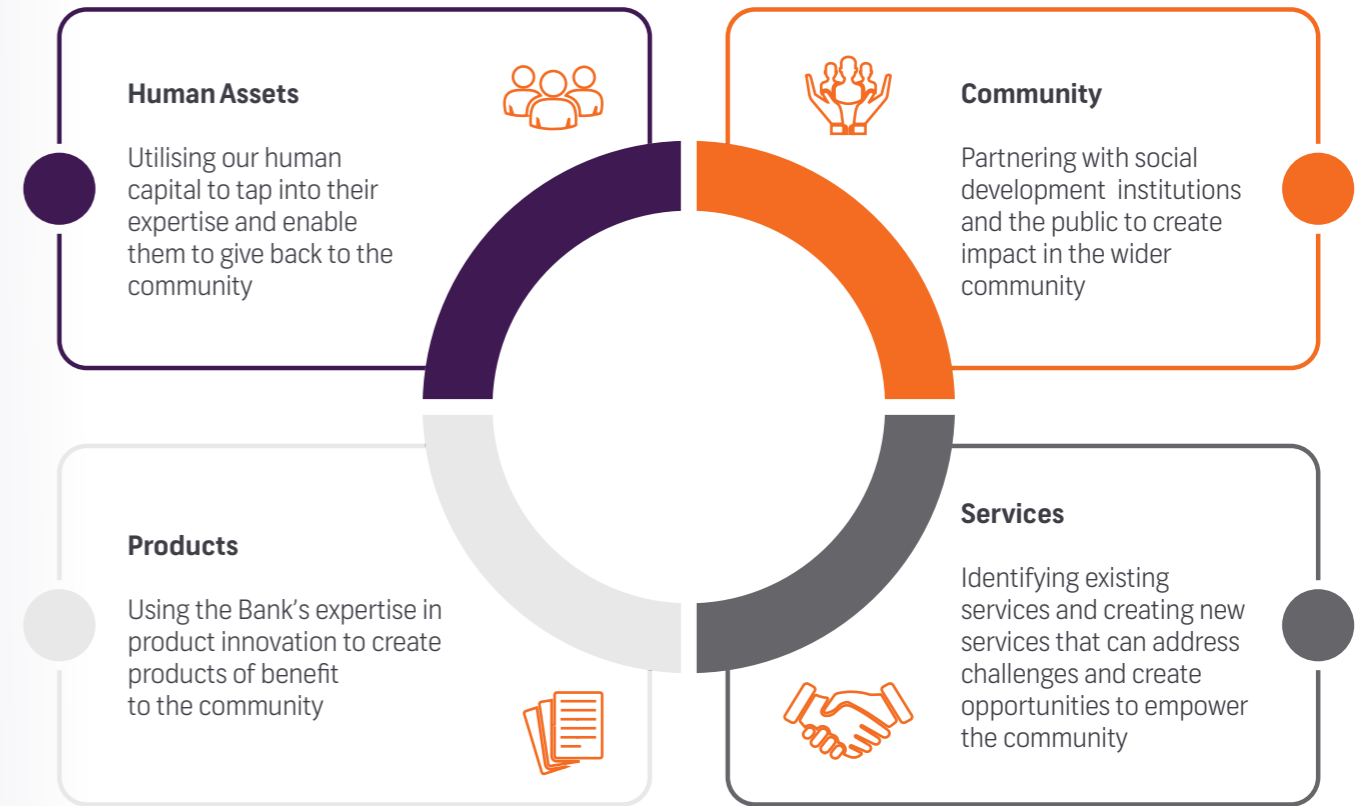
Our Social Engagement Framework operates on the corporate level within the organisation, and at the country level to achieve national visions incorporating geographic, demographic, and social needs.





Social Engagement Commitment Model

In every focus area within our Social Engagement Framework, we activate the following four elements to create multi-dimensional impact:



Philanthropy

Philanthropy is a vital part of our purpose of creating opportunities to prosper and is our demonstration of sharing our good fortune with our fellow citizens and communities. Through our philanthropic spirit, we position ourselves as a socially responsible institution, validate our dedication to growing together with our surroundings, and fulfil our public duties.

a. Financial Commitment to our Social Engagement Programmes

The table below showcases our social contributions in 2021 in each focus area.

Social Investment Area	Emirates Islamic (All amounts in AED)
Health & Wellness	22,976,434
Humanitarian	2,285,660
Islamic Contributions	6,416,220
Women's Empowerment, Environment & Education	520,000
Community Development & Year of UAE	13,850,000
Advocacy for People with Disabilities: #TogetherLimitless	5,180,000
Total Overall	51,228,314

Volunteering – Exchangers

Exchanger is our award-winning fully funded volunteering programme. In 2021, we demonstrated the Group's commitment to the UAE's National Strategy for Voluntary Work 2021.

We signed on with IMPACT2030 to activate our human capital. IMPACT2030, the corporate volunteering arm of the United Nations, which helps tackle the Sustainable Development Goals by utilising its toolbox and network for employee engagement and encouraging collaboration. The Bank was named an IMPACT2030 Innovation Award Winner in recognition of the Exchanger programme.

	2021	2020	2019
Volunteer Deployments	44	18	114
Number of Hours	346	216	673
Number of Volunteering Opportunities	42	34	63

In 2021, on-the-ground volunteering activities were restricted to align with the UAE government COVID-19 regulations.

b. Keep the Creek Clean (As part of Emirates NBD Group)

This was a volunteer programme to encourage employees to clean our water bodies, which resulted in the removal of thousands of kilos of waste.



43
Dive Clean-Ups

20
Beach Clean-Ups

3
Kayak Clean-Ups



5,648
Volunteering hours

15,999
Kg waste removed from ocean

23
Scuba diving courses completed*

*6 ongoing scuba diving courses

Governance

Good governance encourages accountability, transparency, efficiency, and the rule of law at all levels, allowing for effective management of human, environmental, economic, and financial resources for equitable and long-term development. We have a rich history of sturdy governance committees, policies, and practices, which can be understood as the fair distribution of responsibilities, privileges, and powers among organisational hierarchies to ensure compliance with values as well as regulations.

Environmental, social, and governance (ESG) issues, as well as corporate social responsibility (CSR), are becoming

increasingly important to companies' obligations and accountabilities to their stakeholders. As a result, there is a need to improve corporate governance best practices to improve their interactions with stakeholders. The most compelling reason to pay more attention to sustainability is that it increases our ability to thrive and succeed in the long run.

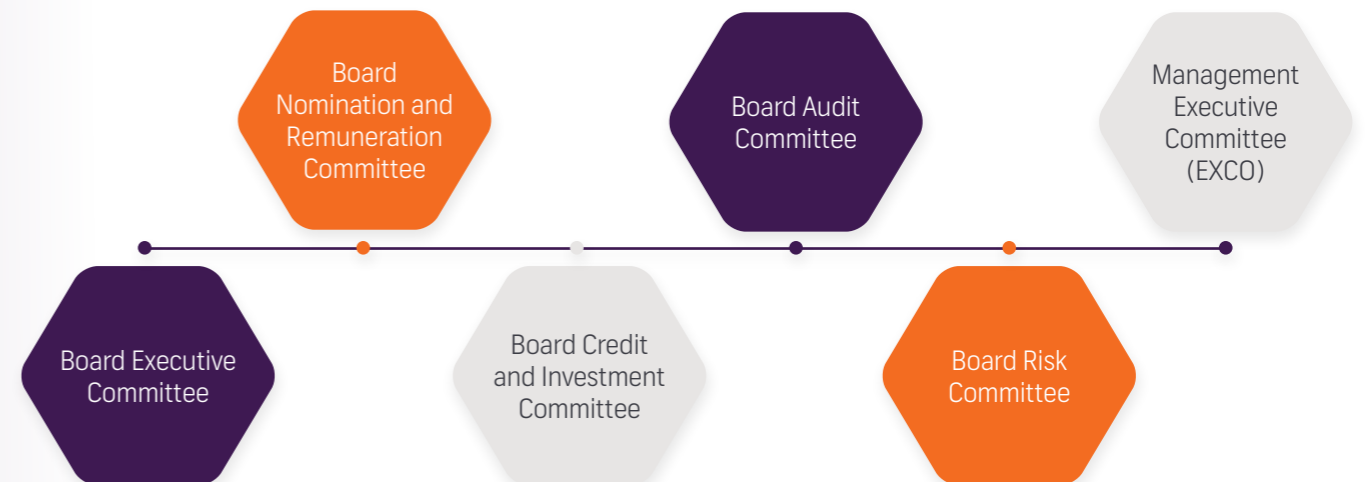
There were no incidents of non-compliance with labour, environmental, data privacy or any other sustainability related laws and regulations, nor any fines received, in 2021.

Board and Board Committees

The Board of Directors is responsible for the overall direction, supervision and control of the bank. The Board's mandate includes the overall strategy and oversight of the corporate structure, financial reporting, internal controls and risk management policies. It also includes approval of the Annual Report as well as corporate dividends.

Board committees are formed to deal with complex or specialised issues more effectively and to use directors' time more efficiently. Committees make recommendations for action to the full board, which retains collective decision-making authority.

For more detailed information, please refer to our [Annual Report 2021](#).



Emirates Islamic – Internal Shariah Supervisory Committee

All transactions that Emirates Islamic undertakes and all products that it offers are strictly Shariah compliant. Emirates Islamic's objective is to provide the highest standards of Islamic finance and all Emirates Islamic's activities are supervised by the Emirates Islamic Shariah Committee. Before either the execution of a transaction or the launch of a new product, the terms of the transaction or the product (as applicable) are presented to the Emirates Islamic Shariah Committee for its approval.

The Emirates Islamic Shariah Committee is an independent body of Shariah scholars that is appointed by the General Assembly of Emirates Islamic. Its key task is to supervise the application of different aspects of Shariah within Emirates Islamic and to ensure (through the Internal Shariah Control

department and Internal Shariah Audit department) that all transactions are undertaken in strict compliance with Shariah. The resolutions and pronouncements of the Emirates Islamic Shariah Committee are binding on the management and the directors of Emirates Islamic. The Emirates Islamic Shariah Committee meets periodically as and when required. As at the date of this report, the Emirates Islamic Shariah Committee is comprised of the Shariah scholars set out in the following table.

Name	Position
Dr. Mohamed Abdul Rahim Sultan Al Ulama	Chairman and Executive Member
Sheikh Essam Mohamed Ishaq	Member
Dr. Mohamed Ali Elgari	Member
Dr. Salim Ali Al-Ali	Member
Dr. Amin Fateh	Member

Responsibility

(As part of Emirates NBD Group)

We are both vulnerable to and responsible for risks such as cybersecurity, fraud, bribery and corruption, business continuity, and crisis management. Since our key services are for our customers and the larger community, it is essential for us to organise our protective strategies against these risks, to ensure that our customers' needs are met with consistency and integrity, and their information remains confidential and protected.

Code of Conduct

The Code of Conduct establishes the minimum acceptable standards of professionalism and personal conduct that the Bank expects from employees, both inside and outside our premises, to maintain the Bank's reputation.

All employees are obligated to preserve the bank's interests and reputation; thus, they must report any unusual incidents, suspicious occurrences, and/or actual, planned, or potential illegal or unethical behaviour that may directly or indirectly impact the bank.

Fraud, bribery, harassment, discrimination, intimidation, favouritism, violations of law and/or Group policies, and misconduct and malpractice are examples of such instances.

Employees must report all incidences to the concerned Unit Manager and the Fraud Prevention & Investigation unit.

Every employee must read and accept the Code of Conduct at least once a year, or if it is updated or modified.

Cyber Security

To manage cybersecurity, we have aligned our objectives with the US National Institute of Standards and Technology (NIST) Framework, to ensure that data is protected against disclosure to unauthorised users. We follow the defence-in-depth approach, wherein a series of security mechanisms and controls are layered throughout the network to protect confidentiality, integrity, and availability of the network and the data within. A layered defence helps us reduce vulnerabilities, contain threats, and mitigate risk. We have a layered information security structure, managed by security professionals within Group Information Security Office, Group Cyber Risk and Group Internal Audit.

All key security decisions affecting customer data privacy and security are taken jointly by a group of members belonging to these units. Additionally, while such security controls help prevent security incidents, attackers can manipulate customers; hence, we conduct a lot of Cyber Security awareness sessions, not just for our internal users, but also for our customers.

Security Infrastructure

We have dedicated a significant amount of our AED 1 billion digital transformation investment toward strengthening the protective layers of our infrastructure, digital processes, and analytics, enhancing safety and security programmes, products, and solutions.

Group Policies related to Fraud

a. Group Fraud Management Policy

This Policy establishes the basis for protecting the Group's reputation and financial viability by improving fraud risk management. It emphasizes the Group's zero-tolerance policy for fraud, corruption, misappropriation, and other similar irregularities, as well as methods for preventing, responding to, and mitigating the consequences of such dishonest acts.

b. Group Anti-Bribery and Corruption Policy

This Policy establishes the Anti-Bribery and Corruption (ABC) framework for the Group. The Policy provides clear guidelines for Group employees and connected third parties who are involved in the Group's business activities to ensure compliance with ABC legislation as well as the Group's ethical standards and expectations.

c. Whistleblower Policy

This policy sets the foundations for efforts to prevent and identify fraud. It also permits employees to report actual or suspected fraud incidents, such as malpractice, misconduct, and corruption, without fear of retaliation or persecution, in good faith.

Business Continuity

The Business Continuity Management team within Group Operational Risk unit is responsible for managing and monitoring BCM process and programme across the Group. It oversees the development and implementation of the Group's business continuity and crisis management framework, governance structure, and procedures in order to safeguard the Group's people, processes, and infrastructure. It assists all business, support, and control units in developing, testing, and updating business continuity plans, reports risks and issues to all stakeholders, and manages the timely and effective delivery of BCM components across IT, Procurement, and other units.

a. Business Continuity Policy

The Group BCM Policy outlines the minimum criteria that all organizational units must adhere to when planning for, responding to, and recovering from any operational disruption. It specifies the design, development, testing,

maintenance, and review criteria for all Emirates NBD Group organizational units' "business continuity plans." The policy guarantees that the Group's planning is consistent and structured, in accordance with international best practices.

b. Crisis Management Plan

This Crisis Management Plan is designed to assist our management in dealing with a crisis scenario and returning to business as usual. This plan aims to clarify the roles and responsibilities of employees and teams involved in a crisis and outline the crisis management governance structure.

c. Group Pandemic Response Plan

It caters to pandemic situations and serves as an extension to the Crisis Management Plan.

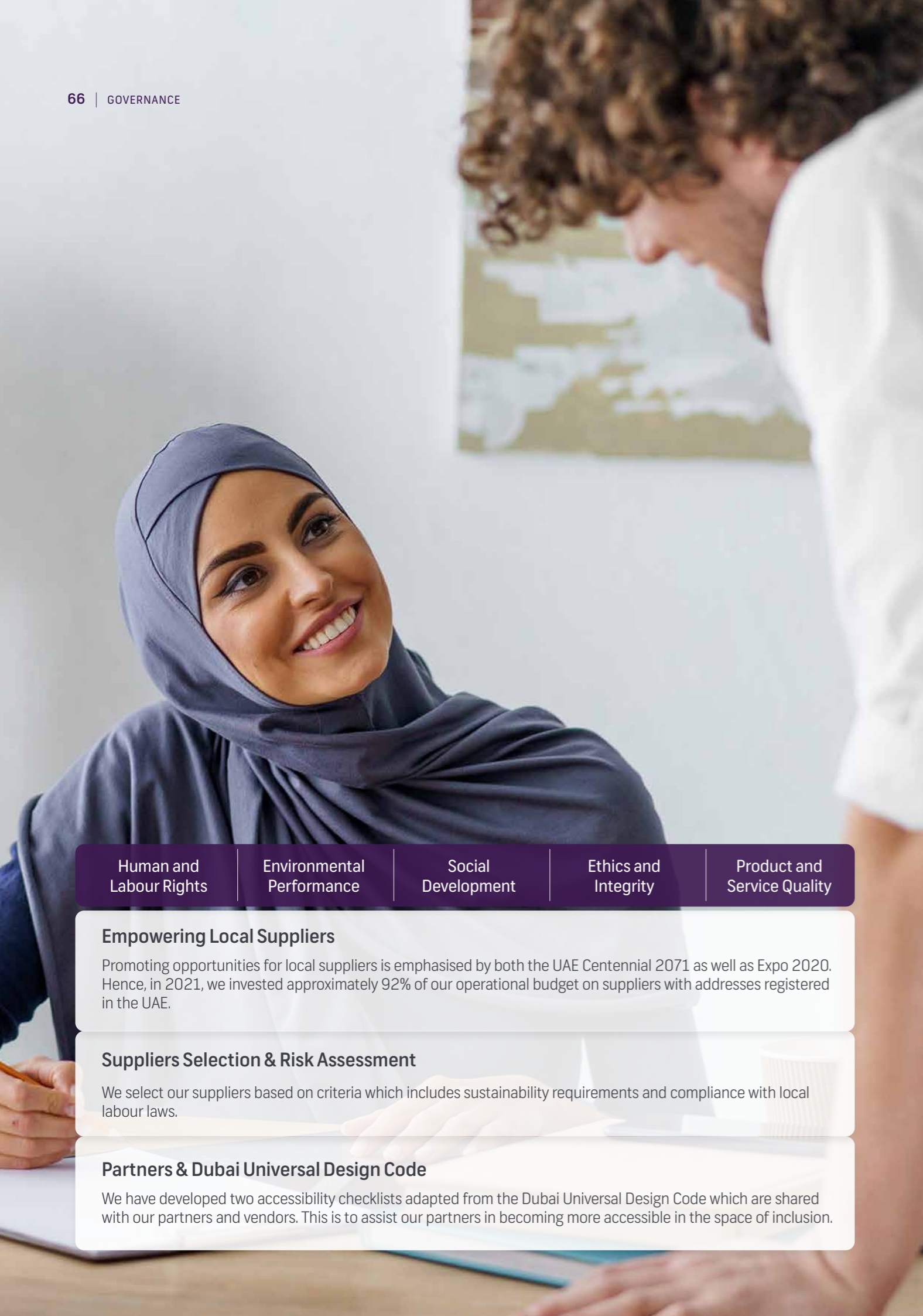
Sustainable Procurement Policy

We consider sustainability aspects in procurement decisions along with commercial elements. The objective of our Sustainable Procurement Policy is to define the guidelines of the procurement practices with regards to Sustainable Procurement matters:

- Reduce our environmental impact by managing our procurement decisions.
- Reduce our carbon footprint to ensure our environmental sustainability.
- Wherever possible, minimise and conserve our natural resources.

- Encourage suppliers and contractors to use cleaner technology and create goods that are less harmful to the environment.
- Demonstrate leadership in our sustainable practices to the community and other stakeholders.

We have established and maintained procedures to evaluate and select suppliers and contractors based on the below five areas and to monitor their processes and performance, where appropriate.



Human and Labour Rights

Environmental Performance

Social Development

Ethics and Integrity

Product and Service Quality

Empowering Local Suppliers

Promoting opportunities for local suppliers is emphasised by both the UAE Centennial 2071 as well as Expo 2020. Hence, in 2021, we invested approximately 92% of our operational budget on suppliers with addresses registered in the UAE.

Suppliers Selection & Risk Assessment

We select our suppliers based on criteria which includes sustainability requirements and compliance with local labour laws.

Partners & Dubai Universal Design Code

We have developed two accessibility checklists adapted from the Dubai Universal Design Code which are shared with our partners and vendors. This is to assist our partners in becoming more accessible in the space of inclusion.

Sustainability

Sustainability Reporting

We have been publishing Sustainability reports as part of Emirates NBD Group since 2015 and as stand-alone since 2020 in alignment with the GRI standards, as well as with the timely national goals, the Sustainable Development Goals, and the principles of the United Nations Global Compact.



