UAB
البنك العربي المتحد
UNITED ARAB BANK

2025 SUSTAINABILITY REPORT

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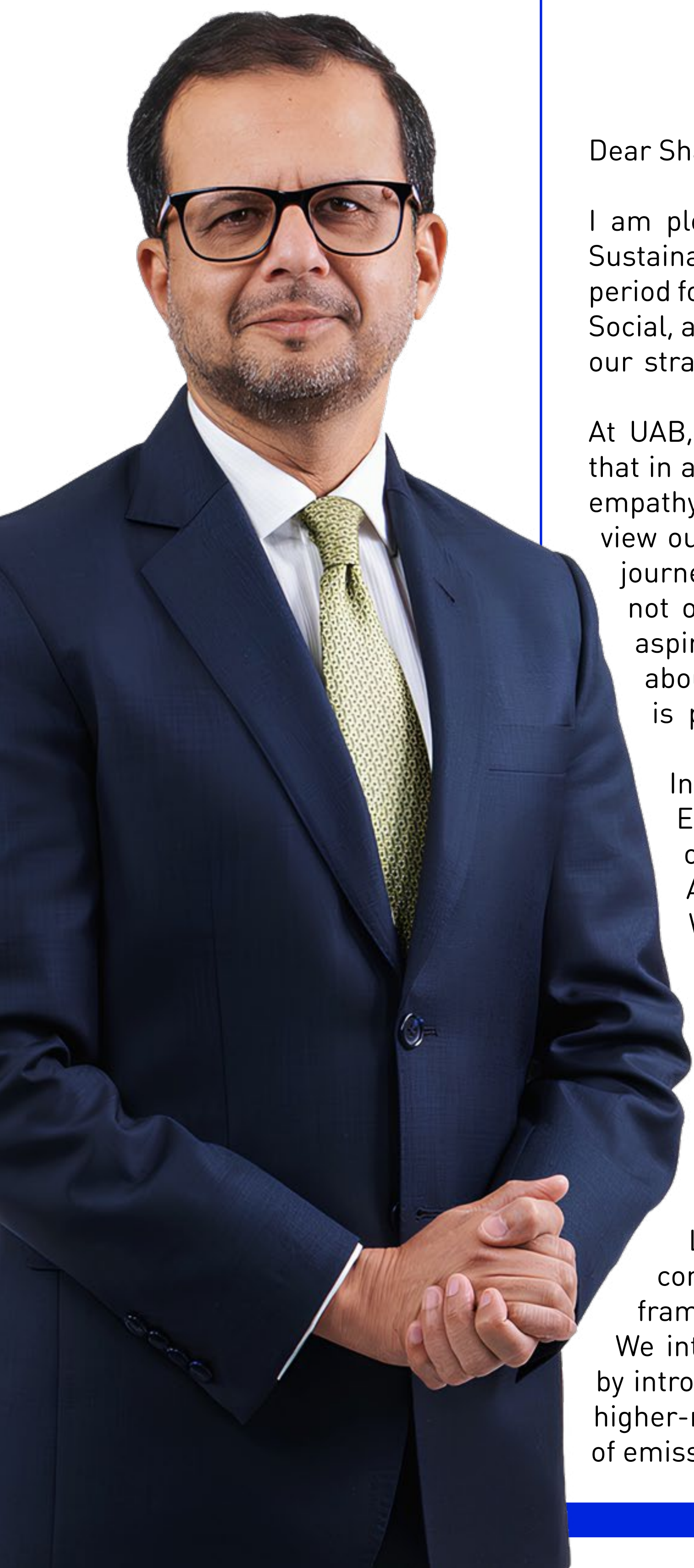
Message from
Our CEO



Dear Shareholders, Customers, and Colleagues,

I am pleased to present United Arab Bank's (UAB) 2025 Sustainability Report. This past year has been a defining period for our Bank as we continue to embed Environmental, Social, and Governance (ESG) principles into the very core of our strategy, operations, and culture.

At UAB, our mission is to humanise banking. We believe that in an increasingly digitised world, it is our deep-rooted empathy and real human connection that set us apart. We view our customers as people first, and our sustainability journey is a natural extension of our desire to fulfill not only their financial needs but also their future life aspirations. To build the most loved, trusted, and talked-about bank in the UAE, we must ensure that our growth is profoundly responsible.

In 2025, we took significant steps to mature our ESG framework from a conceptual strategy into operational reality. Guided by our Double Materiality Assessment, we are actively balancing our focus. We are not just looking at how ESG topics impact the Bank's financial performance and resilience; by setting up sustainability-related targets and measurable KPIs (Key Performance Indicators), we are equally focused on the tangible impact UAB has on the environment, our communities, and the wider economy. These will now drive us to improve further with clear focus and direction.

Led by our Sustainability Committee, ESG topics continue to be addressed within the exact same rigorous frameworks that govern our capital, credit, and liquidity. We intend to advance our risk management capabilities by introducing climate and transition risk stress-testing in higher-risk sectors. By evaluating the capital implications of emissions and continuously aligning our disclosures with

comprehensive global standards like IFRS S1/S2, TCFD, and ADX guidelines, our aim is to ensure that our portfolio remains resilient and compliant with evolving Central Bank of UAE's (CBUAE) expectations.

We recognise our role in supporting the transition to a low-carbon economy. We endeavour to prioritise the development of our sustainable finance framework in the year ahead as well as align our sustainable finance offerings with international standards. Simultaneously, we are looking inward to monitor and reduce our own operational footprint. By targeting reductions in our energy, water and paper usage, we are aligning our operational goals with the ambitious UAE Net Zero by 2050 initiatives and UAE Vision 2031.

Our progress is driven by our people. True to our core values of Empowerment and Progressive Spirit, we are fostering an inclusive, capable, and accountable workforce. We remain deeply committed to talent development among the UAE Nationals and expanding our capability-building initiatives. Beyond the Bank, our social impact strategy is directly informed by our stakeholder engagement. By mobilising our employees through volunteering and targeted partnerships, we are investing in community programme that align with national priorities-specifically focusing on youth, health, inclusion, and culture.

We continue to maintain active and structured dialogue with our regulators, investors, customers, and community partners. Their continuous feedback shapes our product innovation, risk governance, and disclosures.

As we look to the future, UAB remains committed to leading with integrity. We are building a resilient institution that delivers strong financial returns while contributing meaningfully to a more sustainable and prosperous UAE.

Shirish Bhide
Chief Executive Officer
United Arab Bank

1.2 About This Report (scope, boundary, frameworks)

This report presents United Arab Bank's (UAB) 2025 ESG performance and disclosures, reflecting our ongoing commitment to transparency, accountability, and sustainable growth. It provides stakeholders with a clear view of our progress, challenges, and priorities as we continue to integrate Environmental, Social, and Governance (ESG) principles into our strategy, operations, and culture.

REPORTING SCOPE AND BOUNDARY

- Reporting Year: January 1 to December 31, 2025.
- Entities Covered: UAB's operations across all UAE branches, offices, and business units.
- Focus Areas: ESG strategy and commitments, operational footprint, sustainable finance, people and culture, community engagement, governance, and risk integration.

FRAMEWORKS AND STANDARDS

This report is prepared taking into consideration the leading global and regional sustainability frameworks, including:

- Global Reporting Initiative (GRI) Standards
- Sustainability Accounting Standards Board (SASB)
- Task Force on Climate-related Financial Disclosures (TCFD)
- Abu Dhabi Securities Exchange (ADX) ESG Disclosure Guidelines
- IFRS S1 and S2 climate and sustainability disclosure standards
- Alignment with UAE Vision 2031 and UAE Net Zero 2050 initiatives

MATERIALITY AND STAKEHOLDER INPUT

The disclosures and performance highlights in this report are shaped by UAB's Double Materiality Assessment, which evaluates:

Financial Materiality: ESG topics that impact the Bank's financial performance and resilience.

Impact Materiality: The Bank's impact on the environment, communities, and the wider economy Input from stakeholders-including regulators, customers, employees, investors, and community partners has been integrated to ensure this report reflects the issues most relevant to them.

REPORT ACCESS AND FEEDBACK

This report, along with supplementary ESG data tables and disclosures, is available on UAB's official website. Stakeholders are encouraged to share feedback to help shape future reports and ensure the Bank continues to meet evolving stakeholder expectations.

1.3 UAB At A Glance (strategy pillars, footprint, etc.)

VISION

Our vision is to become the **most loved**, **trusted**, and **talked about** bank in the UAE.

MISSION

We are on a mission to **humanise banking** by putting **service excellence** and **customer satisfaction** at the heart of everything we do.

CORE VALUES

- **Empathy:** True to our heritage, we are people centric and believe in the goodness of humanity. We understand and respect our customers as people first, customers second. We look to fulfil all their financial needs and future life aspirations. In an ever more digitised impersonal world, real human connection is what drives us and makes us different.
- **Integrity:** We are open, honest and genuine with a belief in strong morals and just principles. We take our commitments to our customers and our employees very seriously, whilst taking full responsibility and accountability for all our actions and interactions. We believe that honesty of purpose achieves the best results for our customers and our Bank.
- **Empowerment:** Our collaborative, agile and thoughtful approach helps people to achieve their goals. Flexibility within a framework of clear guidelines empowers our teams to give our customers the confidence to make financial decisions that lead to more fulfilling and prosperous lives.
- **Progressive Spirit:** Our drive to deliver the best experience for our customers means we embrace and apply the very latest thinking and technology to empower our people in delivering the UAE's most personal and brilliant service, everyone will come to respect and love.

KEY STRATEGIC PILLARS OF ESG @ UAB

• Corporate Governance

UAB embeds ESG into decision-making through a clear, bank-wide governance model via the CEO-chaired Sustainability Committee with senior executives from Risk, Finance, Compliance, IT, HC, Corporate Banking, Personal Banking and Treasury.

The Committee's chartered mandate covers ESG strategy integration, policy oversight, KPI tracking, and regulatory alignment (CBUAE, ADX; informed by IFRS S1/S2 and TCFD). This structure ensures issues escalate to the Board and that ESG is addressed within the same frameworks that govern capital, credit, liquidity and operations.

The Bank is committed to transparent stakeholder engagement and continuous improvement. External engagement spans regulators, customers, investors, suppliers, NGOs and industry associations, with clear mechanisms to capture feedback and inform policy, risk, and disclosure. This system strengthens the tone from the top and supports the Bank's double-materiality approach to prioritising topics and reporting.

• Responsible Banking

The Bank integrates ESG into core banking through priority topics that include Sustainable Finance, Customer Experience, Data Privacy & Cybersecurity, and Financial Crime Prevention. In practice, this means developing sustainable finance offerings aligned to international standards; enhancing customer channels and feedback loops; and strengthening data protection and conduct through policies and controls. These priorities are reviewed under the Bank's governance to ensure responsible growth and regulatory readiness.

The Bank is committed to advancing risk management with climate and transition risk stress-testing in higher-risk sectors and evaluating capital implications of emissions, aligning with evolving supervisory expectations. This strengthens portfolio resilience and ties ESG considerations into credit decisions, risk appetite, and disclosures over time.

• Workforce

The Bank prioritises a capable, inclusive, and accountable workforce aligned to its ESG strategy. Roles and engagement mechanisms are defined across internal stakeholders-from the Board and Sustainability Committee to line functions - so that people managers and teams own execution while IR/Strategy coordinates ESG performance and reporting. This structure enables consistent policy adoption, data quality, and coordinated delivery across the Bank. The Bank is committed to national talent development and representation, while broader inclusion and capability-building remain focus areas under the Bank's sustainability (ESG) priorities.

• Social Impact

The Bank invests in community programmes aligned with national priorities - youth, health, inclusion, and culture-mobilising employees through volunteering and partnerships. The approach is guided by stakeholder engagement and the Bank's materiality outcomes, with emphasis on measurable initiatives and transparent disclosures.

• Environment

The Bank monitors and aims to reduce its operational footprint across energy and water, with the overarching target to be net zero in alignment with the UAE's Net Zero by 2050 initiatives.

Governance & ESG Priorities

2.1 Stakeholder Engagement (Who & How)

Overview

At United Arab Bank (UAB), stakeholder engagement is a fundamental pillar of our ESG strategy. We recognise that maintaining an open, transparent, and structured dialogue with stakeholders is essential to our long-term success, regulatory compliance, and positive societal impact. Our engagement framework ensures that feedback from stakeholders informs our materiality assessments, ESG strategy, risk management processes, product innovation, and reporting practices.

UAB maps and categorises stakeholders based on influence, interest, and impact across our operations and sustainability agenda. Our approach combines regular consultations, targeted feedback mechanisms, and structured communication channels to ensure that we capture both strategic and operational inputs.

External Stakeholder Map

External Stakeholders Group	Engagement Mechanism	Purpose
Regulators	Meetings, consultations, reporting submissions, workshops	Ensure compliance with CBUAE guidelines, ESG disclosure mandates, Net Zero initiatives
Customers	Surveys, feedback forms, service touchpoints	Identify ESG product demand, service improvements, financial inclusion needs
Investors and Shareholders	Annual reports, direct communications, AGMs	Communicate sustainability performance, risk governance, long-term strategy
Suppliers and Vendors	Supplier onboarding, ESG screening.	Drive responsible sourcing, ethical supply chain practices
Communities and NGOs	CSR programmes, volunteering, partnerships	Enhance social impact, environmental stewardship, community resilience
Industry Associations	UAE Banks Federation (UBF), Securities & Commodities Authority (SCA) and Abu Dhabi Securities Exchange (ADX)	Stay abreast of regulatory trends, contribute to sector-wide ESG initiatives

Internal Stakeholder Engagement

Engaging internal stakeholders is central to embedding ESG principles across UAB's strategy and daily operations. Internal stakeholders are segmented to ensure that engagement is tailored to governance responsibilities, decision-making authority, and operational influence.

Internal Stakeholders Group	Engagement Mechanism	Purpose
Board of Directors (BOD)	ESG updates in Board meetings, material risk reporting, annual ESG disclosures	Ensure compliance with CBUAE guidelines, ESG disclosure mandates, Net Zero initiatives
Sustainability Committee	Sustainability Committee, strategy sessions & Stakeholder Engagement	Oversight of ESG integration into strategy, risk appetite framework, and governance practices
Investor Relations (IR) and Strategy Team	Sustainability reporting coordination, ESG Strategy and performance, materiality assessments	Strategic decision-making on ESG risks, opportunities, KPIs, and regulatory alignment
Business and Support Departments	Departmental ESG KPIs, cross-functional ESG taskforces, operational sustainability initiatives	Ensure transparent ESG disclosures, manage external ESG communications, integrate market feedback

UAB's internal engagement model is structured to cascade ESG awareness, ownership, and accountability throughout the Bank. From the Board of Directors setting the ESG tone at the top, to Management Committee (ManCom) integrating ESG into business decisions, to front-line departments executing ESG initiatives, every layer is involved in achieving UAB's sustainability goals.

Through this dual external and internal engagement structure, UAB ensures that ESG is fully embedded into the Bank's strategic vision, operational activities, risk management, and culture.

2.2 DOUBLE MATERIALITY ASSESSMENT

OVERVIEW

United Arab Bank (UAB) applies a double materiality lens to identify and prioritise Environmental, Social, and Governance (ESG) topics that are critical to both business performance and stakeholder impact. This approach ensures that UAB evaluates not only how ESG factors influence its financial outcomes (financial materiality) but also how the bank's operations affect society and the environment (impact materiality).

The methodology is aligned with global ESG reporting standards-GRI, SASB, and TCFD-and reflects UAE-specific expectations, including the Abu Dhabi Securities Exchange (ADX) ESG Disclosure Guidance and the Central Bank of the UAE (CBUAE) Principles for Effective Climate Risk Management. It also incorporates references to emerging global standards such as IFRS S1 and S2 and considers alignment with UAE Vision 2031 and Net Zero 2050 targets.

The double materiality approach integrates two core analytical dimensions:

Impact Materiality (Inside-Out): Captures UAB's actual or potential effects on the environment, society, and the broader economy. Issues are assessed based on the scale of impact, geographic and stakeholder reach, and reversibility. Topics such as climate risk, biodiversity, human rights, and financial inclusion are evaluated under this lens.

Financial Materiality (Outside-In): Examines ESG risks and opportunities that could affect UAB's business performance, capital allocation, or long-term resilience. This includes climate-related financial risk, reputational risk, regulatory compliance exposure, and market-driven opportunities in sustainable finance. Factors are analysed based on likelihood, magnitude, and timing.

This dual approach ensures that UAB addresses both internal value protection and external stakeholder responsibility, consistent with global regulatory trends and investor expectations.

METHODOLOGY

UAB's double materiality assessment is structured around five key stages:

1. **Topic Identification**
   - Consolidated the most relevant ESG topics to UAB (21 topics) from peer reports, UAE regulatory sources, and global ESG frameworks such as GRI and TCFD.

2. **Stakeholder Engagement**
   - Identified internal and external stakeholders, including regulators, Board of Directors and Senior Management, Employees, Corporate and Retail customers, and Suppliers.
   - Conducted surveys across five stakeholder groups, Board of Directors and Senior Management, Employees, Corporate and Personal Banking customers, and Suppliers.

3. **Tagging and Weighting**
   - Each survey question is tagged to one or more ESG topics and weighted based on alignment, urgency, and strategic relevance to UAB's ESG goals.
   - Each Sub-Scoring Criteria across both Financial and Impact Materiality is weighted and kept constant throughout the assessment.
   - Each Stakeholder's responses have also been assigned a corresponding strategic weight, in line with UAB's strategic imperatives.

4. **Analysis and Aggregation**
   - ESG topics are scored on a 1–5 scale across both financial and impact materiality dimensions.

   o **Impact Materiality Dimensions:**

   • **Scale (Intensity):** drives how large an impact is on ecosystems or communities.
   Both the GRI 101 Foundation and the EU's SFDR Delegated Act emphasise that the magnitude of an impact is the primary determinant of materiality.

   - **Environmental Scale:** Severity of ecosystem/ resource impacts.
   - **People (Social) Scale:** Extent of social or community impact.

   • **Scope (geographic/sectoral reach):** indicates how widely those impacts propagate. GRI 101 calls out "extent of impact" alongside magnitude as core to materiality, while IFRS S2 and the EU Taxonomy also stress cross-sectoral and transboundary considerations when prioritising topics.

   - **Environmental Scope:** Geographic or sectoral span (e.g., branch-level vs. national vs. global).
   - **Stakeholder Scope:** Breadth of the impact to stakeholders in the survey (Negligible – Majority/Systemic share).

   Irredeemability (Difficulty to reverse negative impacts): flags impacts that cannot be undone easily. SFDR Principal Adverse Impact indicators treat irreversibility as a high-priority qualifier but secondary to size and reach.

   o **Financial Materiality Dimensions:**

   • **Likelihood:** (probability of risk or opportunity) is a foremost driver in the TCFD's risk-management framing.

   • **Magnitude:** (financial size of impact) is equally stressed by TCFD: a high-value loss or gain has material consequences for investors and the balance sheet.

   • **Time-Horizon:** is the period over which a risk or opportunity crystallises (immediate to multi-decade). Which affects capital planning and disclosure schedules, as IFRS S2 explicitly recommends-but it plays a supporting role relative to the "what" and "how likely."

   Scoring is based on stakeholder inputs, adopting both a quantitative and qualitative approach on a granular level, in line with internal rubrics as a scoring and validation mechanism.

   Each Topic's scores are aggregated via a weighted average.

5. **Consolidation**

   Weighted Average scores are consolidated at a Stakeholder and Organisational level.

   A two-dimensional matrix plots ESG topics by their financial and impact materiality.

   Topics are ranked by their respective Impact and Financial Materiality scores and then re-plotted on a scatter chart – separated by quadrants. Hence, allowing for a zoomed-in and prioritised view of the outcomes of the DMA.

6. **Regulatory Overlay & Senior Management Sign-off**

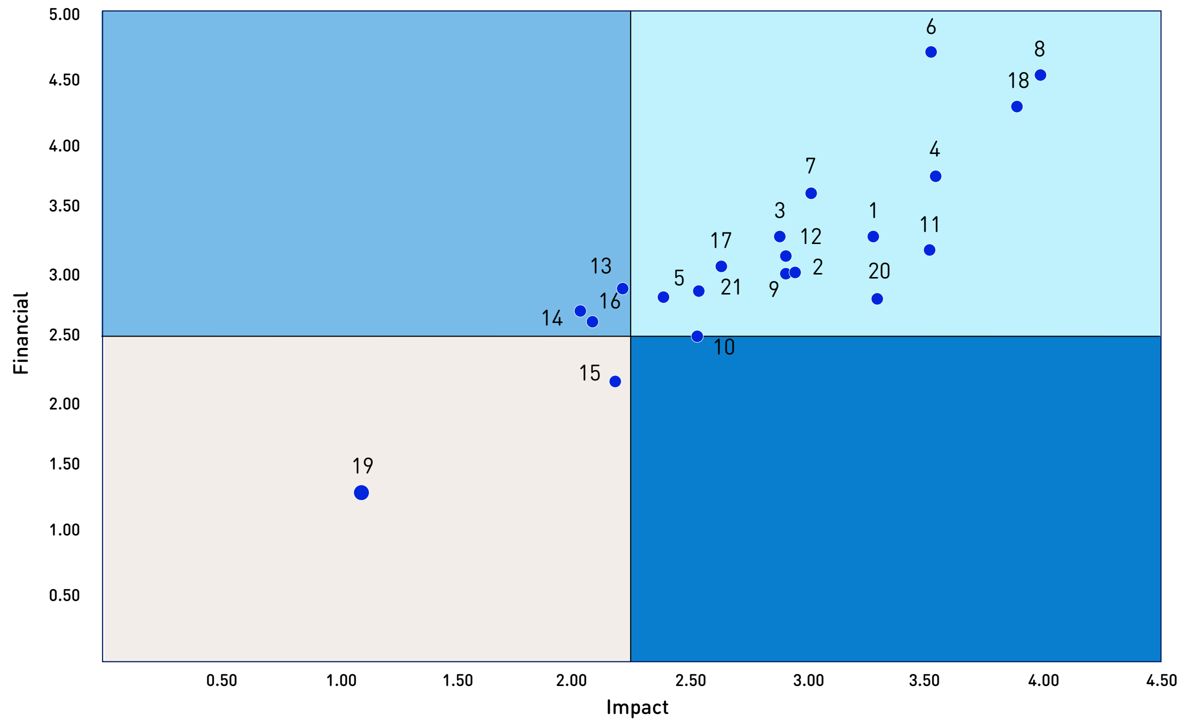
   All topics are assigned a score based on Regulatory Imperatives and Priorities.

   The Regulatory overlay is given a weight against the output of the consolidation of UAB's key stakeholders.

   Scores are recalibrated and plotted into a 2x2 matrix separated by quadrants and then further ranked against each other, allowing for a zoomed-in view of prioritised outcomes.

MATERIALITY ASSESSMENT OUTCOMES

DOUBLE MATERIALITY MATRIX (SCORES)



Topic Number	Topic List
1	Sustainable Finance
2	Operational Footprint
3	Equality, Diversity, and Inclusion
4	Emiratisation
5	Customer Experience
6	Data Privacy and Cybersecurity
7	Corporate Governance, Compliance and Code of Conduct
8	Financial Crime Prevention
9	Community Investment and CSR
11	Climate Change
12	Environmental Initiatives
17	ESG Regulations and Reporting
18	Risk Assessment and Management
20	Net Zero Emissions
21	Employee Wellbeing / Workplace Health and Safety
14	Learning and Development
13	Human Rights Fair & Safe Labor
16	Board Composition
10	Business Continuity and Resilience
15	Socially Responsible Procurement / Operations and Supply Chain
19	Financial Performance

Alignment with Market Practice and Peer Institutions

This methodology builds on peer best practices while introducing additional rigour through cluster-based urgency mapping and future-oriented regulatory readiness (e.g., IFRS S2, TNFD).

CONTINUOUS IMPROVEMENT

UAB will update this assessment periodically to incorporate:

-New ESG risks and opportunities.

-Stakeholder feedback and changing expectations.

-Regulatory updates including UAE-specific climate directives and international ESG standards.

This enhanced double materiality methodology positions UAB to lead on transparent, strategic, and responsive ESG disclosures, aligned with national and global sustainability priorities.

The next comprehensive update is targeted to be undertaken during the year beginning 1 January 2026.

2.3 ESG PRIORITIES & INITIATIVES

As an outcome of the DMA; the Bank has prioritised the following topics to be addressed as part of our strategic imperatives with KPIs and implementation of the initiatives will be disclosed in the next reporting period.

Our Priorities and Initiatives:

1. Sustainable Finance

- UAB is developing a Sustainable Finance Framework to align lending portfolios with ESG principles and international standards.
- The Bank is evaluating opportunities to expand the sustainable finance portfolio by launching new Green and ESG-linked retail products, while also enhancing existing offerings to meet growing client demand for sustainable investment and financing options.
- Additionally, it also aspires to support mid-sized corporates and commercial banking clients by offering tailored ESG advisory services, helping clients integrate sustainability into their operations and access sustainability-linked financing structures.

2. Customer Experience

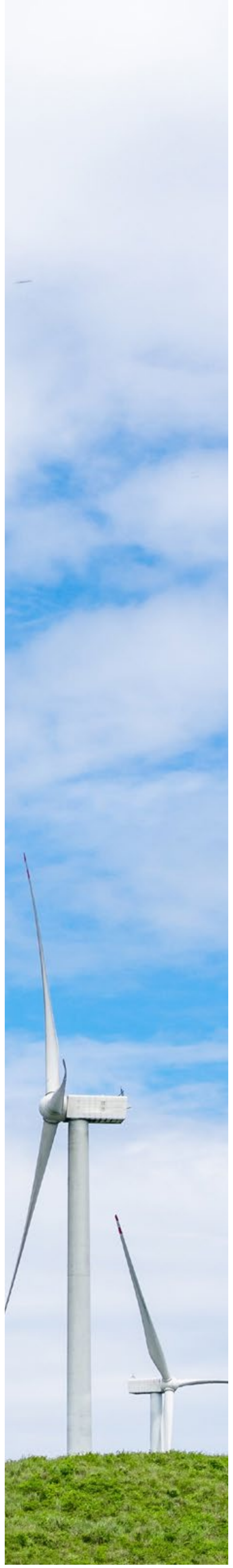
- UAB is assessing avenues to enhance its customer experience. It aims to work towards modernising and expanding accessible, user-friendly digital channels to improve convenience and service delivery.
- The Bank is exploring opportunities to incorporate a customer feedback engine to systematically capture insights, act on feedback, and improve Net Promoter Score (NPS).
- The Bank will also explore avenues to further strengthen complaint resolution processes - aiming to improve response times, transparency, and overall customer satisfaction across all service channels.
- The Bank undertakes multiple initiatives throughout the year to advance financial literacy and engagement; empowering customers with better knowledge of financial products and responsible practices.

3. Risk Assessment and Management

- UAB is in the process of conducting climate and transition risk stress tests across high-risk sectors, using scenario-based analysis to identify potential financial exposures and enhance long-term portfolio resilience.
- As it progresses further in its ESG journey, the Bank shall also evaluate the implementation of performing capital impact assessments on emissions, which may include feasibility studies for emissions-linked capital charges, to anticipate regulatory developments and align capital adequacy frameworks with sustainability goals.
- The Bank is committed to embedding sustainability into credit and business decisions through the rollout of our ESG scorecard, which it aims to complement by structured training sessions for credit officers and relationship managers to ensure consistent adoption across business lines.

4. Corporate Governance, Compliance & Code of Conduct

- UAB is committed to ensuring compliance with regulatory requirements. The Bank remains committed to ensure that its Board remains adequately represented in gender diversity and Emiratisation, as well as diverse skills and industry expertise.



- The Bank will continue to deliver annual code of conduct training for all board members and senior management, reinforcing ethical leadership and accountability.
- It will also look to conduct ethics training periodically, while incorporating ESG-linked incentives into senior management performance appraisals to align leadership behaviour with long-term sustainability goals.

5. Financial Crime Prevention:

- UAB is committed to advancing compliance capabilities with enhanced systems and monitoring. Some of the initiatives that are either in progress or being evaluated include an Integrated Financial Crime Compliance platform that leverages advanced analytics, AI/ML models, and real-time monitoring to proactively detect suspicious activity and strengthen compliance with global and UAE regulatory standards.
- The Bank is already in progress of introducing and enhancing its Risk-Based Customer Due Diligence (CDD), with stricter onboarding protocols for high-risk clients, continuous monitoring of transactions, and dynamic risk segmentation to strengthen the Bank's defences.
- The Bank aspires to build awareness & enhance AML/CFT capabilities through potential initiatives such as continuous staff training, annual certification programmes, role-specific workshops, and scenario-based simulations.
- It is also committed to reinforcing governance frameworks on anti-bribery and whistleblowing, through initiatives such as strengthening escalation channels, enabling secure anonymous reporting, and ensuring timely resolution through independent oversight and defined turnaround times.

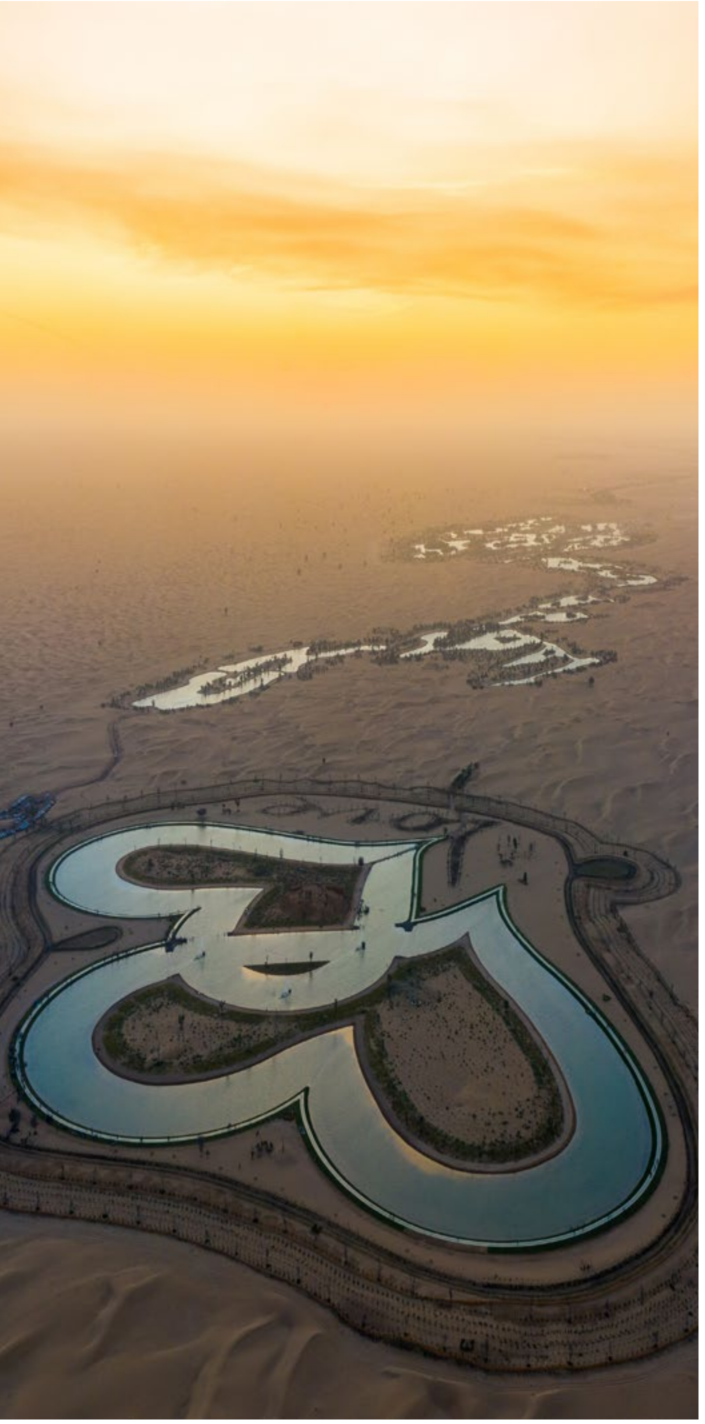
6. Data Protection and Cybersecurity

- UAB is committed to enhancing data protection by assessing initiatives such as conducting regular vulnerability and penetration tests using industry best practices and external benchmarking to identify risks early and proactively remediate security gaps.
- The Bank is currently enhancing its access control mechanisms, with bi-annual reviews to validate user permissions, minimise insider threats, and ensure compliance with evolving data protection regulations.
- The Bank conducts annual red-team ethical hacking exercises that simulate real-world advanced threats, uncover critical vulnerabilities, and test the resilience of existing cybersecurity defences.
- It remains committed to building a stronger culture of cybersecurity awareness. Some potential initiatives to support the imperative include the delivery of mandatory annual employee training programmes on data protection, phishing prevention, and secure handling of sensitive information.

7. Emiratisation

UAB looks to scale its Emiratisation efforts by expanding initiatives that attract, develop, and retain Emirati talent across the Bank.

- The Bank is committed to accelerating graduate trainee and career acceleration programmes, providing structured learning, mentorship, and leadership development opportunities for young Emiratis.
- It aims to maintain or increase its participation in national job fairs, strengthening its presence in talent acquisition events and building visibility as an employer of choice for Emiratis.



- The Bank remains driven to improve and maintain high Emirati retention rates, with a focus on enhancing long-term career progression, engagement, and satisfaction of national employees.
- UAB is working towards conducting Emirati-focused engagement sessions annually, promoting inclusion and participation across key events, particularly those linked to Emiratisation objectives.

8. Employee Wellbeing & Workplace Health and Safety

- UAB continues to explore various programmes designed to encourage employee participation in a suite of well-being initiatives covering physical, mental, and financial health.
- The Bank is committed to allocating a percentage of staff costs to learning and training development, supporting continuous upskilling and personal growth opportunities.
- It is focused on ensuring workplace safety standards and ergonomics remain in place, and will look to introduce regular safety audits, wellness-focused policies, and ergonomic improvements to ensure a healthier and more productive work environment.

9. Climate Change

- UAB is committed to reducing Scope 1 and Scope 2 emissions on an intensity basis (per employee) through energy efficiency measures, renewable energy adoption, and operational improvements.
- It also aims to explore options to offset some or all of the residual carbon emissions by purchasing certified, high-quality carbon credits to complement direct reduction efforts.
- The Bank aims to start calculating and tracking financed emissions, with the aim of building a robust measurement framework to capture portfolio-level climate impacts.
- It is committed to strengthening climate-related risk assessment by evaluating enhancements to stress testing, including increased frequency and granularity across vulnerable portfolios, to support improved risk management and regulatory alignment.

2.4 GOVERNANCE STRUCTURE & OVERSIGHT

UAB considers robust, transparent governance the foundation of its identity and performance. The Bank continually reviews and strengthens its governance structures and processes to support effective, accountable decision-making. Anchored in the values of Empathy, Integrity, Empowerment and Progressive Spirit, the Corporate Governance Framework and operating model enable the Board of Directors to maintain regular, effective oversight of the risks inherent in the Bank's business.

The Board sets the Bank's strategic objectives and risk appetite, and approves the policies and procedures that align business plans and budgets with underlying activities. It also defines corporate governance values, codes of conduct, and compliance standards in line with banking laws and regulatory guidance. In addition, the Board approves the Bank's ESG strategy and, through its oversight of the Sustainability Committee, ensures that sustainability considerations are embedded in corporate strategy, risk management, and decision-making. For further detail on our governance structure and management, see the Corporate Governance section of the 2025 Annual Report.

ESG GOVERNANCE OVERVIEW

UAB has implemented a clear and structured ESG governance model to ensure accountability, transparency, and strategic alignment across all levels of the organisation. This governance framework integrates sustainability into the Bank's corporate strategy, enterprise risk management, and stakeholder engagement processes. The framework is supported by a formal Sustainability Committee, chaired by the Chief Executive Officer and composed of senior leadership across key business and support functions.

COMMITTEE MANDATE AND SCOPE

The Sustainability Committee is the primary governance body responsible for overseeing all ESG-related strategies, initiatives, policies, and performance tracking across the Bank. It operates under the delegated authority of the Management Committee (ManCom) and which in turn reports to the Board Governance and Remuneration Committee. The Committee's mandate is formalised through the Sustainability Committee Charter (Version 2, March 2026), which defines its structure, scope, and operating protocols.

The Committee's responsibilities include advising ManCom on the integration of sustainability principles into the Bank's long-term strategy and annual business plans. Its role is to ensure that ESG risks and opportunities are appropriately identified, assessed, and managed across all business units. The Committee's role is to also review performance against the set ESG KPIs, overseeing ESG-related policy development, and ensuring alignment with regulatory requirements and international best practices.

CULTURE, TRAINING, AND BEST PRACTICES

A critical component of the Committee's role is to foster a sustainability-oriented culture within UAB. This includes guiding internal awareness and training programmes, facilitating cross-departmental coordination on ESG topics, and monitoring the effectiveness of implementation. The Committee also benchmarks UAB's ESG practices against regional peers and emerging global standards such as IFRS S1/S2, TCFD, and ADX ESG Disclosure Guidelines.

COMMITTEE COMPOSITION AND OPERATIONS

UAB's governance framework ensures that sustainability is embedded across all levels of the Bank. Ultimate accountability rests with the **Board of Directors**, which receives updates and escalations on ESG matters through the **Management Committee (ManCom)**. This ensures that sustainability risks and opportunities are considered in line with UAB's overall corporate strategy and risk appetite.

The **Sustainability Committee,** chaired by the Chief Executive Officer and comprising senior executives from key business and control functions, is the central coordinating body for ESG. Its mandate covers the integration of sustainability into strategy and risk management, oversight of ESG policies and KPIs, stakeholder engagement, and alignment with regulatory requirements. The Head of Corporate Banking serves as Vice-Chair, while the Head of Investor Relations, Strategy & ESG acts as Secretary, ensuring effective organisation of meetings and secure digital archiving of all decisions and follow-ups. The Head of Corporate Governance serves as a permanent invitee.

The Committee meets at least twice annually, with provisions for urgent matters to be approved by circulation. Minutes and resolutions are documented, circulated, and reviewed to maintain transparency and accountability. The Charter is reviewed once every two years, or earlier in response to regulatory or strategic developments, ensuring continued alignment with best practice.

CONCLUSION

This multi-layered structure - Board, ManCom, and Sustainability Committee - reflects international governance standards and ensures that ESG priorities are systematically embedded into UAB's strategic and operational decision-making.

OUR SUSTAINABLE FUTURE

3.1 CLIMATE GOVERNANCE & TCFD SUMMARY

OVERVIEW

UAB endeavours to strengthen its climate governance and align with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Climate-related considerations are progressively integrated into the Bank's governance structures, risk frameworks, strategic planning processes, and disclosure practices.

UAB's phased alignment to TCFD follows the four recommended pillars as summarised below:

TCFD Pillar	UAB Approach
Governance	The Board of Directors oversees climate-related risks and opportunities through the Sustainability Committee, which reports regularly to ManCom and the Board. Climate considerations are being embedded in Board discussions and strategic reviews.
Strategy	Climate-related risks and opportunities are being integrated into UAB's corporate strategy, policies and strategic planning. Focus areas include but not limited to; sustainable finance, customer experience and supporting the UAE Net Zero 2050 agenda.
Risk Management	Climate risks (both physical and transition) are incorporated into UAB's enterprise risk management (ERM) framework. Sectoral climate risk exposures are monitored, and climate stress testing is being developed to assess resilience under different warming scenarios.
Metrics & Targets	UAB is tracking Scope 1, Scope 2 and Scope 3 operational emissions and is working towards developing Scope 3 financed emissions measurement methodologies. Internal KPIs are being implemented for emissions intensity reduction and green financing growth, with future disclosures aligned to IFRS S2 standards.

Through this structured approach, UAB is embedding climate resilience into its operations, supporting the UAE's national climate goals, and strengthening long-term business sustainability.

UAB will continue to enhance its TCFD disclosures progressively over the next reporting cycles, in alignment with evolving regulatory requirements and global best practices, including IFRS S2, ADX and UAE Central Bank climate principles and guidance.

3.2 SCENARIO ANALYSIS & STRESS TESTING

UAB recognises that climate change and wider ESG factors present material financial and non-financial risks. To address this, the Bank has embedded ESG considerations into its **Enterprise Risk Management (ERM) Framework** and **Risk Appetite Framework (RAF)**, ensuring that sustainability is integrated into the same structures that govern capital, credit, liquidity, and operational risks. This approach reflects UAB's commitment to aligning with the Central Bank of the UAE's supervisory principles and international best practice.

As part of its risk management process, UAB conducts **scenario analysis and stress testing** to evaluate the potential impacts of climate and ESG developments on its portfolio and capital strength. This includes modelling a range of **warming pathways** (such as 1.5°C, 2°C and higher-temperature scenarios) alongside transition risks like carbon pricing, regulatory tightening, and shifts in market demand, as well as physical risks such as supply chain disruption or extreme weather events. These climate-linked factors are also combined with traditional macroeconomic shocks to capture a holistic view of resilience under stress.

To further embed ESG in its decision-making, UAB has introduced a dedicated **ESG Risk Scorecard.** This tool integrates climate, social, governance, and portfolio-level risk drivers into a structured assessment framework. It ensures that ESG exposures are consistently evaluated, monitored, and reported as part of ICAAP requirements, while also providing management with forward-looking insights on sectoral vulnerabilities and emerging sustainability risks.

The results of scenario analysis and scorecard assessments are reviewed by senior risk committees and escalated to the Board when necessary. This ensures that ESG risks are not only monitored but actively shape decision-making on strategic planning, capital allocation, and portfolio concentration.

CONCLUSION

By embedding ESG into its risk management framework and introducing an ESG Risk Scorecard, UAB strengthens its ability to withstand climate-related shocks and positions itself for long-term sustainable growth. This forward-looking approach ensures that the Bank remains resilient in the face of emerging risks while delivering value to shareholders, customers, and the wider community.

3.3 Operational Footprint: Energy & Water

OVERVIEW

UAB continues to monitor and optimise its operational environmental footprint across key resource areas, with a focus on energy and water consumption. The Bank continues to undertake targeted initiatives to improve energy efficiency, digitise paper-intensive operations, and promote water conservation across its organisation.

ENERGY CONSUMPTION

In 2025, UAB consumed a total of **5,871 megawatt-hours (MWh)** of electricity across its UAE operations, covering branches, head office, and data centres.

The Bank will continue to assess, monitor and optimise electricity consumption across its operations with a focus towards the head office and regional branches, supporting its long-term transition to low-carbon operations.

ENERGY INTENSITY AND PERFORMANCE

In 2025, UAB's energy intensity stood at **13.6 MWh per full-time employee**.

LOOKING AHEAD

UAB aims to prioritise energy efficiency by:

- Expanding **renewable energy** pilots across high-consumption locations.
- Aligning disclosures with **GRI 302** and **ADX ESG** metrics to enhance transparency and comparability.

These efforts demonstrate UAB's commitment to operational sustainability and climate-conscious infrastructure planning.

WATER CONSUMPTION

In 2025, UAB recorded total water consumption of approximately 7.9 million litres.

PERFORMANCE TRACKING AND PEER BENCHMARKING

UAB's operational water use remains conservative compared to regional peers with larger real estate footprints. In 2025, UAB's water consumption intensity was 18,367 litres per full-time employee (FTE) reflecting efficient use of water across operations.

LOOKING AHEAD

UAB will continue to monitor and optimise water usage across its facilities, while exploring innovative and efficient solutions for resource management. The Bank will also ensure progressive alignment with leading sustainability frameworks as part of its ongoing efforts.

DIGITALISATION, RECYCLING AND OTHER EFFICIENCY MEASURES

UAB continues to advance its sustainability performance through **digitalisation and resource efficiency initiatives**. The Bank has expanded the use of **paperless processes and e-statements**, reducing reliance on physical documentation and reducing paper consumption across operations.
Beginning in May 2025, the Bank initiated efforts to segregate waste being generated at the Head Office for recycling. Additionally, e-waste generated annually is also collected and scrapped to recycling companies. In 2025, 100% of collected paper and plastic waste totaling 698 kgs was certified as recyclable. This resulted in saving /offsetting 1,034kgs of CO_2.

In parallel, UAB actively **monitors electricity and water usage** within its facilities and implements **efficiency measures and awareness initiatives** to lower its environmental footprint. A long-term initiative that was undertaken in 2025 was the relocation of our data center to the Data Hub Integrated Solutions LLC or popularly known as 'Moro Hub' – a subsidiary of Digital DEWA, the digital arm of the Dubai Electricity and Water Authority (DEWA). Moro Hub is recognised as the world's largest solar-powered data centre and is located at the Mohammed bin Rashid Al Maktoum Solar Park, the largest single-site solar park in the world. For this, the Bank was presented with a Green Certificate at the WETEX (Water, Energy, Technology and Environment Exhibition) 2025 hosted by DEWA in Dubai, affirming the savings of approximately 702mt CO_2e of carbon emissions over a period of 3 years (Oct 2025 – Sep 2028).

These actions reflect UAB's commitment to operational sustainability and support its broader ambition to embed ESG considerations into daily operations.

3.4 EMISSIONS: SCOPE 1 & 2 (absolute + intensity)

OVERVIEW

UAB is committed to transparently tracking and disclosing its operational greenhouse gas (GHG) emissions in line with international standards such as the Greenhouse Gas Protocol and emerging IFRS S2 requirements.

SCOPE 1 EMISSIONS (DIRECT)

Scope 1 emissions account for direct emissions from UAB's controlled sources, specifically company-owned vehicles and backup generators.

- In 2025, UAB's total Scope 1 emissions were calculated at approximately 34 tonnes of CO_2e.
- Vehicle fleet emissions were derived based on actual fuel consumption (14,493 liters) using standardised CO_2 emission factors.
- Generator emissions were calculated based on diesel consumption (49 liters) and corresponding emission coefficients.
- Methodologies applied include the use of IPCC 2006 guidelines and DEFRA conversion factors to ensure accuracy and comparability.

This exercise reflects UAB's focus on strengthening primary data capture across its operational footprint and building a robust emissions inventory.

SCOPE 2 EMISSIONS (INDIRECT – ELECTRICITY CONSUMPTION)

Scope 2 emissions arise from purchased electricity used to power UAB's branches, offices, and data centres.

- For 2025, UAB consolidated electricity consumption data to enable full Scope 2 emissions calculation.
- Scope 2 emissions will be estimated using UAE's official electricity grid emission factor (approximately 0.4045 tCO_2e per mWh), consistent with DEWA guidelines.

Initial energy efficiency programmes initiated, including smart lighting retrofits and branch optimisation projects, are expected to contribute to Scope 2 reductions.

EMISSIONS INTENSITY METRICS

In addition to absolute emissions, UAB is developing emissions intensity indicators to benchmark operational efficiency. These metrics will enable year-on-year tracking and support operational decarbonisation planning.

EMISSIONS SUMMARY (CURRENT DATA)

Metric	2025
Scope 1 Emissions (tCO_2e)	34 tCO_2e
Scope 2 Emissions (tCO_2e)	2,375 tCO_2e
Total Emissions (Scope 1 + 2)	2,409 tCO_2e
Emissions Intensity (tCO_2e/FTE)	5.60 tCO_2e

CARBON OFFSETTING – PARTNERSHIP WITH CANNON

As part of its commitment to responsible environmental stewardship, UAB has partnered with Canon to integrate carbon offsetting into its operational footprint strategy. Through this collaboration, UAB leverages Canon's certified **Climate Project Contribution programme**, which provides access to a portfolio of internationally verified projects aligned with the **Gold Standard** and **ISO 16759** methodologies.

The programme enables UAB to offset **Scope 1 and Scope 2 emissions of printing and ink usage** by supporting high-impact initiatives such as **clean cookstove distribution in Africa, reforestation in Europe, and wind energy development in Asia**. These projects not only generate measurable emission reductions but also deliver tangible social co-benefits, including improved public health, enhanced biodiversity, and access to clean energy in underserved regions.

By embedding this Canon partnership into its climate roadmap, UAB ensures that some of the unavoidable emissions are credibly offset, while continuing to prioritise direct reductions through energy efficiency and renewable sourcing. This approach reinforces UAB's alignment with the **UAE Net Zero by 2050 Strategy**.

The Bank remains committed to improving emissions transparency and supporting the UAE's transition to a low-carbon economy.

3.5 Emissions: Scope 3 & Financed Emissions (PCAF) (breakdown + methodology)

UAB recognises that Scope 3 emissions, particularly those associated with its lending activities, constitute the most material portion of its climate impact. The Bank endeavours to initiate calculation of financed emissions in 2026 and initiate disclosure in its sustainability reports thereafter.

SCOPE 3 EMISSIONS (NON-FINANCED): VALUE CHAIN GHG IMPACTS

In 2024, UAB began calculating non-financed Scope 3 emissions in line with the GHG Protocol's Corporate Value Chain (Scope 3) Standard. These emissions are calculated using activity-based methods and internationally recognised emissions factors. The following table presents the categories currently reported:

Scope 3 Category Title	Status	2025 Estimate (tCO_2e)	Notes
Paper Consumption	Reported	27	Based on usage volume
Business Travel – Flights	Reported	85	Estimated via DEFRA factors
Business Travel – Hotel Nights	Reported	11	Estimated via Greenview/Cornell Hotel Sustainability Benchmarking Index 2024
Business Travel - Total	Reported	96	Flights + Hotels
Employee Commuting	Reported	1,165	Based on average distance
Total Scope 3 Emissions		**1,287**	

Emissions estimates will be refined as internal systems mature, UAB applies DEFRA and IPCC conversion factors as part of the methodology in estimating Scope 1, 2 & 3 emissions.

SCOPE 3 EMISSIONS (FINANCED EMISSIONS)

UAB intends to adopt the PCAF Standard to guide its financed emissions estimation. The Bank's methodology aligns with the following core components:

- **Portfolio Scope:** Corporate lending portfolios with high emissions exposure (e.g. real estate, energy, manufacturing).
- **Attribution Factor:** Exposure at Default (EAD) ÷ Borrower Enterprise Value Including Cash (EVIC).
- **Data Hierarchy:** Prioritise borrower-reported emissions, then sectoral averages, and PCAF default factors.
- **Calculation Formula:** Financed Emissions = Total Emissions × Attribution Factor.

CURRENT STATUS

Financed emissions were not calculated or disclosed for the 2025 reporting year.
Foundational work, including methodology assessment, data mapping, and systems preparation, is planned to commence in 2026.

UAB is aligning with PCAF principles and emerging regulatory guidance, including IFRS S2 and ADX ESG Disclosure recommendations.

FINANCED EMISSIONS MEASUREMENT FRAMEWORK (PLANNED)

Step	Description
Portfolio Selection	Identify priority lending sectors for initial coverage
Data Collection	Source emissions data from clients or proxies
Attribution Calculation	Apply PCAF formulas to assign emissions to exposures
Emissions Calculation	Compute financed emissions at asset and portfolio levels
Reporting and Disclosure	Publish financed emissions annually starting from the 2026 reporting cycle

FUTURE ROADMAP

UAB plans to begin financed emissions measurement for selected asset classes during the 2026 reporting period. Key milestones include:

- **Sector Prioritsation:** Target high-carbon sectors such as real estate, energy, and transportation.
- **Data Infrastructure:** Improve emissions data collection via client outreach and sector proxies.
- **Methodology Development:** Apply PCAF attribution methodology based on exposure at default and enterprise value.

Milestones (FY2026)	Description
Finalise Data Collection Tools	Deploy borrower templates and sector-specific assumptions
Conduct Pilot Calculation on 2 Sectors	Focus on Real Estate and Manufacturing portfolios
Portfolio Coverage Expansion	Add SME and corporate term loan books
Disclosure of Financed Emissions (Pilot)	Publish first financed emissions estimate in ESG report
Set Forward-Looking Reduction Targets	Begin aligning portfolios with science-based decarbonisation pathways

UAB is committed to building a robust financed emissions disclosure platform and aligning with IFRS S2, ADX ESG metrics, and UAE Net Zero 2050 objectives.

SUMMARY

UAB is building a phased and scalable Scope 3 disclosure framework that emphasises both data granularity and progressive asset class coverage. In the 2024 reporting cycle, the Bank initiated reporting of non-financed Scope 3 emissions and focused on internal infrastructure development to support future financed emissions disclosure, in line with the PCAF standard and UAE's Net Zero 2050 roadmap.

This dual-track strategy enables UAB to address both operational and portfolio-related emissions. Non-financed categories such as business travel, commuting, and paper consumption are being disclosed from 2024, while financed emissions reporting is targeted to begin in 2026 reporting cycle. The Bank will initially focus on corporate lending and gradually expand to project finance and other relevant portfolios.

Financed emissions will be calculated using sector-specific attribution methodologies and enhanced with borrower-level data over time to improve precision. These efforts will establish a reliable emissions baseline and support future decarbonisation targets across asset classes.

Overall, UAB's approach reinforces its broader climate alignment journey and commitment to science-based target-setting, regulatory readiness, and alignment with global standards such as IFRS S2 and ADX ESG guidance.

SOCIAL RESPONSIBILITY & PEOPLE

4.1 WORKFORCE OVERVIEW & DIVERSITY

UAB is committed to fostering a diverse, inclusive, and empowered workforce that reflects the UAE's values and supports the Bank's long-term growth. Our people are at the core of our strategy, driving innovation, operational excellence, and responsible banking practices.

WORKFORCE SNAPSHOT

As of 2025, UAB employed a total of 432 full-time employees (FTE's) across its operations. The Bank's workforce spans multiple Emirates and business divisions, including Personal Banking, Corporate, Treasury & Capital Markets, Operations, Islamic Banking, and Corporate Support Units. The Bank's workforce reflects a blend of skills, experiences, and backgrounds, enabling agility and customer-centric delivery across our services. (For further details, please see Appendix 1 & 4).

GENDER DIVERSITY

UAB is equally committed to promoting gender equity and strengthening the participation of females at all levels of the organisation (Appendix 2).

- As of 2025, females made up **40%** of total employees
- **14%** of senior executive positions are currently held by females

The Bank has implemented tailored career development programmes to support female advancement into leadership roles. Policies and procedures are reviewed regularly to ensure equal opportunity in promotions, recruitment, compensation, and learning access.

It has also introduced training across managerial levels and enhanced internal dashboards to monitor gender diversity trends.

NATIONALITY MIX AND EMIRATISATION

UAB promotes cultural diversity while maintaining a strong commitment to national workforce development: (For more information, please visit Appendix 3)

LOCALS VS. EXPATS - ALL EMPLOYEES

	2023	2024	2025
Number of countries from which you have employees	32	31	31
Number of local employees out of total workforce	103	113	128
% of local employees out of total workforce	26%	28%	30%
Number of expat employees out of total workforce	289	288	304
% of expat employees out of total workforce	74%	72%	70%

EMIRATISATION

Emiratisation is a core pillar of UAB's workforce development framework. The Bank actively recruits, trains, and supports Emirati employees across business and support functions. (For more information, please visit Appendix 3).

- UAE Nationals represent **30%** of the total workforce.
- UAE Nationals hold **14%** of senior executive positions
- Performance is tracked and reviewed quarterly by the Human Capital function and the Management Committee.
- Emiratisation progress is monitored quarterly and reported to the Central Bank of the UAE (CBUAE)

EMIRATISATION PROGRAMMES

Training Programmes for UAE Nationals		Number of benefitted UAE Nationals		
Programme	**Description & Activities conducted under the programme**	**2023**	**2024**	**2025**
Leadership	Leadership and Management Skills Programme	21	38	12
Mandatory / Regulatory	Mandatory / Regulatory programmes on Operational Risk Awareness, Fraud Risk Awareness, Anti-bribery and Corruption	66	121	109
Industry specific	Shipping Documentations & Trade Frauds, Fraud Prevention, RCSA & KRI, Security Awareness, Code of Conduct)	48	120	127
Technical skills	FATCA / CRS , Risk Adjusted Return on Capital (RAROC), Credit Risk , Money Market , Counterfeit Currencies and Document Verification	64	118	127
Soft Skills	Emotional Intelligence, Critical Thinking & Decision Making, Time Management, Art of Networking, Presentation Skills, Communication Skills , Public Speaking skills	72	42	66
Fresh Graduate Programme	Certified Banking Operations CBO, Specialisation Pathway boot camps, International Professional Certification	34	17	17
Certification Programme	CITF, CFE , ICA Diploma in Compliance, Certificate in: HR, Treasury & Compliance	19	6	16

UAB partners with government-backed initiatives such as Nafis and the Emirates Institute of Banking and Financial Studies (EIBFS) to expand outreach to emerging national talent. The Bank's long-term Emiratisation roadmap supports internal mobility, succession planning, and retention of high-potential Emirati employees.

INCLUSION AND EQUAL OPPORTUNITY

UAB's workforce policies are anchored in its Non-Discrimination and Human Rights frameworks. All hiring, promotion, and training practices are merit-based and designed to ensure:

- Equal access to growth opportunities
- A safe, respectful, and inclusive work environment
- Zero tolerance for any form of discrimination or harassment

4.2 TALENT DEVELOPMENT & WELL- BEING

UAB prioritses employee learning, development, and well-being as critical components of its human capital strategy. We believe that building a future-ready, motivated, and inclusive workforce enables sustainable growth, supports innovation, and strengthens the Bank's ESG foundations. The Bank made significant progress in upskilling talent, expanding access to digital learning, and supporting employee wellness and engagement.

LEARNING & DEVELOPMENT

UAB's learning and development (L&D) strategy aims to build technical, behavioural, and leadership competencies through structured in-house and external programmes. In 2025:

- Average training days:
  - Male employees: 17 days
  - Female employees: 18 days
- LinkedIn Learning continued as a key digital platform for self-directed learning.

The Bank's L&D offerings include a blend of risk, leadership, functional, and behavioural training as outlined below:

Programme Name	Description	2025 Beneficiaries
LinkedIn Learning	Behavioural & Technical Programmes	155 staff attended 746 programmes
Third Party Training	Technical & Behavioural Programme, Conferences / workshops/ seminars	118 staff attended 163 programmes
EIBFS Training Programme	Technical & Behavioural Programme, Pathway Programmes	490 staff attended 154 programmes
UAB Programmes (Regulatory +Soft Skills)	Regulatory Required Programmes, Technical Awareness, Behavioural Training	490 staff attended 46 programmes

UAB aims to further integrate ESG-specific KPIs into its learning dashboards and increase functional training for sustainability-linked banking products.

4.3 INCLUSION, CULTURE & CSR

UAB continues to place its people at the heart of its strategy, fostering a workplace that prioritises physical, mental, and emotional well-being while empowering employees to thrive. In 2025, the Bank strengthened its commitment to well-being, engagement, and inclusion, laying the foundation for broader impact in 2026 and beyond.

HEALTH, SAFETY & WELL-BEING

During 2025, UAB strengthened its commitment to employee wellness through an integrated approach that prioritises preventive care, psychological safety, and workplace ergonomics.

Key initiatives during 2025 included:

Health and Wellness awareness camps including free check-ups for Employees:

- **Bone Density Check & Free Calcium Tests**
- **Health Service (First aid guide, skin analysis, vital checks, vitamin Sampling)**
- **Flu vaccination day**
- **Cancer Awareness:** Organised an awareness session on Breast cancer and Cervical cancer awareness for staff organised by AON Middle East.
- **Health Talk (Webinars):**
    - Ergonomics in the workplace and common work-related musculoskeletal disorders
    - Men's health awareness
    - Work-life balance
    - AI-powered health tracking & sleep apnea

EMPLOYEE ENGAGEMENT

UAB recognises that **meaningful, transparent engagement drives satisfaction and retention**. The 2024 **Employee Engagement Survey** (conducted in early 2025) reflected significant strengths and key opportunities:

Strengths to Celebrate:

- **Leadership Trust & Direction: 91%** of employees understand UAB's strategic priorities (+9% vs. top management benchmark), and **88%** expressed confidence in senior leadership (+13% vs. High-Performing peers).
- **Performance Alignment: 95%** reported clarity on performance expectations and contributions to organisational goals.
- **Engagement Response:** Survey achieved a **96%** response rate and a **76%** engagement level, signaling a high level of commitment.

VOLUNTEERING & COMMUNITY ENGAGEMENT

UAB has developed a concise Corporate Social Responsibility (CSR) Policy, where the primary functions, duties and responsibilities include among others the selection of the charitable organisations and activities the Bank would donate to for charitable purposes. The 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.

Initiatives Included:

- **Blood Donation** - In coordination with **Dubai Blood Donation Centre:**
    - **Number of Employee Volunteers: 45**
    - **Total Number of Hours Volunteered: 225**
- **Ramadan initiative - UAE Giving Back:** In coordination with **Dubai Club of People of Determination:**
    - Volunteering employees spent a day with People of Determination at the Dubai Club
    - **Number of Employee Volunteers: 30**
    - **Total Number of Hours Volunteered: 90**
- Visit by Senior Management team to the **Al Noor Training Centre for People of Determination:**
    - UAB's senior management team spent quality time at the centre with many young children (People of Determination)
    - **Number of Employee Volunteers: 12**
    - **Total Number of Hours Volunteered: 24**

Through a balanced and forward-looking focus on employee wellness, meaningful engagement, and community participation, UAB aims to continuously enhance its workplace environment and strengthen its role as a socially responsible employer of choice.

UAB continues to demonstrate its commitment toward community developments and environmental initiatives with total contribution of AED 148 thousand in 2025.

4.4 CUSTOMER EXPERIENCE & RESPONSIBLE PRODUCTS

EMPLOYEE TRAINING ON CUSTOMER EXPERIENCE (CX)

As a financial service provider, customer experience and satisfaction remain central to UAB's success and long-term growth. The Bank continues to take a strategic approach to ensure that customers receive a seamless and high-quality banking experience across all channels.

In 2025, UAB maintained its focus on strengthening service quality through comprehensive employee training programmes that enhance product knowledge, regulatory awareness, and customer engagement capabilities. These initiatives aim to standardise service delivery across branches, improve issue resolution, and reinforce UAB's culture of empathy and accountability toward customers.

CUSTOMER EXPERIENCE AND SECURITY AWARENESS TRAININGS IN 2025

Training Title	No. of Staff Attended
Mandatory Trainings:	
Anti-Bribery and Corruption	16
Anti-Money Laundering/ CFT	16
Business Continuity Management	16
Conflict of Interest	16
Consumer Protection Regulations	16
FATCA & CRS Compliance	16
Fraud Risk Management	16
Information Security (Acceptable Use Policy, Reporting Incidents, PCI-DSS, PII and DLP)	16
Know Your Customer	16
Operational Risk Management	16
Personal Trading & Insider Information	16
Sanctions Compliance	16
Sharia Fundamentals	16
Whistle Blowing Framework	16
Other Trainings:	
Complaint Management Process & system	11
Customer Excellence Training	2
Debt Counselling, Communication, Problem Solving & Negotiation skills	5
FATCA IRS W-Forms and CRS Self Certification	8

Through these training programmes, UAB ensured its staff remained up to date with the latest consumer protection standards, fraud prevention measures, and complaint management practices in line with CBUAE guidance.

CUSTOMER GRIEVANCES

Customer-centricity continued to guide UAB's operations throughout 2025. The Bank remained committed to upholding the principles of fairness, transparency, and accessibility in grievance management.

Aligned with the Central Bank of the UAE's Consumer Protection Regulations (CPR), UAB provides multiple channels for customers to raise and resolve complaints efficiently, including its **24/7 Contact Centre, UAB Website, Online Banking, Mobile Banking, and Email/Chat access.**

In 2025, UAB handled **788 customer complaints**, of which **786 were resolved** during the year. **Five complaints** were escalated to senior management, while **74 cases** were escalated through the Central Bank of the UAE by customers. These results reflect UAB's robust grievance-handling framework and continued focus on customer service quality and transparency.

Segment	Number of customer complaints received in 2025 (2024)	Number of solved customer complaints in 2025 (2024)	Complaints escalated to Senior Management in 2025 (2024)	Complaints escalated through CBUAE from customers in 2025 (2024)
Personal	673 (1,481)	672 (1,481)	5 (1)	74 (34)
Corporate	115 (110)	114 (110)	0 (0)	0 (0)
Total	**788 (1,591)**	**786 (1,591)**	**5 (1)**	**74 (34)**

The Bank's commitment to continuous improvement ensures that customer feedback and complaints are reviewed systematically to identify recurring issues, improve product features, and strengthen service delivery mechanisms.

CUSTOMER SATISFACTION

In 2025, UAB's Client Experience and Complaints Management Unit (CEU) continued to focus on enhancing service accessibility and turnaround times through digital banking channels and process improvements. The restructured **Customer Contact Centre** continued to provide round-the-clock assistance, ensuring customers received timely support and resolution.

UAB continued to evaluate customer interactions through ongoing feedback collection mechanisms across touchpoints, using insights to refine training programmes, service standards, and escalation processes.

SUSTAINABILITY PRIORITIES, KPI'S AND TARGETS

SR No.	Topic	Strategic Priority	Target (Quantitative or Milestone-Based)	Overarching Target
1	**#1 Sustainable Finance**	Develop UAB Sustainable Finance Framework	Framework approved and operational by end-2027; annual updates thereafter	**Lend, Invest or Facilitate AED 2.5 billion of Sustainable Finance by 2030**
2		Launch Green & ESG-Linked Retail Products	Offer at least 3 retail ESG products by 2027	
3	**#2 Customer Experience**	Customer Feedback Engine	Aim to improve NPS by 5% annually	**Improve NPS score by 5% annually; Ensuring full compliance with the CPR (consumer protection regulations)**
4		Complaint Resolution & SLA	Target to resolve 90%+ of complaints within SLA across all channels by end-2027	
5	**#3 Risk Assessment & Management**	Climate & Transition Risk Stress Testing	Conduct climate scenario analysis for top 3 high-risk sectors annually starting 2027	**Full ESG integration in lending decisions and portfolio monitoring**
6		ESG Scorecard for Client Screening	Pilot ESG scorecard with major clients by 2027; aim for full rollout thereafter	
7	**#4 Corporate Governance, Compliance & Code of Conduct**	Board & Senior Management Diversity	Ensure BoD Chairman and 51% of Board members are UAE Nationals; Ensure at least 2 female members on BoD	**Conduct ethics training annually and incorporate ESG-linked incentives for senior management in annual appraisals**
8		Annual Board Assessment	Internal / Externally conducted Board assessment on an annual basis	
9		ESG-Based Incentives	Incorporate ESG-linked KPIs into 100% of senior leadership appraisals	
10	**#5 Financial Crime Prevention**	AI-Supported Transaction Monitoring	Deploy system-wide intelligent in Financial Crime Compliance (System) by 2027	**Zero tolerance on financial crime violations and 100% staff AML compliance**
11		Risk-Based Customer Due Diligence	100% of high-risk customers reviewed annually using EDD protocols	
12		Staff Training & Culture	100% AML/CFT staff training completion for targeted staff each year	

SR No.	Topic	Strategic Priority	Target (Quantitative or Milestone-Based)	Overarching Target
13	**#6 Data Protection & Cybersecurity**	Access Control Review	Ensure Bi-annual access control review performed to comply with regulatory requirements	**Aim to achieve zero critical data breaches and implement full cybersecurity compliance**
14		Ethical Hacking / Red Teaming	Conduct annual red-team exercises	
15		Employee Training & Awareness	Achieve 100% staff completion rate in cybersecurity & data protection training annually	
16	**#7 Emiratisation**	Graduate Trainee & Career Acceleration Programmes and Participation in Emirati Job Fairs	Enrolling new Emirati graduates annually into full-time roles and participating in at least 6 Job fairs dedicated for UAE Nationals annually	**Encourage achievement of CBUAE Emiratisation points annually (Operational and Recruitment)**
17		Cultural Inclusion & Engagement	Conduct Emirati-focused engagement sessions per year and promote engagement across all events, particularly Emiratisation events	
18	**#8 Employee Wellbeing & Workplace Health & Safety**	UAB WellLife Programmes	Promote employee participation: Encourage and aim to have 90% of all employees participate in at least 1 wellbeing initiative annually	**Aim to have 90% staff participation in wellbeing initiatives and providing a safe working environment for all staff**
19		Skill / Training & Development Grants	Allocate at least 1.5% of staff salary costs annually towards learning & training development	
20		Workplace Safety & Ergonomics	At least 1 HSE training annually to all HSE staff members; Corrective and preventive actions to be taken within 7 working days in case of any event	
21	**#9 Climate Change**	Scope 1 & 2 Emission Reduction	Target to reduce Scope 1 & 2 emissions by 15% by 2030 vs 2024 baseline (measured on an emissions per FTE basis)	**Reduce Scope 1 & 2 emissions by 15% by 2030 vs 2024 baseline**
22		Climate Risk Scenario Analysis	Conduct annual climate risk stress test using NGFS scenarios by 2027	

ADX ESG INDEX, GLOSSARY & APPENDICES

5.1 ADX ESG DISCLOSURES

Environmental Metrics		
Metric	**Calculation**	**UAB Performance**
E1. Environmental Operation	**E1.1)** Does the Bank follow an environmental policy?	The Bank does not currently follow an environmental policy or specific waste, water, energy or recycling policies. However, it undertakes various efforts to segregate waste being generated for recycling, as well as other initiatives to optimise energy and water consumption.
	E1.2) Does the Bank follow specific waste, water, energy, and/or recycling policies?	
	E1.3) Does the Bank use a recognised energy management system?	The Bank does not currently use a recognised energy management system; however, it conducts awareness initiatives and follows a time-schedule to reduce energy consumption.
E2. Water usage	**E2.1)** Total amount of water consumed	The Bank consumed a total of 7,394('000) litres of water in 2025 The Bank currently does not have a water reclamation system implemented
	E2.2) Total amount of water reclaimed	
E3. Waste Generation	**E3.1)** Total waste generated, per waste type	NA
	E3.2) Percentage of waste recycled, per waste type	100% of collected paper and plastic waste totaling 698kgs was certified as recyclable. This resulted in saving /offsetting 1,034kgs of CO_2 in 2025
E4. Energy Usage	**E4.1)** Total amount of energy directly consumed	The Bank has directly consumed 466 GJ of energy in 2025. This has come from the use of petrol and diesel for vehicles and electricity generators.
	E4.2) Total amount of energy indirectly consumed	The Bank indirectly consumed 21,135 GJ energy in 2025, from the consumption of electricity generated at utilities.
E5. Energy Intensity	**E5.1)** Total direct energy usage per output scaling factor	The direct energy intensity of the Bank is equal to 50 GJ per full-time employee.
E6. Energy Mix	**E6.1)** Percentage: Energy usage by generation type	The Bank primarily uses only electrical energy supplied by utilities. However, the Bank has generators which are used only for emergency purposes.
E7. GHG Emissions	**E7.1)** Total amount in CO_2 equivalents, for Scope 1	The Bank's scope one emissions come from two sources - fuel used in owned and leased vehicles, and fuel used in electricity generators within UAB's facilities. The GHG emissions in 2025 for Scope 1 were 34 CO_2e metric tons.
	E7.2) Total amount in CO_2 equivalents, for Scope 2, if applicable	The Bank's total emissions in CO_2 equivalent under scope 2 is equal to 2,375 (tCO2e)
	E7.3) Total amount in CO_2 equivalents, for Scope 3, if applicable	The Bank's Scope 3 emissions amount to 1,287 tCO_2e from business travel, employee commute and paper consumption. Currently, the Bank does not calculate its Scope 3 financed emissions.
E8. Emissions Intensity	**E8.1)** Total GHG emissions per output scaling factor	The Bank's emissions (scope 1 + scope 2) intensity is equal to 5.6 tCO2e per full-time employee
	E8.2) Total non-GHG emissions per output scaling factor	

Environmental Metrics		
Metric	**Calculation**	**UAB Performance**
E9. Climate Strategy	**E9.1)** Describe the climate-related risks and opportunities that could reasonably be expected to affect your organisation's prospects. Also explain, for each climate-related risk your organisation has identified, whether your organisation considers the risk to be a climate-related physical risk or transition risk.	Climate-related risks are identified through continuous ESG oversight at both macro and transactional levels. At macro level, the Bank assesses transition and physical climate risks in line with Central Bank guidance, while at micro level, climate risks are evaluated using ESG risk scorecard for new and existing lending facilities. Additionally, the Bank can be subject to additional reputational risks should it fail to appropriately integrate climate-related risks in its governance or fail to provide relevant regulatory disclosures in a consistent manner. Climate related opportunities include supporting clients transition efforts and expanding sustainable financing within the Bank's risk appetite and in alignment with the UAE's Net Zero by 2050 initiatives. The Bank could further look to expand and enhance its sustainable offerings for clients looking to manage their climate-risks. Opportunities also include new initiatives that can be adopted towards further digitalisation, reduction of paper consumption, and other carbon compensation partnerships to lower operational costs and emissions.
	E9.2) Describe the current and anticipated impacts of climate-related risks and opportunities on your organisation's business model and value chain.	Climate-related risks primarily impact the Bank through risk assessment, portfolio composition, and client selection. Climate considerations are in process of being integrated into lending decisions, with potential longer-term impacts including gradual portfolio rebalancing toward more climate-resilient sectors. Additionally, digital transformation initiatives across the Bank may influence the choice of business partners and vendors, as well as across procurement activities with growing preference towards local suppliers to promote a circular economy.
	E9.3) How has your organisation responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making, including the plans to achieve any climate-related targets it has set and any targets it is required to meet by law or regulation?	The Bank is in process of enhancing its Strategic Planning & Framework Policy and establishing its ESG Risk Assessment policies along with other relevant policies to include and align climate-related risks and opportunities in its management aspects. Climate-related KPIs under consideration for formal adoption include reduction of Scope 1 and Scope 2 emissions on an annual basis as well as enhancing the facilitation of sustainable finance in alignment with UAE's Net Zero by 2050 initiatives.
	E9.4) What are the current effects (during the reporting period) of climate-related risks and opportunities on your organisation's financial position, financial performance and cash flows for the reporting period (current financial effects)?	The Bank endeavours to measure the effects of climate-related risks and opportunities on the financial position and performance in the near future post full integration of climate considerations across its strategic and operational decision-making processes.

Environmental Metrics		
Metric	Calculation	UAB Performance
E10. Climate Risks and Opportunities	**E10.1)** Describe the processes and policies your organisation uses to identify, assess, prioritise, and monitor climate-related risks, and the inputs and parameters used in these processes.	UAB identifies and monitors climate-related risks through periodic macro-level risk analysis and transaction-level ESG assessments aligned with regulatory guidance. These risks are integrated into credit approval review.
	E10.2) Whether and how does your organisation use climate-related scenario analysis to inform the identification of climate-related risks?	The Bank currently considers climate risks through qualitative scenario assessments at sector and portfolio levels. The Bank continues to enhance its process and will consider more advanced climate scenario analysis as regulatory expectations and internal capabilities evolve.
E11. Climate Governance	**E11.1)** Which governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) is responsible for oversight of climate-related risks and opportunities?	Both, the Sustainability Committee & Risk Committee, maintain an oversight of climate-risk risks and opportunities.
	E11.2) How does the body or individual consider climate-related risks and opportunities when overseeing your organisation's strategy?	Climate-related risks and opportunities are currently taken into consideration for sector allocation (of funds and capital) and exposure monitoring.
	E11.3) Are performance metrics related to climate targets included in remuneration policies? If so, how?	Sustainability-related KPIs form part of management performance scorecards which impact annual variable compensation assessment. Proposed sustainability-related KPIs include climate-related targets such as reducing carbon emissions as well as facilitating sustainable finance.
	E11.4) Has your organisation delegated the role of overseeing climate-related risks and opportunities to a specific management-level position or committee, and how is oversight over this role or committee exercised?	While Board of Directors are ultimately responsible for all sustainability related matters, the Sustainability Committee and Risk Committee are delegated with the responsibility to oversee and manage climate-related risks and opportunities on a day-to-day basis. Matters of significance and exceptions are escalated to the Board as appropriate.
E12. Climate Targets	**E12.1)** What are your organisation's climate-related targets, including baselines, interim milestones, and tracking mechanisms. Clarify alignment with national targets or global initiatives (e.g., SBTi, UAE Net Zero 2050).	Proposed climate-related targets include reducing annual Scope 1 and Scope 2 net carbon emissions as well as facilitating sustainable finance in alignment with UAE Net Zero 2025 initiatives.

Social Metrics		
Metric	Calculation	UAB Performance
S1. CEO Pay Ratio	**S1.1)** Ratio: CEO total compensation to median full-time equivalent (FTE) total compensation	The ratio of the CEO's total compensation to median full-time equivalent (FTE) total compensation is equal to 1,270% (1,336% in 2024)
	S1.2) Does the Bank report this metric in regulatory filings?	The Bank does report this metric whenever it is required by regulatory filings
S2. Gender Ratio	Ratio: median male compensation to median female compensation	The ratio of the median male compensation to median female compensation is equal to 110% (117% in 2024)
S3. Employee Turnover	**S3.1)** Percentage: Year-over-year change for full-time employees	Year-over-Year change for Full Time Employees is 8% (2% in 2024)
	S3.2) Percentage: Year-over-year change for part-time employees	The Bank does not employ part-time employees
	S3.3) Percentage: Year-over-year change for contractors/consultants	Year-over-Year change for Contractors is 3% (17% in 2024)
S4. Gender Diversity	**S4.1)** Percentage: Total Bank headcount held by men and women	• Percentage of full-time male employees in UAB is equal to 60% (62% in 2024) • Percentage of full-time female employees is equal to 40% (38% in 2024)
	S4.2) Percentage: Entry- and mid-level positions held by men and women	• Percentage of male employees in entry- and mid-level positions is equal to 59% (61% in 2024) • Percentage of female employees in entry- and mid-level positions is equal to 41% (39% in 2024)
	S4.3) Percentage: Senior- and executive-level positions held by men and women	• Percentage of male employees in senior- and executive-level positions is equal to 86% • Percentage of female employees in senior- and executive-level positions is equal to 14%
S5. Temporary Worker Ratio	**S5.1)** Percentage: Total Bank headcount held by part-time employees	The Bank does not employ any human capital under part-time contracts
	S5.2) Percentage: Total Bank headcount held by contractors and/or consultants	The Bank employs a total of 71 staff under a contractor's contract and no employees under a consultant's contract
S6. Nationalisation	Percentage of national employees	UAE National employees represent 30.0% of the total workforce profile of the Bank (28.2% in 2024)
S7. Non-Discrimination	Does the Bank follow a non-discrimination policy?	The Bank follows a Code of Conduct for all employees, which includes clauses for anti-discrimination and harassment. All UAB employees are required to refrain from discrimination based on characteristics such as race, color, religion, gender, age, national origin, marital status, or disability, whether such individual is an employee, consultant, customer, or third party. Employees are required to create a professional workplace environment devoid of harassment, exploitation, and intimidation. Personal relationships should not compromise the execution of duties. Discrimination or mistreatment of any individual contradicts the Bank's corporate values. Sexual harassment encompasses unwelcome requests or conduct of a sexual nature regardless of gender. This is strictly prohibited and contravention will lead to disciplinary actions including termination.

Social Metrics		
Metric	Calculation	UAB Performance
S8. Health, Safety & Wellbeing	Does the Bank follow occupational health and/or health & safety policy?	Due to the nature of our industry, the employee injury rate is not a material topic. Nevertheless, health and safety guidelines are embedded in the Bank's Code of Conduct policy. Hence, while the Bank does not follow any specific occupational health and/or global health & safety policy, it does have processes around trainings for fire emergencies, conducts emergency drills as per requirements from local emirate's Civil Defence and Fire Authorities. The Bank also arranges various Health and Well-being programmes through the year for all staff to enhance health awareness, including free medical checkups and consultations.
S9. Injury Rate	Percentage: Frequency of injury events relative to total workforce time	No injuries were recorded in 2025
S10. Child & Forced labor	S9.1) Does the Bank follow a child and/or forced labor policy?	The Bank does not follow a child and/or forced labour policy. Child labour is prohibited by the UAE law to which the Bank fully adheres to. However, the Bank is also working on creating and finalising a formal child and/or forced labour policy document.
S11. Human Rights	S10.1) Does the Bank follow a human rights policy?	The Bank adheres to the United Arab Emirates regulations covering Human Rights. However, the Bank is working on creating and finalising a policy document covering Human Rights.
S12. Community Investment	Amount invested in the community, as a percentage of company revenues.	The Bank contributed AED 148 thousand in 2025 across programmes and projects directed to foster culture, youth empowerment, good health and wellbeing, and for 'people of determination'

5.2 Glossary

Term	Definition
UAB	United Arab Bank PJSC, a UAE-based financial institution listed on ADX.
UAE	United Arab Emirates, UAB's home market and regulatory jurisdiction.
ESG	Environmental, Social and Governance – the framework used by UAB to manage and report on sustainability topics.
DMA (Double Materiality Assessment)	UAB's process to identify, prioritise and assess ESG topics based on both impact and financial materiality.
Materiality Matrix	A visual representation plotting ESG topics by impact and financial materiality to determine UAB's material topics.
Double Materiality Matrix	Combined matrix used to compare impact and financial materiality scores to select priority ESG topics.
Stakeholder Group	Defined stakeholder segments engaged by UAB, such as customers, employees, regulators, investors, communities, and suppliers.
Sustainable Finance	Financial products and services that support environmental and/or social outcomes while remaining commercially viable.
Sustainable Finance Framework	UAB's internal framework aligning sustainable finance activities with ESG principles and international standards.
Operational Footprint	UAB's direct environmental impact from energy, water, waste, and Scope 1 & 2 emissions.
GHG (Greenhouse Gases)	Gases contributing to climate change, such as CO_2, CH_4 and N_2O.
CO_2	Carbon dioxide, a greenhouse gas emitted from fossil fuel combustion.
CO_2e	Carbon dioxide equivalent – expresses impact of GHGs using global warming potential relative to CO_2.
Scope 1 Emissions	Direct emissions from UAB-owned or controlled sources (generators, vehicles).
Scope 2 Emissions	Indirect emissions from purchased electricity and energy used by UAB.
Scope 3 Emissions	Indirect emissions from UAB's value chain, including business travel, purchased goods and services, and financed emissions.
Energy Intensity	Total energy consumption per output unit (e.g., per full-time employee), used to measure the efficiency of energy use.
Financed Emissions	Emissions associated with UAB's lending and investment portfolios, calculated using PCAF.
UAE Net Zero 2050	UAE's national target to achieve net zero emissions by 2050; guides UAB's long-term climate ambition.
ADX	Abu Dhabi Securities Exchange; listing venue for UAB and issuer of ESG disclosure guidance.
CBUAE	Central Bank of the UAE; UAB's financial regulator issuing ESG and climate-related principles.

Term	Definition
TCFD	Task Force on Climate-related Financial Disclosures – framework for climate governance, strategy, risk management and metrics/targets.
IFRS S1	Standard setting disclosure requirements for sustainability-related financial information.
IFRS S2	Climate-related disclosure standard aligned with TCFD; reference framework for UAB.
GRI	Global Reporting Initiative Standards used as UAB's primary reporting framework.
SASB	Sustainability Accounting Standards Board – industry-specific ESG disclosure standards for banks.
SFDR	Sustainable Finance Disclosure Regulation; EU regulatory benchmark referenced for transparency expectations.
TNFD	Taskforce on Nature-related Financial Disclosures – emerging framework for nature-related risks.
PCAF	Partnership for Carbon Accounting Financials – methodology for calculating financed emissions.
CSR (Corporate Social Responsibility)	UAB's community programmes, including donations, sponsorships and volunteering.
Customer Experience (CX)	The end-to-end experience of UAB customers across channels and services.
NPS (Net Promoter Score)	Metric measuring customer satisfaction and advocacy.
Emiratisation	National policy and UAB commitment to increase UAE National employment and leadership representation.
Human Rights	Standards referenced by UAB to ensure fair and ethical treatment of employees, customers and communities.
Non-Discrimination	UAB's commitment to equal opportunity regardless of gender, nationality, ethnicity, religion or other characteristics.
AML (Anti-Money Laundering)	Controls and procedures to prevent and detect money laundering.
CFT (Countering the Financing of Terrorism)	Measures to prevent, detect and report terrorism financing.
ERM (Enterprise Risk Management)	UAB's framework for identifying and managing all material risks, including ESG risks.
Risk Appetite Framework (RAF)	Defines the level and type of risks UAB is willing to accept in pursuit of its strategic objectives.
ICAAP	Internal Capital Adequacy Assessment Process; assesses UAB's capital adequacy relative to risks, including emerging ESG considerations.
DEWA	Dubai Electricity and Water Authority – utility whose emissions factors are used in UAB electricity-related GHG calculations.

5.3 Appendix

APPENDIX 1

EMPLOYEES PER CONTRACT TYPE	2023	2024	2025
Total number of full-time **employees**	392	401	432
Total number of part-time **employees**	0	0	0
Total number of contractors **employees**	59	69	71
Total number of consultants **employees**	0	0	0

APPENDIX 2

Gender Breakdown – All Employees	2023	2024	2025
Total Number of all full-time employees	392	401	432
Number of male full-time employees out of total workforce	235	247	258
% of male full-time employees out of total workforce	60%	62%	60%
Number of female full-time employees out of total workforce	157	154	174
% of female full-time employees out of total workforce	40%	38%	40%

GENDER BREAKDOWN - NEWLY HIRED FOR THIS YEAR	2023	2024	2025
Total Number of all newly hired **employees**	104	76	101
Number of newly hired male employees	62	46	60
% of **newly hired male** employees	60%	61%	59%
Number of **newly hired female** employees	42	30	41
% of **newly hired female** employees	40%	39%	41%

APPENDIX 3

LOCALS VS. EXPATS - NEWLY HIRED FOR THIS YEAR			
	2023	2024	2025
Number of newly hired local employees	33	31	30
% **of newly hired local** employees	32%	41%	30%
Number of **newly hired expat** employees	71	45%	71
% of **newly hired expat** employees	68%	59%	70%

APPENDIX 4

AGE BREAKDOWN - ALL EMPLOYEES			
	2023	2024	2025
Number of employees aged 18 - 24	7	12	9
% of employees aged 18 - 24	2%	3%	2%
Number of employees aged 25 - 34	74	85	74
% of employees aged 25 - 34	19%	21%	17%
Number of employees aged 35 - 44	152	154	162
% of employees aged 35 - 44	39%	38%	38%
Number of employees aged 45 - 54	137	131	138
% of employees aged 45 – 54	35%	33%	32%
Number of employees aged 55 and above	22	19	23
% of employees **aged 55 and above**	6%	5%	5%

APPENDIX 5

TURNOVER RATE			
	2023	2024	2025
% year-over-year change for full-time employees	14%	2%	8%
% year-over-year change for part-time employees	0%	0%	0%
% year-over-year change for contracted employees	51%	17%	3%
% year-over-year change for consultant employees	0%	0%	0%

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