



البنك العربي المتحد  
UNITED ARAB BANK

ESG Report  
2022

# Towards Sustainable Growth





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# About this Report

## About this report

United Arab Bank is proud to present its third consecutive ESG report. This report captures an overview of the Bank's Environmental, Social and Governance performance against the ESG reporting guidelines set by the Abu Dhabi Securities Exchange.

## Reporting Period

This report covers the calendar year from January 1<sup>st</sup> to December 31<sup>st</sup>, 2022. Information from previous years is provided when available for comparison purposes.

## Reporting Guidelines

As part of our commitment to transparency and international best reporting practices, this report is developed in accordance with the SDGs and the ADX ESG Disclosure Guidance for listed companies, the index of which is presented in the Appendix.

## Report Boundary

This report covers UAB operations in the UAE only. Financial data is expressed in AED.

## Contact Point:

We always value feedback and strive to improve our reporting. Hence, we welcome any questions or feedback you may have on our progress and ambitions.

Email: [sustainability@uab.ae](mailto:sustainability@uab.ae)

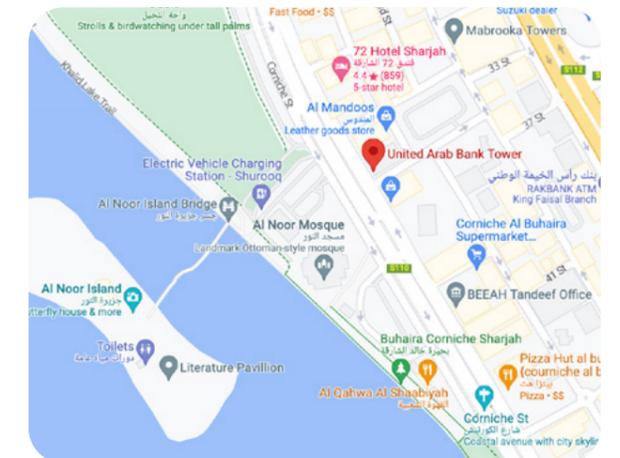
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# About UAB

United Arab Bank, P.J.S.C. (UAB) was incorporated on the 21<sup>st</sup> of January 1975 as a joint venture between UAE investors and the French international financial conglomerate, Société Générale (SG). Today, the bank is considered among the longest-standing and most innovative banking and financial services providers in the United Arab Emirates.

Headquartered in Sharjah, UAB operates through 6 branches, 17 ATMs, and 11 cash and cheque deposit machines (CCDM) across the UAE offering retail and corporate banking services. The Bank succeeded to establish itself as a partner of choice for corporate clientele with a comprehensive suite of Wholesale Banking services supported by Trade Finance, Retail Banking, and Financial Markets services, in addition to Islamic Banking solutions.



## Vision

United Arab Bank will be the trusted partner and the UAE bank of choice for our customers, shareholders, and employees, leading the way to greater financial prosperity while remaining committed to the highest integrity standards.

## Mission

United Arab Bank is committed to build sustainable long-term partnerships with our key stakeholders, offering a superior customer experience, creating shareholder value, and adopting an innovative banking approach while remaining loyal to our nation's heritage and contributing to the overall development of the UAE.



**Our Customers:** Committed to consistently deliver a superior customer experience and adopt an innovative banking approach, sharing in the success of our customers.



**Our People:** Committed to help our people grow within a high performance culture that attracts, develops, and rewards talent and contribution.



**Our Community:** Committed to contribute to our community and to make a difference.



**Our Shareholders:** Committed to create consistent long-term shareholder value and ensure sustainable growth.



**Our Regulators:** Committed to apply the highest standards of corporate governance and work ethics.



## Our Ownership Structure

UAB is listed on the Abu Dhabi Stock Exchange (ADX) with a diversified ownership structure of local, regional, and foreign shareholders.

List of major shareholders who own 5% and above of the share capital as of December 31, 2022.

Shareholder	Percentage (%)
Commercial Bank	40.00%
Sheikh Faisal bin Sultan Al Qassimi	11.13%
Al Wathba National Insurance Company	8.62%
Al Majed Investment Company (WLL)	5.47%
Jumaa Al Majed Abdullah Muhairi	5.31%
Sheikh Sultan Saqer Sultan Salem Al Qassimi	5.20%

## Message from our CEO

Dear Shareholders,

It is my great pleasure to introduce to you the 2022 annual sustainability report for United Arab Bank. Looking back on the past year, I am pleased to report that we have continued to make significant progress towards achieving our vision of becoming the most trusted bank of choice in the UAE.

As a responsible corporate citizen, United Arab Bank places a high priority on driving positive change in the communities we serve and on amplifying our contribution to the Sustainable Development Goals (SDGs). The initiatives that we have established in recent years have placed us in a robust position, empowering us to make significant positive contributions in 2023, which marks the Year of Sustainability in the UAE. Our collaboration with the Storey Group organization on the One Billion Tree Planting Initiative is a clear indication of our commitment to climate change and environmental conservation in the UAE. We are committed to expanding our efforts towards sustainability and will continue to seek out innovative and impactful projects.

At United Arab Bank, we are fully aligned with the national efforts to achieve the UAE's vision and ambitions. Our contribution to job creation in the UAE and the development of Emirati talents is of utmost importance to us. Our nationalisation rate increased by 23% in 2022, which stands above the national average rate. This reflects our unwavering commitment to the UAE and its people, as we strive to contribute to the country's growth and development.

Furthermore, we remain committed to empowering local suppliers that share our values and ethics. In 2022, local suppliers represented 98.43% of all our suppliers, with an estimated expenditure of AED 100.81 million. This not only supports the local economy but also ensures that our supply chain is ethical and sustainable.

Despite the challenging environment brought about by the pandemic and its aftermath, our financial



performance in 2022 was strong. We were able to maintain a healthy balance sheet and generate solid returns for our shareholders, with our strategic focus on digitalisation and innovation, helping us to stay ahead of the curve in a rapidly evolving market.

Looking forward, we are confident that United Arab Bank will continue to be a competitive player in the industry, delivering exceptional value to our different stakeholders. We are committed to creating a positive impact on society, the environment, and the economy, and we look forward to continuing our journey towards sustainability. I would like to take this opportunity to express my sincere gratitude to our employees, partners, and customers

for their unwavering support. Our achievements would not have been possible without their dedication and commitment. Together, we can build a sustainable future for the UAE.

Sincerely,

**Shirish Bhide**  
Chief Executive Officer  
United Arab Bank

### Our Initiatives

United Arab Bank places a high priority on driving positive change in the communities we serve and on amplifying our contribution to the Sustainable Development Goals (SDGs). The initiatives that we have established in recent years have placed us in a robust position, empowering us to make significant positive contributions in 2023, which marks the **Year of Sustainability** in the UAE.

# Our Sustainable Future

## Our Sustainability Management Approach

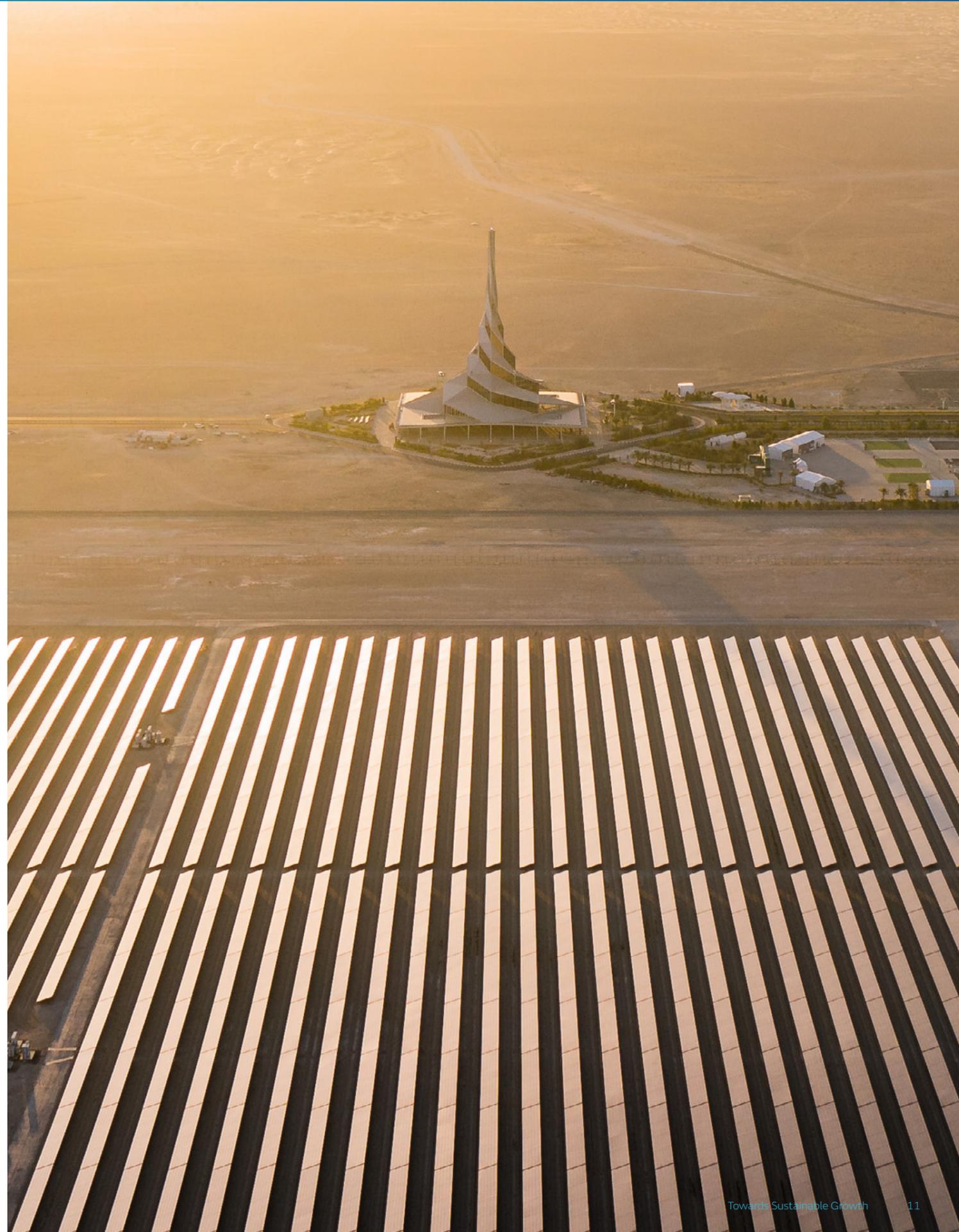
At UAB, we believe that managing ESG risks and driving a strong sustainability agenda contributes to long-term value creation for our stakeholders, future-proofing our business and the economy at large. To achieve this agenda, we developed a sustainability approach that articulates our commitment and discloses it to our stakeholders known as UAB Sustainability Framework. The framework guides the Bank in making better CSR investments, improving operations, and increasing efficiency in our sustainability agenda.

In creating the approach, we consulted various stakeholders to get their feedback on material issues. We also ensured its alignment with the UN Sustainable Development Goals, the UAE's Vision 2022, and the ADX ESG Disclosure Guidance for Listed Companies.

UAB has continuously invested in CSR, especially in community and environmental conservation projects. We have invested in environmental conservation programmes to reduce the Bank's carbon footprint and contribute to climate change mitigation. UAB has partnered with Storey Group org., a UAE based social enterprise working in affiliation with the United Nations to fulfil the One Billion Tree Planting Initiative. This initiative aims to plant a forest of mangroves in which each tree will absorb four times the carbon dioxide of a tropical forest tree.



The framework is built on five pillars of our long-term strategy



# Our Corporate Governance

## Governance, Compliance and Ethics

We, at UAB believe that robust and transparent governance is the blueprint upon which our identity and success are built upon. The Bank continuously works on reviewing and improving its governance structures and processes to ensure effective and responsible decision-making. Built on our values of Integrity, Customer Focus, Competency, Consistency, and Courteousness, our Corporate Governance Framework and Operating Model enables the Board of Directors to maintain effective and regular oversight over the inherent risks in the business of the Bank.

The Board approves strategic objectives, appropriate risk strategies, as well as policies and procedures to ensure that business plans and budgets are properly aligned with business activities. The Board also has the responsibility to set corporate governance values, codes of conduct, and standards of compliance with banking laws and regulatory guidelines. To learn more about our governance structure and management please refer to our governance section in the report.

### Our Board Structure

Name	Role
H.E. Sheikh Faisal bin Sultan bin Salem Al Qassimi	Chairman
Mr. Omar Hussain Alfardan	Vice-Chairman
H.E. Sheikh Abdullah bin Ali bin Jabor Al Thani	Director
H.E. Sheikh Mohammed bin Faisal Al Qassimi	Director
Mr. Ahmed Mohamad Bakheet Khalfan	Director
Mr. Fahad Badar	Director
Mr. Joseph Abraham	Director
Ms. Najla Al Midfa	Director

\*Mr. Abdul Wahab Al Halabi was a Board Member from November 2021 until March 2022.

### Governance

UAB has a strong governance framework in place to ensure that its risk management framework is effective and that risks are managed in a controlled and transparent manner. This includes committees at Board and Management levels, clear policies and procedures, regular reporting and monitoring, and independent oversight from internal and external stakeholders.

### Board Committees

The Board of Directors are ultimately responsible for identifying and controlling risks; however, there are separate board sub-committees responsible for managing and monitoring risks.

#### (a) Board Governance and Remuneration Committee

The Board Governance and Remuneration Committee (GRC) acts on behalf of the Board on all matters related to governance, remuneration, nomination and strategic plans, except for those powers and actions that are restricted to the Board on the basis of legal provisions or the Articles. The GRC is responsible for supporting the Board in overseeing the remuneration scheme, in order to ensure that the subject remuneration is appropriate and consistent with the Bank's culture, long-term business and risk appetite, performance and control environment as well as with any legal or regulatory requirements.

#### (b) Board Credit Committee

The Board Credit Committee (BCC) has the responsibility to establish a credit risk strategy and monitor the overall credit process within the Bank for maintaining a diversified portfolio, avoiding undesired risk concentrations, improving the overall asset quality of the portfolio, and complying with Credit Policy and regulatory guidelines.

#### (c) Board Risk and Compliance Committee

The Board Risk and Compliance Committee (BRCC) has the overall responsibility for the development of the risk strategy and implementing principles, frameworks and policies for enhancing the Bank's risk and compliance management framework to best practices standards. This includes, but is not limited to, ensuring effective control structures and the monitoring of aggregate risk exposures (including but not limited to strategic, regulatory, credit, market, liquidity, operational and legal).

#### (d) Board Audit Committee

The Board Audit Committee (BAC) is responsible for monitoring, reviewing and reporting to the Board on the formal arrangements relating to the financial and narrative reporting of the Bank, internal controls, compliance and internal/external audit processes.

#### (e) Joint Board Audit and Board Risk Committee

Joint Meeting between the Board Audit Committee (BAC) and the Board Risk Committee (BRC) is held regularly in accordance with the Central Bank of the UAE (CBUAE) guidelines to ensure effective coordination and collaboration between the two committees in managing risks. This joint meeting enhances the overall risk management framework by providing a platform for robust discussions and effective decision-making in matters relating to risk management.

### Our Governance Diversity

	Male Percentage	Female Percentage
Board of Directors	87.5	12.5%
Board Committees	93%	7%

### Compliance

UAB is committed to maintaining full compliance with the applicable laws and regulations of the Central Bank of UAE, other regulatory bodies and the Government of the UAE. The Compliance Committee provides oversight to address all matters of non-compliance.

Incidents of Non-compliance	2020	2021	2022
Total incidents of non-compliance	0	0	1
Total number of non-monetary sanctions	0	0	0
Percentage of legal and regulatory fines and settlements that resulted from whistleblowing	0	0	0

## Conflict of Interest

UAB has various sets of policies and procedures in place across relevant departments that ensure effective management of conflicts of interest of UAB employees with regard to customers. Our Conflict of Interest section, as outlined in the UAB Code of Conduct, identifies employees' responsibilities with respect to conflicts of interest that are most likely to occur in the Bank, as well as the employee's duty to exercise discretion in determining whether a conflict occurs and whether it would warrant remedial action.

Employees must report any conflicts of interest, protect customer confidentiality and Bank confidential information, declare any outside business interests, and obtain approval before engaging in personal dealing. Employees should also behave in the best interests of customers. According to the Delegation of Authority manual "No one has the authority to sanction a commitment or an item of expenditure in circumstances where that individual receives a personal benefit."

## Whistleblowing Policy

We, at UAB focus on building the values of transparency and accountability across all levels of our organisation. We achieve this, our whistleblowing Policy dictates the procedures, confidentiality measures and actions to be taken in the event of receiving a report of misconduct or illegal behaviour. The policy is owned by our Compliance department and includes a designated Whistleblowing Officer and a dedicated channel to report incidents, with the required level of confidentiality maintained.

## Consumer Protection

UAB is committed to full compliance with all applicable laws and regulations related to consumer protection. The Bank has established policies and procedures to ensure that its products and services are transparent and fair to its customers. The Bank also provides appropriate disclosures and information to its customers, to enable them to make informed decisions about their financial matters.

In addition to compliance with relevant regulations, UAB is committed to maintaining a high level of ethical standards in its dealings with customers. The Bank will not engage in any unfair, deceptive, or abusive practices, and will always act in the best interests of its customers.

## Data Privacy and Security

### Information Security Framework

We are committed to protecting and respecting the data we collect and process. We understand that our customers, partners, and employees expect their data to be treated with vigilance and high ethical standards. Hence, our approach to data privacy and security is founded on having the right talents, systems, controls, policies, and full compliance with the laws and regulations. Our Information Security Management Framework sets a guideline and defines the scope of Information Security by establishing the following objectives:

1. Ensures the overall security of information assets of the Bank, thereby managing the business risks.
2. The Framework enables the Bank to apply the principles of Information Security to improve the security and resilience of the information systems.
3. The Framework provides organization and structure to today's multiple approaches to Information Security by assembling standards, guidelines and practices that are working effectively in the industry today.

In addition to our framework and in alignment with the Central Bank of the UAE consumer data protection, UAB has established a detailed data privacy policy. The policy details the rights of customers, retention of data, and protection requirements. Furthermore, Information Security has established a comprehensive risk management procedure to identify various risks pertaining to technology and calculate them using the threat factor, vulnerability, probability and impact. For risk mitigation status, such residual risks are reported to the Risk Management Committee and Board Risk Management Committee.

## Security Standards Alignment

UAB is aligned with the following security standards:

- a. National Information Assurance Standard (UAE IA Standard)
- b. Industry Regulated Standard - PCI DSS (Payment Card Industry Data Security Standard)
- c. Industry Regulated Standard - SWIFT CSP (SWIFT Customer Security Program)
- d. UAB information security framework developed in line with ISO 27001 standard.

## Cyber Security Breaches

Period	Cyber Security Breach Incidents	Cyber Security breach Attempts
Q 1 2022	0	271
Q2 2022	0	363
Q3 2022	0	338
Q4 2022	0	275

## Awareness Campaigns and Training

As human errors still play a role in increasing the probability of successful cybercrimes, UAB takes a preventive approach to complement its existing systems and controls by making sure employees and customers are equipped with the needed knowledge to identify and mitigate any cybercrime attempts.

The Bank has instilled the culture of continual fraud risk awareness campaigns since 2021 internally, to the customers as well as a wide audience by providing them perpetual cybercrime and fraud awareness messages (via SMS, social media, Website, ATM display, Emailers, Screensavers) to protect themselves from financial cybercrime and fraud. A series of campaigns developed with taglines of **#UnitedAgainstFraud** and **#ReadBetweenTheLines**. In addition to the Bank's campaigns, also supported UAE Banks Federation (UBF) with its campaign under the theme of "National Fraud Awareness Campaign", which is done in collaboration with the Central Bank of the UAE, Abu Dhabi Police, Dubai Police, and TDRA (Telecommunication & Digital Government Regulatory Authority). This has been continuously communicated across most channels. As for our internal campaigns, we conducted employee training and awareness sessions on data privacy and security issues throughout the year targeting all employees. These training sessions were conducted in collaboration with our HR department whereby they follow up with all departments to ensure their participation.

### Security Awareness (2022 YTD)



\*DLP and Data Classification trainings are in progress.

Cyber Security Incident Response training

# Our Responsible Banking



## Sustainable Products and Services

### Accessible Banking

In line with the UAE's efforts to empower people of determination and ensure an inclusive society, UAB has installed ramps across six of its branches to facilitate the accessibility of these branches to people of determination. We are also working on installing teller counters dedicated to our differently-abled customers and upgrading our ATMs with a Braille keypad.

### Sustainable Financing

UAB recognises the environmental and social challenges that continue to rise affecting every aspect of people's lives and businesses alike. As a financial institution, we are taking steps towards integrating ESG factors into our decision-making processes. We have integrated ESG risk considerations into our Wholesale Banking processes starting with the onboarding stage where we assess the client's potential exposure to ESG risks and the possible remedies/mitigants to such risks. The same is reassessed annually when conducting the credit facilities reviews across the Wholesale Banking portfolio. Furthermore, the Bank continued to invest in ESG-linked assets by investing approximately AED 47.7 in various regional banks' facilities.

### Digital Banking

Building on our efforts and promise to provide a superior customer experience and innovate in our services, the Bank launched a digital onboarding platform for retail customers and an online banking portal for corporate clients. The onboarding platform offers customers the comfort and ease of applying for an account of their choice conveniently and paperlessly. Corporate online banking allows clients to make online submissions of all types of transfers, payments and transactions which considerably reduces the submission of paper requests at the branches' counters. Furthermore, in our continuous efforts to digitise our processes and reduce paper consumption, the Bank replaced couriering of paper statements every month-end.

## Customer Experience

### Employee Training on CX

As a financial service provider, customer experience and satisfaction are crucial factors to our business's success and continuity. We take a strategic approach to ensure our customers have a smooth and quality banking experience by training our front-line employees to acquire the needed skills and knowledge to cater to every need and effectively handle conflict. This allows the Bank to ensure a standardised experience quality across its branches, easily identify improvements to customer experience and tackle them.

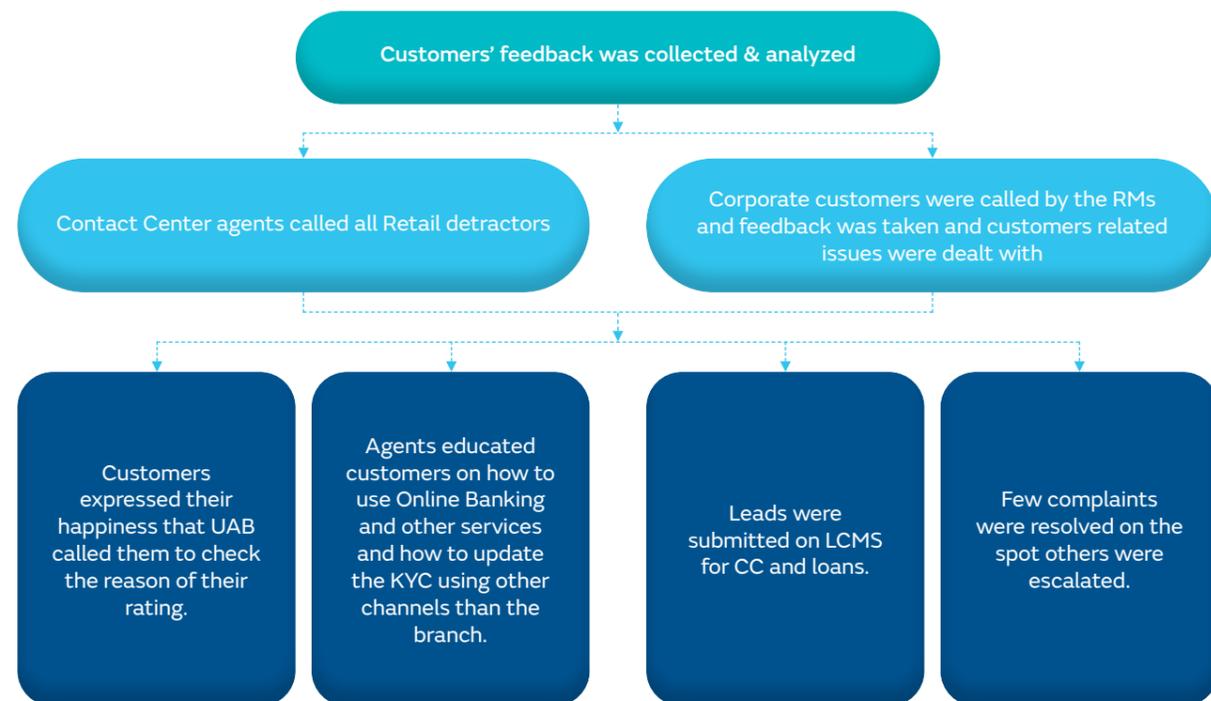
Training Title	Topics Covered	No. of Staff Attended
<b>1. Contact Centre Program - Handling Difficult Customers</b>	<ul style="list-style-type: none"> <li>Why difficult customers</li> <li>Type of callers</li> <li>Customer expectation vs reality</li> <li>How to handle different types of callers</li> </ul>	<b>3</b>
<b>2. Customer Journey Mapping – EIBFS Training</b>	<ul style="list-style-type: none"> <li>Identify and understand key customer segments</li> <li>Develop a detailed customer journey for these segments</li> <li>Understand what key customer journeys drive the business</li> </ul>	<b>2</b>
<b>3. Customer Experience – EIBFS Training</b>	<ul style="list-style-type: none"> <li>Understanding the Customer Journey</li> <li>Taking the Extra Mile</li> <li>Becoming a Happiness Engineer</li> <li>Using Customer Experience as a Strategy</li> <li>Methods to improve customer experience strategy</li> <li>The link between customer experience and Customer retention</li> <li>Measuring Customer Experience</li> </ul>	<b>3</b>
<b>4. Customer Service for People of Determination</b>	<ul style="list-style-type: none"> <li>Understand the rights of People of Determination and other vulnerable groups</li> <li>Understand relevant provisions of the UAE Consumer protection standards and UAE Federal law</li> <li>Learn how to handle people with special needs in customer-facing roles</li> <li>Learn about the principles, etiquettes, and best practices to treat them fairly and with empathy</li> <li>Analyse the global best practices for treating such people with sensitivity</li> </ul>	<b>54</b>

## Customer Satisfaction

The Bank conducts a satisfaction survey every year to evaluate the quality of its services, define gaps and take actions to improve. Our NPS is determined by responses to a single question: "How likely is it that you would recommend our UAB's product/service to a friend or colleague?"



After collecting the survey responses from our valued customers, our teams took the following actions to ensure gaps are fulfilled and customer experience is improved in line with customer feedback.



## Customer Grievances

Our customers are at the core of everything we do. We continuously strive to uphold our commitment to our customers - "Committed to consistently deliver a superior customer experience and adopt an innovative banking approach" - by ensuring the implementation of efficient and robust processes. When it comes to our customer complaints and grievance management, the Bank is aligned with the Central Bank and Consumer Protection Regulations (CPR). In case of any grievances, customers are informed about their right to escalate their case to the Central Bank. Furthermore, we ensure our customers are informed about our grievance process and their rights by publicly sharing our Customer Charter on our website, and branches.

To ensure customers can easily communicate with us we established the following channels to collect grievances:

- 24/7 Contact Centre
- UAB Online Banking
- 6 Branches Across UAE
- Mobile Banking
- UAB Website
- 24/7 Chat & Email Access

The number of customer complaints received in 2022	2862
The number of solved customer complaints in 2022	2855
Complaints that were escalated to Senior Management	15
Complaints that were escalated through the CB from customers	47

# Our People



## Talent Attraction and Retention

UAB is committed to attracting and retaining top talents. The Bank recognises that its employees are key to its success and works to create a supportive and engaging work environment that fosters growth and career development.

UAB invests in its employees through training and development programmes, flexible work arrangements, and competitive compensation packages. The Bank also prioritises creating a diverse and inclusive workplace, where all employees feel valued and respected.

In addition to its internal initiatives, UAB is also actively involved in the wider community, supporting initiatives that promote education and career development. The Bank also collaborates with local universities to offer internship and job opportunities to students, helping to develop the next generation of leaders in the region.

UAB's commitment to attracting and retaining top talent is a key factor in its long-term sustainability and success. The Bank will continue to invest in its employees and create a positive workplace culture, in order to attract and retain the best talent in the industry. Below are some key initiatives that Bank has undertaken in this regard.

## Employee Benefits

To remain relevant in a competitive employment market and provide our employees with motivational benefits that enhance retention rate, we provide them with Medical Insurance, Life Insurance, Airfare Allowance, Education Allowance, House Rental Advance Allowance, and Mobile Allowance. Employee benefits packages are reviewed on an annual basis by our Board Governance Remuneration Committee (GRC).

## Parental Leave

The Bank abides by the UAE labour law of 2022, where female employees are granted a maternity leave of up to 90 calendar days and both male and female employees take parental leave of 5 working days. In 2022, 2 Female Staff and 6 Male Staff took parental leave.

## Reward & Recognition

UAB continuously observes the achievements of its employees and recognises their contribution to the Bank's success. To recognise our high-achieving employees, the Bank allocates AED 200,000 for its Reward and Recognition initiatives such as the Employee of the Quarter Award, Sheikh Faisal Award and Best Branch Award.

## Employee Satisfaction

One of the main metrics used by our bank to engage with our employees, get their feedback and inputs on how we can improve their experience, and evaluate their job satisfaction is our NPS Engagement Survey.

Employee NPS SCORE	2019	2020	2021	2022
Employee Engagement	70%	85%	85%	85%
Overall Satisfaction Score	80%	85%	85%	85%
Employee Absentee Rate	2%	2%	2%	2%

TURNOVER RATE	2019	2020	2021	2022
% Year-over-Year change for full-time employees	-23%	-15%	-3%	-1%
% Year-over-Year change for part-time employees	0%	0%	0%	0%
% Year-over-Year change for contractor employees	-20%	-53%	2%	-15%
% Year-over-Year change for consultant employees	0%	0%	0%	0%

## Driving People Development

UAB Human Capital Management (HCM) training team oversees defining the competencies development framework every year, in line with the strategic priorities and values in UAB's Annual Business and Strategic Plan. This framework helps the team in designing guidelines for all parties involved in the process (coach, mentor, supervisor, assessor and learning and development).

Individual development plans are established based on the framework and the standards against which the employee will be assessed. These are identified through a multi-source mechanism that captures the learning and development needs that are shared by a group of employees. Our performance review process is the main tool used to recognize and plan learning and development. The HCM training team will review the plans, expectations, and results with senior management while direct managers are in charge of ensuring that individuals' training requirements are met.

To ensure the effectiveness of our training, we perform a pre and post-assessment for technical skills programmes, extract a report, determine the effectiveness of the training, and define improvements if needed. Further, we collect feedback from participants to evaluate their satisfaction and analyse how the training is helping with their career advancement path. Various assessment methods are used such as exercises, role play and case studies.

TRAINING - ALL EMPLOYEES		
	2021	2022
AVERAGE NUMBER of training <b>DAYS</b> for a <b>MALE</b> employee	10	9
AVERAGE NUMBER of training <b>DAYS</b> for a <b>FEMALE</b> employee	11	10
Average NUMBER of training <b>DAYS</b> for <b>ALL</b> employees	10	9
Employee Post-training Evaluation of the learning programmed ( <b>NPS Score</b> )	8	8

TRAINING - SENIOR & EXECUTIVE LEVEL		
Indicator	2021	2022
AVERAGE NUMBER of training <b>DAYS</b> for a <b>MALE SENIOR &amp; EXECUTIVE</b> employee	6	6
AVERAGE NUMBER of training <b>DAYS</b> for a <b>FEMALE SENIOR &amp; EXECUTIVE</b> employee	6	8
Average NUMBER of training <b>DAYS</b> for <b>ALL SENIOR &amp; EXECUTIVE</b> employees	6	7

LEARNING & DEVELOPMENT PROGRAMMES			
Programme	Description	Number of Courses	Number of Beneficiaries
Third-Party Training	Technical & Behavioural Programme, Pathway Programs	3	46 Employees
EIBFS Training Programme	Technical & Behavioural Programme, Pathway Programs	443	156 Employees
UAB Programmes (Regulatory +Soft Skills)	Regulatory Required Programmes, Technical Awareness, Behavioural Training	135	367 Employees

## Diversity, Inclusion and Emiratisation

UAB believes that diversity and inclusion spur innovation and foster a dynamic work culture where people can learn from each other and thrive on their differences. Our efforts to create a more diverse and inclusive culture are reflected in an increase of 7% in our female employees and 4% in local employees.

### Gender Equality

As we continue promoting diversity and inclusion within our Bank, we focus on increasing female employee participation and development to occupy leadership positions in the Bank.

In line with the UAE Central Bank Corporate Governance Regulations and Standards, UAB is working on improving the gender balance by developing a conscious hiring process where managers disproportionately disqualify candidates based on our gender balance goals. Consequently, 40% of our newly hired employees in 2022 were female representing an increase of 26% compared to 2021. Additionally, female employees are provided with an average of one day more training hours than male employees and our median male compensation to median female compensation was reduced to **120%** compared to **126%** in 2021.

GENDER BREAKDOWN - ALL EMPLOYEES			
	2020	2021	2022
Total Number of <b>ALL FULL-TIME</b> employees	357	347	344
Number of <b>MALE FULL-TIME</b> employees out of the total workforce	237	231	208
<b>% of MALE FULL-TIME employees out of total workforce</b>	66%	67%	60%
Number of <b>FEMALE FULL-TIME</b> employees out of total workforce	120	116	136
<b>% of FEMALE FULL-TIME employees out of total workforce</b>	34%	33%	40%

SENIOR & EXECUTIVE LEVEL - CEO and Direct Reports - BY GENDER			
	2020	2021	2022
<b>Total number for ALL employees in SENIOR &amp; EXECUTIVE positions</b>	14	14	13
Number of <b>MALE</b> employees in <b>SENIOR &amp; EXECUTIVE</b> positions	11	11	10
<b>% of MALE employees in SENIOR &amp; EXECUTIVE positions</b>	79%	79%	77%
Number of <b>FEMALE</b> employees in <b>SENIOR &amp; EXECUTIVE</b> positions	3	3	3
<b>% of FEMALE employees in SENIOR &amp; EXECUTIVE positions</b>	21%	21%	23%

### ENTRY & MID-LEVEL - BY GENDER - ALL EMPLOYEES

	2020	2021	2022
<b>Total number for ALL employees in ENTRY &amp; MID-LEVEL positions</b>	<b>343</b>	<b>333</b>	<b>331</b>
Number of <b>MALE</b> employees in <b>ENTRY &amp; MID-LEVEL positions</b>	<b>226</b>	<b>220</b>	<b>198</b>
<b>% of MALE employees in ENTRY &amp; MID-LEVEL positions</b>	<b>66%</b>	<b>66%</b>	<b>60%</b>
Number of <b>FEMALE</b> employees in <b>ENTRY &amp; MID-LEVEL positions</b>	<b>117</b>	<b>113</b>	<b>133</b>
<b>% of FEMALE employees in ENTRY &amp; MID-LEVEL positions</b>	<b>34%</b>	<b>34%</b>	<b>40%</b>

### GENDER BREAKDOWN - NEWLY HIRED FOR THIS YEAR

	2020	2021	2022
Total Number of <b>ALL NEWLY HIRED</b> employees	<b>69</b>	<b>48</b>	<b>74</b>
<b>Number of NEWLY HIRED MALE employees</b>	<b>52</b>	<b>37</b>	<b>38</b>
<b>% of NEWLY HIRED MALE employees</b>	<b>75%</b>	<b>77%</b>	<b>51%</b>
<b>Number of NEWLY HIRED FEMALE employees</b>	<b>17</b>	<b>11</b>	<b>36</b>
<b>% of NEWLY HIRED FEMALE employees</b>	<b>25%</b>	<b>23%</b>	<b>49%</b>

## Non-Discrimination

UAB does not tolerate any kind of discrimination, bullying or harassment that creates a hostile and unpleasant environment for our employees, with severe disciplinary actions and dismissal as a result. Fair treatment of all workers, regardless of race, religion, sex, sexual orientation, disability, or other criteria, is one of our core values.

## Code of Conduct

The Bank's Code of Conduct promotes high ethical principles and is the representation of our strong values of integrity and transparency. It encourages our employees to refrain from any illegal, dishonest, or unethical conduct, and it guarantees that they are treated equally and fairly, regardless of their religion, race, disability, or gender. All our employees are required to abide by this code and disregarding or failing to comply with these standards could lead to disciplinary actions, and eventually to the termination of employment, depending on the nature and seriousness of the breach of the rules.

In the last three years, no incidents of discrimination or harassment have been registered, and no formal grievances have been filed in 2022 about incidents of discrimination or harassment.



## Emiratization

We are proudly aligning with the national efforts to achieve the UAE Vision 2022 by supporting job creation in the UAE and developing Emirati talents. Our nationalisation rate increased in 2022 by 23% which also stands above the national average rate in the UAE. The latter was achieved by having a strategic focus on recruiting and retaining national talents through the following efforts.

- Participating in various career fairs to identify suitable UAE nationals to join UAB.
- Offering attractive salary packages including transportation, utilities, housing, national holidays, airfare ticket, education, and life and medical insurance.
- Offering a wide range of benefits and several engagement initiatives such as Employee of the Quarter Award, Emirati of the month, Mother's Day, and Happiness Day.
- Securing the best and most stress-free work environment.

### LOCALS VS. EXPATS - ALL EMPLOYEES

	2020	2021	2022
Number of <b>countries</b> from which you have employees	<b>25</b>	<b>26</b>	<b>30</b>
Number of <b>local employees</b> out of total workforce	<b>72</b>	<b>65</b>	<b>80</b>
<b>% of local employees out of total workforce</b>	<b>20%</b>	<b>19%</b>	<b>23%</b>
Number of expat employees out of total workforce	<b>285</b>	<b>282</b>	<b>264</b>
<b>% of expat employees out of total workforce</b>	<b>80%</b>	<b>81%</b>	<b>77%</b>

### TOP FIVE NATIONALITIES - ALL EMPLOYEES

	2020	2021	2022
Indian	<b>110</b>	<b>104</b>	<b>125</b>
UAE	<b>79</b>	<b>71</b>	<b>86</b>
Jordanian	<b>35</b>	<b>37</b>	<b>32</b>
Egyptian	<b>25</b>	<b>25</b>	<b>25</b>
Pakistani	<b>22</b>	<b>23</b>	<b>21</b>

Furthermore, to support the advancement of their careers in the Bank, we offer a variety of training programmes dedicated to Emirati employees and customised to their career development needs.

### TRAINING PROGRAMMES FOR EMIRATI EMPLOYEES

Programme Focus	Skills Tackled under the Programme	Number of Benefited Nationals	
		2021	2022
Leadership	Leadership and Management Skills Programme.	22	21
Technical Skills	Operational Risk Awareness, Fraud Risk Awareness, Retail SOP, Credit Audit, Security Awareness.	63	66
Product Knowledge	Card Products, Retail Products, Bancassurance Products, Islamic Trade Products, WB Products.	40	48
Regulatory Programmes	AML Awareness, KYC updates, AML Audit Program, Compliance Training, Trade-Based Money Laundering, Sanction Awareness.	48	64
Behavioural Skills	Presentation Skills, Negotiation Skills, Handling Difficult Conversations, Art of Cross-Selling, Code of Conduct, Seven Tools of Quality.	61	72

## Workplace, Health and Safety

Helping our employees maintain and lead healthy lives is important for our Bank as we believe their well-being directly impacts their productivity and success. In line with the latter, UAB conducts different initiatives to raise awareness about critical health issues such as Breast Cancer and engages its employees in different physical activities where they can bring their families to spend quality time together and bond with others.

In 2022, we delivered the following initiatives:

3 GOOD HEALTH AND WELL-BEING



### Breast Cancer Awareness 2022

UAB conducted breast cancer awareness sessions for all UAB female employees, discussing healthy nutrition, lifestyle and how to regularly check on their health. These sessions were conducted in collaboration with Zulekha Hospitals.



### UAB Fitness Challenge 2022

In line with the Sheikh Mohammad initiative Dubai Fitness Challenge in November, UAB conducted a fitness challenge for all employees and their families. Four professional fitness instructors led the sessions with physical activities, and games and followed with healthy snacks as well as a challenge to run 5Km with UAB CEO.



## Our People in Numbers

EMPLOYEES PER CONTRACT TYPE			
	2020	2021	2022
Total number of <b>full-time</b> employees	357	347	344
Total number of <b>part-time</b> employees	0	0	0
Total number of <b>contractors</b> employees	45	46	39
Total number of <b>consultants</b> employees	0	0	0

GENDER BREAKDOWN - ALL EMPLOYEES			
	2020	2021	2022
Total Number of <b>ALL FULL-TIME</b> employees	357	347	344
Number of <b>MALE FULL-TIME</b> employees out of total workforce	237	231	208
<b>% of MALE FULL-TIME</b> employees out of total workforce	66%	67%	60%
Number of <b>FEMALE FULL-TIME</b> employees out of total workforce	120	116	136
<b>% of FEMALE FULL-TIME</b> employees out of total workforce	34%	33%	40%

AGE BREAKDOWN - ALL EMPLOYEES			
	2020	2021	2022
Number of employees AGED 18 - 24	2	1	11
<b>% of employees AGED 18 - 24</b>	1%	0%	3%
Number of employees AGED 25 - 34	67	47	58
<b>% of employees AGED 25 - 34</b>	19%	13%	17%
Number of employees AGED 35 - 44	177	178	164
<b>% of employees AGED 35 - 44</b>	50%	50%	48%
Number of employees AGED 45 - 54	90	99	94
<b>% of employees AGED 45 - 54</b>	25%	28%	27%
Number of employees AGED 55 AND ABOVE	21	22	17
<b>% of employees AGED 55 AND ABOVE</b>	6%	6%	5%

SENIOR & EXECUTIVE LEVEL - LOCALS VS EXPATS - ALL EMPLOYEES			
	2020	2021	2022
Number of <b>LOCAL</b> employees in SENIOR & EXECUTIVE positions	2	2	2
<b>% of LOCAL</b> employees in SENIOR & EXECUTIVE positions	14%	14%	15%
Number of <b>EXPAT</b> employees in SENIOR & EXECUTIVE positions	12	12	11
<b>% of EXPAT</b> employees in SENIOR & EXECUTIVE positions	86%	86%	85%

LOCALS VS. EXPATS - NEWLY HIRED FOR THIS YEAR			
	2020	2021	2022
Number of <b>NEWLY HIRED LOCAL</b> employees	20	7	28
<b>% of NEWLY HIRED LOCAL</b> employees	29%	15%	38%
Number of <b>NEWLY HIRED EXPAT</b> employees	49	41	46
<b>% of NEWLY HIRED EXPAT</b> employees	71%	85%	62%

TURNOVER RATE			
	2020	2021	2022
% Year-over-Year change for <b>full-time</b> employees	-15%	-3%	-1%
% Year-over-Year change for <b>part-time</b> employees	0%	0%	0%
% Year-over-Year change for <b>contractor</b> employees	-53%	2%	-15%
Total number of <b>consultants</b> employees	0%	0%	0%

PAY RATIO				
	2019	2020	2021	2022
Median Male compensation to Median Female compensation	135%	127%	126%	120%
CEO total compensation to median Full-Time Equivalent (FTE) total compensation	1038%	1017%	1000%	1250%

# Executive Management

**Mohamed El Desouky**  
Head of Islamic Banking

**Narayanan Santhanam**  
Chief Credit Officer

**Emre Yalcin**  
Head of Retail Banking

**Zsombor Brommer**  
Chief Compliance Officer

**Abdul Haleem Sheikh**  
Chief Financial Officer

**Nael Mourad**  
Head of Wholesale Banking

**Bhaskar Sen**  
Chief Risk Officer

**Ayman Al Qudsi**  
Chief Information Officer

**Hind Al Attar**  
Chief Human Capital Officer

**Shirish Bhide**  
Chief Executive Officer

**Carla Ajaka**  
Head of Financial Markets

**Biju Nair**  
Chief Audit Executive

**Abdullah AlTae**  
Chief Operating Officer



# Our Social Impact



## Local Community Development

In order to ensure we always stay true to our mission statement and contribute to our community to make a difference; we have established a CSR framework which focuses on four goals:



We make sure that all our sustainability initiatives are in sync with the SDGs, the UAE's Vision 2033 and the ADX ESG Disclosure Guidance for Listed Companies. As a result of the framework, we are able to make better decisions and improve our operations and efficiency in terms of sustainability. At UAB, we engage with multiple organisations to uplift and contribute to their projects and initiatives.

### CSR Policy

Our CSR policy seeks to keep track of the Bank's relationships with external bodies regarding significant social issues, and to review recommendations and credentials of charities for consideration. It oversees the Bank's other environmental and social policies and programmes. Furthermore, relevant stakeholders work closely with other Bank committees to determine the appropriate level of engagement with interested parties about social responsibility and other CSR-related issues. Finally, advising the CEO on policies that influence and improve the Bank's position and credibility is one of the policy roles.

A summary of our CSR investments for 2022 can be found in the following table:

Name of the Organization	Description of the Event & Impact	Monetary Value Invested (AED)
National Charity Schools	The United Arab Bank Islamic Banking department assisted a family of 5 with financial support after the death of the father.	24,995.00
Al Noor Training Centre for Persons with Disabilities	Al Noor Centre is a non-profit centre that provides high-quality professional services to a community with special needs by covering the costs of operations and providing the best standards of training and qualification for their students.	15,000.00
West Asia Para Association for Disabled Sport	An organisation helping and developing the Paralympic sports.	10,000.00
Modern Pharmaceutical LLC	One of the UAB Staff has approached UAB HCM to support because of the critical condition of his wife. She is a Type 1 diabetic patient and needs to take 2 types of insulin injections to maintain a stable sugar level.	34,800.00
Ajman Club for Disabled	Ajman Club for Disabled has approached United Arab Bank to sponsor their charitable activities. They are located in Ajman in an area of 55,000 feet including playgrounds, a gym, a physiotherapy unit, rehabilitation centre for the people of determination.	10,000.00
Himaya Foundation	It is a non-profit foundation that operates in UAE and the emirate of Ajman, in particular, to protect women and children from all kinds of violence and exploitation and serve their dignity and ensure their rights of freedom.	10,000.00
Medical Support	United Arab Bank provided financial support to an individual after having experienced a stroke that caused him to be partially paralysed.	10,000.00
Khorfakkan Club for Disabled	Helping disabled people in UAE and accepting all kinds of disabled persons to help and serve the community.	10,000.00
Emirates Association for Visually Impaired	EAVI is a non-profit association that takes care of People with Visual Impairments. They have approached United Arab Bank to support their programmes and events for the benefit of people with visual impairment.	10,000.00
Al Hanan Rehabilitation Centre	Al Hanan Rehabilitation Centre for People of Determination has approached United Arab Bank to extend the hand of our help. This organisation was established in the United Arab Emirates in 2014. The centre is characterised by scientifically qualified and highly experienced staff in the field of rehabilitation of people of determination and a group of distinguished specialists (special education, speech and language, occupational therapy).	10,000.00
Rashid Centre for People of Determination	United Arab Bank provided financial support to an autistic child to ensure the continuation of his education.	41,500.00
Saeed Association for Prevention for Traffic Crashers	This event is in collaboration with the Ministry of Interior whereby governmental entities attended to reinforce social responsibility across all communities with the participation of people with determination and orphan children by honouring the distinguishing ones.	13,000.00
Abu Dhabi University Zakat Fund	United Arab Bank has collaborated with Abu Dhabi University and facilitated donations on all UAB ATMs channels, whereby the customer has the option to donate to Zakat Fund starting from Ramadan. The donation would help support Abu Dhabi University students and ensure a good education.	6,920.00
<b>Total Amount Invested</b>		<b>206,215.00</b>

## CSR Initiatives Conducted in 2022



### Love and Loyalty for Sheikh Zayed theme



This event took place on April 2022, commemorating Zayed Humanitarian Day in collaboration with the Ministry of Interior. Governmental entities attended to reinforce social responsibility across all communities with the participation of people of determination and orphan children.



### British Business Group Event, topic "Skills for the Future"



UAB participated in an event led by the British Business Group and sponsored by the University of Birmingham Dubai and in collaboration with the Dept. of International Trade and the UAE-UK Business Council in September 2022, whereby our Chief Human Capital has been part of a panel with the topic of "Skills for the Future."

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### Breast Cancer Awareness 2022

UAB conducted breast cancer awareness sessions for all UAB female employees, discussing healthy nutrition, lifestyle and how to regularly check on their health. These sessions were conducted in collaboration with Zulekha Hospitals.



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### Emirates Red Crescent Partnership

UAB partnered with Emirates Red Crescent by triggering a donation button on UAB Mobile App, whereby customers have the option to donate directly to them via the App.



Now you can **donate** to your chosen causes directly from your **UAB mobile app**



### UAB Fitness Challenge 2022



In line with the Sheikh Mohammad initiative Dubai Fitness Challenge in November, UAB conducted a fitness challenge for all employees and their families. Four professional fitness instructors led the sessions with physical activities, and games and followed with healthy snacks as well as a challenge to run 5Km with UAB CEO.

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### GOV Youth Empowerment Summit 2022

UAB sponsored the GOV Youth Summit in June 2022, whereby it targeted the Arab Youth Workforce. Our CEO participated in a panel where he gave an insightful discussion related to youth and empowerment. The topic of discussion was "Real Change, Real Conversations: The Power of Five:"

- Leaders share their stories of youth empowerment
- 5 tips to become a flexible, agile, and resilient leader
- 5 Rookie mistakes to avoid while building your career



## Promoting Local Suppliers

In line with our mission to contribute to the economic development and sustainability of the UAE, we have been placing high significance on empowering local suppliers that share our values and ethics. In 2022, local suppliers continued to be our main providers of products and services with **438** local suppliers out of 445 all suppliers representing **98.43%** with an estimated expenditure of AED **100.81** million.

Furthermore, to ensure equitable and fair treatment of our suppliers and to provide them with a clear vision of our processes, we have put in place a Standard Operating Procedure (SOP) to maintain the highest levels of transparency, given that our primary objective is to procure goods and services in the fairest possible way for all parties involved. The main objective of this process is to ensure the procurement in UAB adheres to the following:

- Deliver optimum value to the business.
- To conform with all applicable statutory and legal requirements and internal policies.
- Manage procurement risk with segregation of authorities and execution of controls.
- Ensure a sustainable vendor network as per UAB's standards.
- Measure the effectiveness and efficiency of key engagements and performance and develop the vendor's capabilities to ensure alignment with the Bank's goals.

# Our Environment

## Our Operational Footprint

### Our Resource Consumption

As a financial institution, the environmental impact of our operations is considered insignificant in comparison to other industries. Further, given the size of our Bank and our energy consumption practices our operational footprint is minimal. To ensure efficient resource usage and consistent level of consumption, we collect the waste water from the pantry and filter it then use it in the flush system for the HQ toilets. As for our electricity consumption, we manage the lighting in our HQ by turning off all lights after duty hours and turning them back on before duty starts to avoid consumption by plugged appliances.

Water Consumption	2020	2021	2022
Utility Water Consumption (L)	306,330	298,324	302,241
Consumption Intensity	890	867	878

\*Consumption intensity is calculated by dividing the yearly consumption by the number of full-time employees.

Energy Consumption	2020	2021	2022
Fuel Consumption (L)	0	0	0
Electricity Consumption (kWh)	834,364	812,177	881,019
Consumption Intensity	2,425	2,360	2,561

The Bank does not generate any emissions under scopes 1 and 3, because we do not own or lease any vehicles that require us to purchase fuel and we did not sponsor any business-related air travels for the reporting years.

GHG Emissions*	2020	2021	2022
Scope 1	0	0	0
Scope 2	355.27	345.82	375.13
Scope 3	0	0	0
Emission Intensity	1.03	1.00	1.09

\*Emission intensity factor used for Scope 2 is equal to 0.4258 per MWh. This factor was shared by the Dubai Electricity and Water Authority.



## Our Waste Management

Due to the Bank's digitalisation efforts, our paper consumption has been decreasing through the years. In 2022, the Bank reduced its paper consumption by 42% saving 6,943 Kg in paper compared to 2021. As for our E-waste management, we remove and restock usable computer hardware components such as "Hard Disk" and "RAM" from obsolete computers before discarding them which would have otherwise been disposed of as e-waste. This restocked hardware is reused whenever required in existing working computers, thus avoiding the need to buy new components and reducing e-waste.

	2020	2021	2022
Paper Consumed (kg)	23,100	16,500	9,557
E-waste Recycled (kg)	62	100	47

## Our Environmental Initiatives

In support of the UAE's efforts to protect the environment and reduce its carbon emissions, the Bank has partnered with Storey Group in affiliation with Eco Matcher by integrating Tree-planting into the Bank's businesses and building a global forest as part of the ONE BILLION Tree-Planting initiative.

Since the launch of the project, UAB has planted 1,000 trees in a mangrove in Sharjah UAE, to support the climate, in which each tree will remove up to 4 times more Carbon Dioxide than other tropical forests. A Campaign "Mangrove of Hope" with the Slogan "Towards A Greener Tomorrow with You" was launched to the public in June 2022 where it achieved a high reach of 135K+ with an over high engagement rate of 67K+. As part of the campaign, there was a contest in which 22 winners had been gifted trees in their names.

