

# Driving Sustainable Transformation

---

Sustainability Report 2025  
7<sup>th</sup> Edition



HH Sheikh  
**Sabah Al-Khalid Al-Hamad Al-Sabah**  
Crown Prince of the State of Kuwait



HH Sheikh  
**Mishal Al-Ahmad Al-Jaber Al-Sabah**  
Amir of the State of Kuwait

# Table of Contents



**01 In Focus**

Message from Our Chairman	5
Message from Our Group CEO	6
Key ESG Performance Indicators	7
Recognitions	8

**02 At a glance**

Who We Are	10
Our Presence	11
Our Products and Services	12
Our Leadership	13

**03 ESG at Burgan Bank**

ESG at a Glance	16
Key ESG Achievements	17
ESG Governance Framework	18
Engaging Our Sustainability Partners	19
Our Materiality Focus	20

**04 Environment**

Designing Our Net-Zero Pathway	22
Resilient and Responsible Financing	27
Responsible Resource Management	30

**05 Social**

Our People	35
Our Customers	51
Our Communities	56

**06 Governance**

Diversity, Equity and Inclusion	63
Strengthening Governance and Ethical Business Practices	67
Data Privacy and Cybersecurity	78

**07 Sustainability at Subsidiaries** 81

**08 Appendix** 89





01

# In Focus

Message from Our Chairman	5
Message from Our Group CEO	6
Key ESG Performance Indicators	7
Recognitions	8

# Message from Our Chairman

**At Burgan Bank, sustainability is not just a responsibility—it is the blueprint for our future. By embedding ESG principles across every facet of our operations, we are transforming challenges into opportunities, empowering communities, and creating long-term value for our stakeholders and for Kuwait's sustainable growth.**

I am pleased to present Burgan Bank's 2025 Sustainability Report, highlighting our key achievements and progress in shaping a sustainable future.

Sustainability is reshaping growth across our region, and banks are uniquely positioned to lead this transformation by mobilising capital toward low-carbon technologies, resilient infrastructure, and inclusive economic development.

At Burgan, sustainability is integral to how we create long-term value for our stakeholders and the communities we serve. Our approach is aligned with the United Nations Sustainable Development Goals (UN SDGs), and is guided by robust environmental, social, and governance (ESG) principles, embedded across our strategy, operations, culture, and stakeholder engagement.

A significant milestone this year was our inclusion in the FTSE4Good Index Series— one of only five Kuwaiti organisations recognised by FTSE Russell— affirming our adherence to global ESG standards and leadership in sustainable banking practices within Kuwait's financial sector.

In 2025, we strengthened our environmental stewardship by advancing our decarbonisation journey through carbon footprint mapping and

laying the groundwork for a roadmap toward carbon neutrality in support of Kuwait's 2060 ambitions. Our LEED Gold-certified headquarters demonstrates our commitment to energy efficiency and sustainable operations. Climate-related risks are systematically integrated into our enterprise risk management framework, including ESG risk assessments in credit decisions and climate scenario analysis.

At Burgan, our social impact is driven by a clear ethos to help clients thrive and communities prosper, driving our corporate social responsibility efforts across Kuwait. In 2025, we made meaningful strides in social development through initiatives that empower women, enhance skills, promote financial literacy, support and strengthen community health initiatives. Diversity, Equity, and Inclusion remain fundamental in ensuring our growth is both inclusive and sustainable.

Kuwaitisation is a strategic priority, and our continued investment in Kuwaiti talent through structured career development programs such as Ro'ya and the Leadership Academy reflects our commitment to building a strong, skilled, future-ready workforce.

We continue to direct financing toward sustainable activities while supporting Kuwait's economic

growth with a focus on SMEs to empower entrepreneurs and drive job creation. Our efforts to expand financial inclusion focus on bridging the gap for underserved communities by providing financial services through our B-Dinar platform.

Strong governance remains the cornerstone of our sustainable value creation. Guided by vigilant Board oversight, our governance framework protects the interests of all stakeholders. In 2025, we strengthened ethical conduct through enhanced whistleblowing mechanisms, alignment with international and Kuwaiti human rights standards, while maintaining a zero-breach record through ongoing investment in cybersecurity and employee awareness. Our sustainability disclosures are aligned with leading international frameworks, underscoring our commitment to transparency, accountability, and stakeholder trust.

As sustainability continues to redefine the future of banking, Burgan is committed to leading this transition responsibly. I extend my sincere gratitude to our employees, customers, regulators, shareholders, stakeholders, and communities for their trust and partnership as we work together to support Kuwait's long-term sustainable prosperity.



**Sheikh Abdullah Nasser Sabah  
Al Ahmad Al Sabah**  
Chairman

# Message from Our Group CEO

**Through responsible banking, we continue to support sustainable progress by contributing to positive social outcomes, promoting environmental responsibility, and maintaining strong governance practices. In 2025, we continued to translate our strategy into tangible actions—supporting Kuwait’s low-carbon transition, fostering inclusive growth, and reinforcing ethical governance—reflecting our ongoing commitment to responsible and sustainable business practices.**

2025 marked a year of continued progress for Burgan Bank as we strengthened our operations while advancing our efforts to align performance with long-term sustainable value creation.

Operationally, we continued integrating climate considerations into our core banking activities. ESG risk assessments have been incorporated into our lending processes for exposures exceeding KD 10 million, covering approximately 69% of our total corporate portfolio by value. In addition, the Bank supported sustainability-related projects totaling KD 23.5 million, contributing to Kuwait’s transition efforts.

We measured our operational carbon emissions and continued evaluating financed emissions while exploring potential reduction pathways aligned with transition finance principles. Waste management practices were further enhanced, leading to increased recycling volumes across operations. Our headquarters continues to maintain a LEED Gold Certification, while energy efficiency initiatives—including solar panels and EV charging infrastructure—are gradually being expanded across our branch network.

Social impact and inclusion remain important elements of our workforce and community engagement. Employee well-being continues to

be a focus, as part of our commitment as a Great Place to Work certified organisation. Our workforce diversity—with 45% female representation and 84% Kuwaiti national representation—supports national development and inclusive participation in the financial sector. Through initiatives such as our B-Dinar platform, we continue to support financial inclusion, while SME financing—representing 2.6% of the corporate portfolio—contributes to entrepreneurship and economic diversification. Our community initiatives also support women empowerment, financial literacy, and youth development.

Governance and ethical oversight remain integral to our operations. The Management ESG Committee (MESGC) oversees the implementation of ESG initiatives under the guidance of the Board. ESG-related KPIs are incorporated into Executive Management scorecards, linking performance with sustainability objectives. Anti-corruption controls and internal audit processes continue to support accountability, while ongoing stakeholder engagement helps inform the Bank’s evolving ESG priorities.

Customer experience remains an important focus. The Bank maintains consumer protection standards, product disclosure protocols, and

grievance mechanisms designed to support transparency and service quality. These efforts are complemented by a comprehensive cybersecurity program aligned with the Central Bank of Kuwait’s Cybersecurity Framework and relevant international standards, supported by staff training and third-party vendor compliance requirements.

Burgan Bank continues to work towards embedding sustainability considerations across its operations—from risk management and capital allocation to talent development and customer engagement—with the aim of supporting responsible long-term growth.

Our inclusion in the FTSE4Good Index Series recognizes our ESG progress and underscores our commitment to continuous improvement in sustainability.

As we move forward, we will continue to develop our ESG approach, support transition-related initiatives, and contribute to Kuwait’s broader sustainable development goals.

I would like to thank our employees, customers, regulators, and investors for their continued support and partnership.



**Antoine J. Daher**  
Group Chief Executive Officer

# Key ESG Performance Indicators – 2025



## FTSE4Good

Inclusion in FTSE4Good Index Series



**LEED Gold certification**  
for Head Office

## GHG Emissions

Scope 1

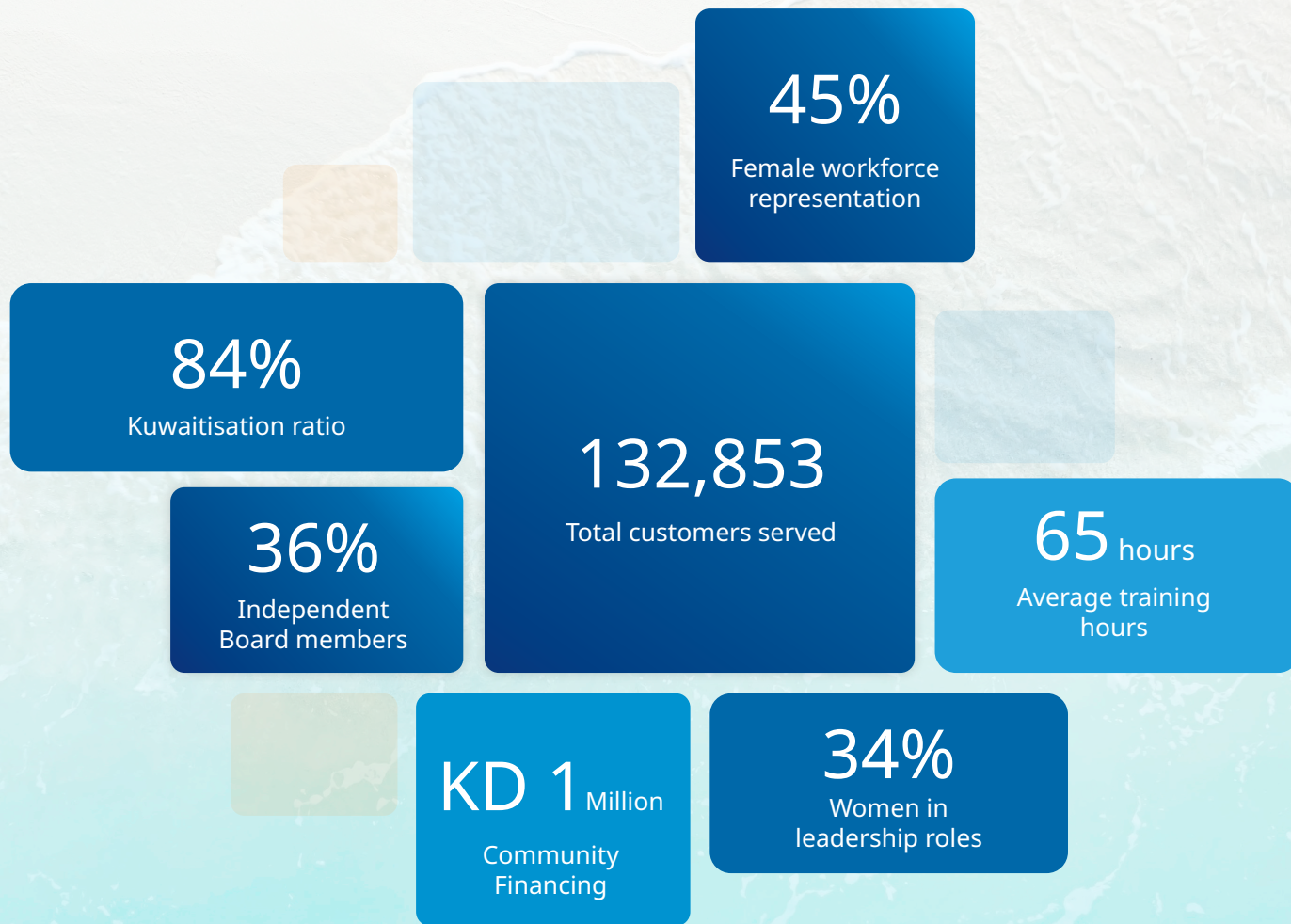
**2,886 MtCO<sub>2</sub>e**

Scope 2

**2,592 MtCO<sub>2</sub>e**

Scope 3

**13,575 MtCO<sub>2</sub>e**



These numbers represent Burgan Bank Kuwait only

# Recognitions

## ESG Ratings and Scores

**BB**

**MSCI**

**32.8**

**Sustainalytics**

**33**

**S&P Global**

## Awards



Brandon Hall Gold Award of Excellence for Best Learning Strategy



MENA Banking Excellence Award for Best Client Service



J.P. Morgan Elite Quality Recognition Award



Visa Best-in-Class Premium Active Cards Growth in Kuwait



Public Authority of Manpower - Excellence in Kuwaitisation and Job Localisation'



World Union of Arab Bankers – Excellence & Leadership in Wealth, Credit Management Services



Digital Transformation Excellence Award as part of SAP Business Suite



Global Brand Awards- Türkiye's Best Digital Bank



Communication and PR Campaign of the Year Bronze Stevie Award

## Certifications

**ISO 9001:2015**

Quality Management Systems (QMS)

**ISO 20000-1:2018**

Information Technology Service Management Systems (ITSMS)

**ISO 27701:2019**

Privacy Information Management System (PIMS)

**ISO 27001:2022**

Information Security Management System (ISMS)

**ISO 22301:2019**

Business Continuity Management Systems (BCMS)

**ISO 41001: 2018**

Facility Management Systems (FMS)

**ISO 14001: 2015**

Environmental Management Systems (EMS)



# 02 **At a Glance**

Who We Are	10
Our Presence	11
Our Products and Services	12
Our Leadership	13

# Who We Are

Burgan Bank K.P.S.C. ("Burgan" or "the Bank") is a leading conventional commercial bank in the State of Kuwait, established in 1977. With a clear ambition to be among one of the most modern and progressive banks in the country, Burgan has consistently evolved over the last five decades. The Bank has built a strong reputation for customer-centricity, financial resilience, and responsible growth, adapting continuously to meet the evolving expectations of markets, regulators, and society.

Burgan Bank's strategy is centered on delivering comprehensive financial services across key customer segments. This strategy drives sustainable growth and enhances customer experience through digital transformation, operational efficiency, and robust risk management. The Bank maintains a balanced focus on profitability, capital strength, and market expansion.

Burgan Bank is a core subsidiary of Kuwait Projects Company Holding (KIPCO), a diversified regional investment group with operations across the Middle East, North Africa, and Turkey (MENAT). The Bank provides a broad range of financial products and services to retail, private, corporate, and institutional clients, underpinned by its regional presence across the MENAT region. In addition to its core operations in Kuwait, the Bank has a regional footprint with banking subsidiaries in Turkey, Algeria, Tunisia and Bahrain, as well as a representative office in the United Arab Emirates.



بنك بروقان  
BURGAN BANK



BURGAN  
BANK  
TURKEY



بنك الخليج الجزائر  
Gulf Bank Algérie



بنك الخليج المتحد  
United Gulf Bank B.S.C. (c)

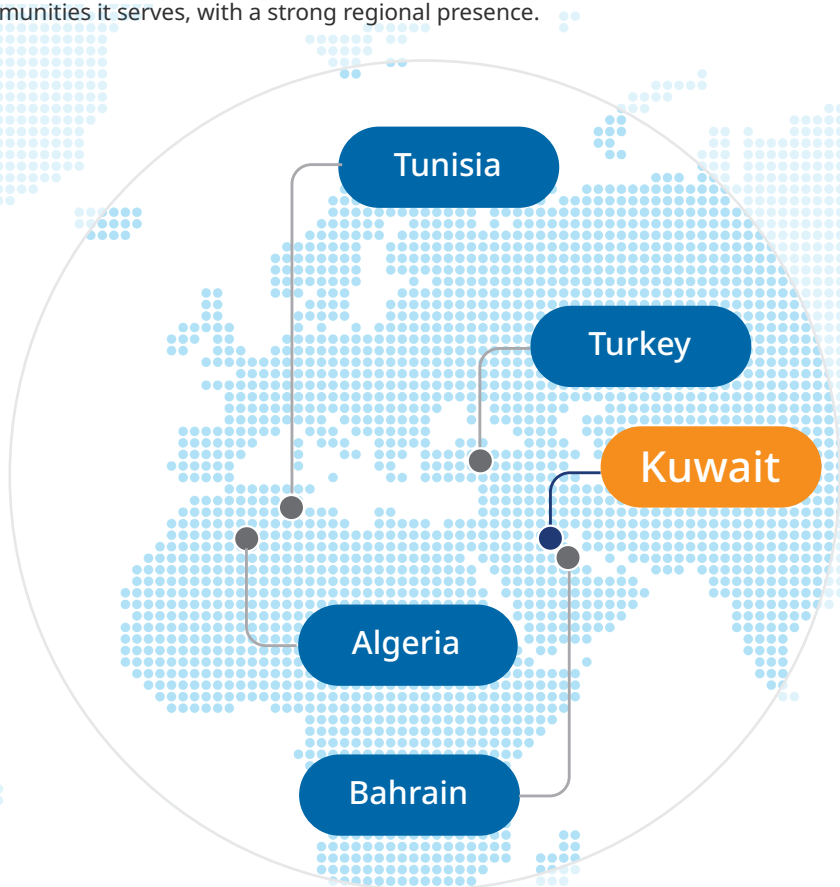


بنك تونس العالمي  
Tunis International Bank



# Our Presence

Borgan Bank delivers a seamless and comprehensive banking experience to its customers and the communities it serves, with a strong regional presence.



	BORGAN BANK KUWAIT	BORGAN BANK TURKEY	ALGERIA GULF BANK	TUNIS INTERNATIONAL BANK	UNITED GULF BANK*
<b>Customers</b>	<b>132,853</b>	1,676,644	281,034	1,386	45,136
<b>Employees</b>	<b>1,109</b>	1,515	1,094	133	326
<b>Branches</b>	<b>29</b>	28	66	3	-
<b>ATMs</b>	<b>156</b>	22	105	-	-

\*Figures represent UGB standalone and KAMCO Invest

	GROUP PRESENCE SNAPSHOT		
	2025	2024	2023
<b>Customers</b> »	<b>2.1 million</b>	1.7 million	1.2 million
<b>Employees</b> »	<b>4,177</b>	3,674	3,311
<b>Branches</b> »	<b>126</b>	123	126
<b>ATMs</b> »	<b>283</b>	280	297

In 2025, through UGB, Borgan Bank gained access to Kamco Invest's network across Jordan, Saudi Arabia, the UAE, the United Kingdom, and its established presence in Kuwait.

# Our Products and Services

Burgan Bank offers a comprehensive portfolio of banking products and financial services designed to meet the evolving needs of individuals, businesses, and institutions, while supporting responsible economic growth.

Across all business lines, the Bank integrates customer protection, data privacy, risk management, and ESG considerations, ensuring that products and services are aligned with long-term value creation.



## Corporate Banking



Burgan offers a comprehensive and sophisticated suite of banking solutions to commercial, corporate and institutional clients. Through relationship-driven banking and wide sectoral expertise, we deliver a broad range of services including financing to support business growth & development, trade finance, project and infrastructure financing, cash management, and treasury solutions.

We also provide tailored financial solutions to small and medium-sized enterprises (SMEs), supported by a dedicated relationship management team.

## Private Banking & Wealth Management



We offer bespoke global wealth management and banking solutions to High-Net-Worth Individuals (HNWIs) and Ultra-High-Net-Worth Individuals (UHNWIs) with enhanced access to a range of investment opportunities through KAMCO Invest.

Our private banking services have been redefined to focus on trust-driven, long-term growth, delivered through an integrated model that combines personalised wealth advisory, tailored investment solutions, and exclusive banking services, supported by dedicated relationship managers for a highly customised and client-centric experience.

## Retail Banking



Burgan serves its individual customers through a broad suite of products and services designed to meet everyday banking and lifestyle needs.

Our offerings include a variety of current and savings accounts to support at every stage of life, term deposits, personal & housing loans, credit and debit cards, and digital payment solutions.

The retail segment is supported by a robust digital banking platform, complemented by an extensive branch and ATM network, enhancing customer convenience, accessibility and engagement.

## Treasury, Financial Institutions and Investments



Our Treasury and investment banking activities focus on liquidity management, balance sheet optimisation, while supporting customer-driven foreign exchange and money market activities.

It caters to institutional relationships with banks and/or Non-Banking Financial Institutions (NBFIs), optimising key banking relationships.

The Bank also manages its proprietary investment portfolio in alignment with its long-term financial strategy, while ensuring compliance with applicable regulatory and risk governance requirements.

# Our Leadership

## Board of Directors



**Sheikh Abdullah Nasser Sabah Al-Ahmad Al-Sabah**

Chairman

**Tenure** : 4 Years  
**Nationality** : Kuwaiti  
**Expertise** : Investment, Governance



**Mr. Faisal M. Sarkhou**

Vice Chairman

4 Years  
Kuwaiti  
Investment, Credit



**H.E. Abdulkarim El-Kabariti**

Board Member

22 Years  
Jordanian  
Audit, Finance



**Mr. Fouad Husni Douglas**

Board Member

7 Years  
Canadian  
Audit, Finance, Risk



**Mr. Sager Abdullah Al-Sharhan**

Board Member (Independent)

4 Years  
Kuwaiti  
Investment, Credit



**Mr. Michel A. Accad**

Board Member (Independent)

4 Years  
Lebanese  
Banking, Finance, Investment



**Mr. Abdullah Mohammed AlSharekh**

Board Member

**Tenure** : 4 Years  
**Nationality** : Kuwaiti  
**Expertise** : Investment



**Mr. Abdulaziz Saad Al Rashed**

Board Member (Independent)

3 Years  
Kuwaiti  
Audit, Investment, Risk



**Mr. Jamal Abdullah Dashti**

Board Member

3 Years  
Kuwaiti  
Investment, Risk



**Mr. Osama Rashed Saqer Al Armeli**

Board Member (Independent)

1 Year  
Kuwaiti  
Banking



**Mr. Moustapha Samir Chami**

Board Member

1 Year  
Lebanese  
Finance, Investment

**36%**

Independent directors

**5** years

Average Board Tenure



All members of the Board serve in a **non-executive capacity**

## Our Leadership

### Executive Management Team



**Mr. Antoine Jean Daher**  
Group Chief Executive Officer



**Mr. Fadel Mahmoud Abdullah**  
Chief Executive Officer - Kuwait



**Mr. Khalid Fahed Al Zouman**  
Group Chief Financial Officer



**Mr. Venkatakrishnan Menon**  
Chief Operating Services Officer



**Mr. Andrew Christopher Singh**  
Chief Risk Officer



**Mr. Naqeeb Hamed Amin**  
General Manager – Human Resources & Development



**Mr. Mohamed Najeb Al-Zanki**  
General Manager - Corporate Banking



**Mr. Abdullah Abdulmajeed Marafie**  
General Manager – Treasury & Financial Institutions



**Mr. Meshari Abduljalil Shehab**  
General Manager - Private Banking & Wealth Management



**Mr. Manaf Khaled Al-Menaifi**  
General Manager – Strategic Planning & Monitoring



**Mr. Mahmoud Mohamed Moursi**  
General Manager - Legal Group



**Mr. Barrak Jassem Al-Mattar**  
General Manager – Information Technology



**Mr. Mohammad Abdullah Al Zayed**  
General Manager - Operations



**Mrs. Danah Faisal Al Jassem**  
General Manager - Corporate Communications



**Mr. Saud Abdulaziz Al-Hadbah**  
General Manager - General Services Administration



**Mr. Hamad Abdulhadi Al-Fadalah**  
Deputy General Manager - Anti Financial Crimes Group



**Ms. Reham Essa Sultan**  
Deputy General Manager - Compliance Group



**Mr. Mishary Yousef Al-Essa**  
Deputy General Manager - Investments



**Mr. Omar Khaled Khalifouh**  
Deputy General Manager - Digital Transformation





# 03

# ESG at Burgan Bank

ESG at a Glance	16
Key ESG Achievements	17
ESG Governance Framework	18
Engaging Our Sustainability Partners	19
Our Materiality Focus	20

# ESG at a glance

2025 marked a pivotal year in Burgan Bank's ESG journey, moving from foundational awareness to a model of progressive resilience. This progress was externally recognised in June 2025, when Burgan Bank was included in the **FTSE4Good Index Series**, becoming one of only five Kuwaiti organisations to meet these rigorous global standards.

Over the year, the Bank advanced from framework development to structured execution, embedding ESG across climate action, governance oversight, and climate risk management. At the same time, it strengthened data quality and ensured alignment with regulatory requirements, international standards, and Kuwait's national sustainability priorities.



## ESG Vision

To be a responsible banking institution that supports building a better future for our stakeholders, people and communities.



## ESG Mission

To focus on financing responsibly, achieving positive community impact, endorsing ethical practices and transparency and minimising environmental impact.

### Good Governance

- Diversity, Equity & Inclusion
- Governance & Business Ethics



### Responsible Banking

- Responsible Lending and Investing
- Privacy and Data Security
- Financial Inclusion and Literacy



### Environmental Impact Reduction

- Climate Change & Environmental Risk Exposure



## ESG Pillars

### Community Betterment

- Nationalisation
- Customer Experience & Digitalisation
- Human Capital Development
- Employee Wellbeing
- Community Relations & Impact



# Key ESG Achievements - 2025

## Good Governance

- Strengthened governance frameworks through the development and implementation of a comprehensive, stand-alone Anti-Corruption and Bribery Policy.
- Enhanced operational resilience with the achievement of ISO 22301 certification, validating the robustness of the Bank's business continuity management framework.
  - Sustained adherence to internationally recognised governance standards through continued alignment with FTSE4Good principles, reinforcing transparency, ethical conduct, and governance maturity.
  - Integrated sustainability into executive performance management by linking executive remuneration to sustainability-related performance metrics.
  - Maintained strong regulatory and data protection compliance, with no significant regulatory fines or material data breaches reported during the year.
  - Expanded ESG-linked internal key performance indicators (KPIs) to strengthen accountability and embed ESG considerations across leadership and functional areas.

## Responsible Banking

- ESG integration in Credit assessments by embedding ESG considerations in the credit evaluation for corporate clients, with 69% of the corporate portfolio assessed for ESG related risks and opportunities.
- Support for SMEs, contributing to development of local businesses by providing KD 100 million in financing to SMEs, representing 2.6% of the total corporate portfolio in Kuwait.
- Financed sustainability-focused projects and loans totaling KD 23.5 million, promoting environmentally and socially responsible investments.
- Financial literacy drives through the Diraya campaigns continued to raise awareness, enhance financial inclusion and empower individuals and communities with the knowledge to make informed financial decisions.

## Environmental Impact Reduction

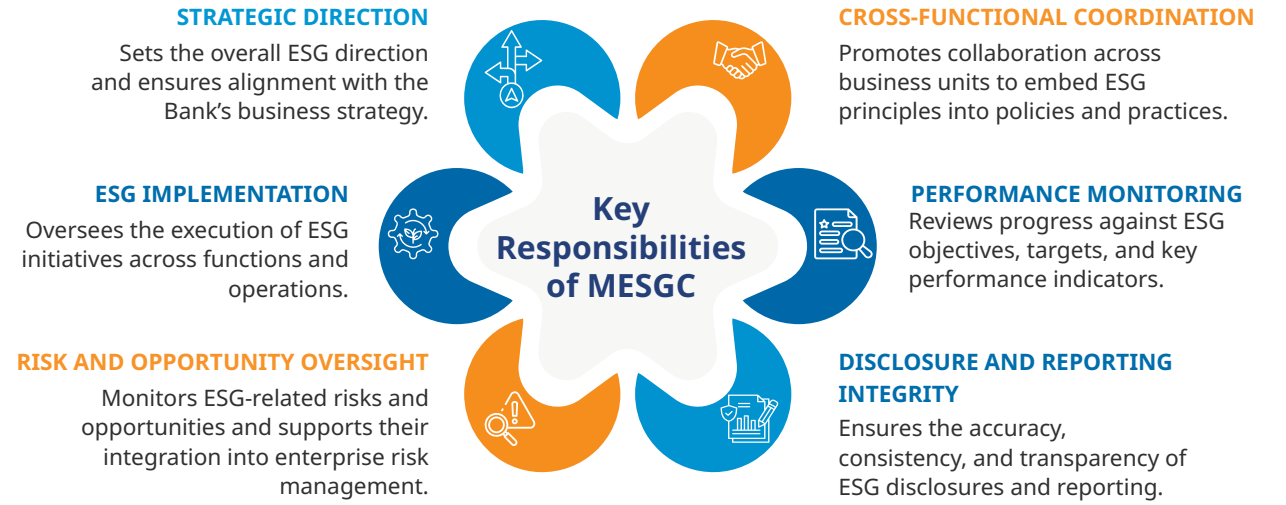
- Climate risk and portfolio resilience through Climate-related scenario analysis to assess the resilience of the Bank's portfolio under different transition pathways, supporting informed decision making and proactive risk management
- Greenhouse Gas Emissions Management by successfully mapping and enhancing data coverage for Scope 1, Scope 2, and selected Scope 3 emissions, enabling better tracking and reporting of the Bank's carbon footprint.
- Science-Aligned emission reduction pathways developed, reinforcing the Bank's commitment to long-term decarbonisation goals.
- Maintained high-performance green building standards at the Bank's headquarters, following LEED Gold (O+M v4.1) certification, ensuring energy efficiency and sustainable operations.
- Waste management and recycling practices enhanced, significantly increasing recycled waste from 4 metric tons in 2024 to 91 metric tons in 2025, reflecting the Bank's commitment to circular economy principles.

## Community Betterment

- Continued to uphold best practices in employee engagement, achieving certification from Great Place to Work (GPTW) with 81% participation.
- Enhanced employee well-being through the introduction of reduced working hours and self-care leave, supporting a healthier work-life balance.
- Advanced gender equality through women empowerment initiatives such as Academy X, Coded, Lean In Circles, and innovation challenges, fostering skill development, leadership, and entrepreneurial growth for women employees.
- Promoted community health and wellness awareness through campaigns targeting breast and prostate cancer, and the Tree of Hope initiative, providing free screening services for employees and contracted staff.
- Strengthened mental health awareness in collaboration with leading organisations by delivering the Emotional Aid workshop and designating selected employees as Emotional Wellness Champions, creating a culture of safety and support.
- "Teach Them Young" Campaign was conducted during Ramadan to instill cultural values and strengthen national identity among children and young participants.

# ESG Governance Framework

Burgan Bank is ESG principles into its strategy, operations, and decision-making processes as part of its commitment to long-term sustainable value creation. ESG governance is led by the Board of Directors, which provides strategic oversight and guides committees and management in overseeing key sustainability risks, opportunities, and performance priorities.



In 2025, the committee convened quarterly to supervise critical ESG initiatives.

**The Executive Management Risk Committee, chaired by the Group CEO, reviews the ESG risks related to the Bank.**

## Guiding Frameworks and Guidelines

Reporting Frameworks



National Guidelines










International Guidelines



# Engaging Our Sustainability Partners

Sustainable progress at Burgan Bank is a collaborative effort, shaped by the voices of our customers, employees, investors, regulators and community at large.

OUR STAKEHOLDERS	OUR AIM	HOW WE ENGAGE AND COLLABORATE
<b>CUSTOMERS</b> 	To deliver customer delight by consistently offering high-quality, accessible, and responsible products and services.	We engage with customers to understand their needs and preferences. Engagement is maintained through online and offline channels, including contact centers, website and mobile applications, customer surveys, and media communications.
<b>EMPLOYEES</b> 	To cultivate an inclusive, engaging, and supportive workplace that enables employees to perform effectively and grow professionally.	We engage with employees through surveys, performance and development discussions, training and wellbeing programs, cultural initiatives, and dedicated employee platforms such as “Burgani” and “My Learning.”
<b>INVESTORS</b> 	To ensure transparent, accurate, and timely disclosure of our sustainability performance and long-term value creation to support informed investment decisions.	We maintain ongoing dialogue through sustainability and financial disclosures, Annual General Meetings, investor calls and conferences, press releases, website updates, and investor roadshows.
<b>REGULATORS</b> 	To maintain constructive and transparent relationships with regulators and government authorities on economic, financial, and industry-related matters.	Engagement is conducted through periodic and need-based meetings with regulatory authorities, including the Central Bank of Kuwait (CBK) and Capital Market Authority (CMA), as well as through regulatory reporting, disclosures, and audits.
<b>COMMUNITY</b> 	To contribute positively to society by supporting sustainable development and strengthening relationships with the communities in which we operate.	We engage through community visits, formal and informal partnerships, social media, sponsorships, event participation, and direct interactions with community stakeholders.
<b>SUPPLIERS AND SERVICE PROVIDERS</b> 	To build collaborative, responsible, and long-term relationships with suppliers that support sustainability priorities and stakeholder needs.	Engagement takes place through structured procurement processes, including RFPs, meetings, project-based interactions, and ongoing communication through in-person meetings, emails, and calls.
<b>RATING AGENCIES</b> 	To provide timely and accurate reporting and disclosures to support ESG ratings.	We engage through public disclosures, agency portals, website, and questionnaires and emails.

# Our Materiality Focus

Burgan Bank's ESG Materiality Matrix is informed by a comprehensive materiality assessment conducted every three years guided by internationally recognised frameworks, including the **Global Reporting Initiative and SASB**, expectations of leading **ESG** rating agencies, and benchmarking against **key regional peers in the GCC**. This assessment informs our disclosures, strategic priorities, risk management, and sustainability goal-setting. The most recent assessment was completed in 2023 where the Bank's material topics for the 2024–2026 period were identified. We review our material topics every three years and will be conducting the exercise again in 2026 to define the material topics for the coming three years.

## Our Approach to Materiality Analysis

### Material Topic Identification

Identify potential ESG issues relevant to Burgan based on peer benchmarking, GRI Standards, ESG rating frameworks and global sustainability trends.

### Stakeholder Engagement

We engaged internal and external stakeholders through Internal workshops, Surveys and Interviews while evaluating relevance to Burgan Bank's strategy and market positioning as well as expectations from regulatory and rating bodies.

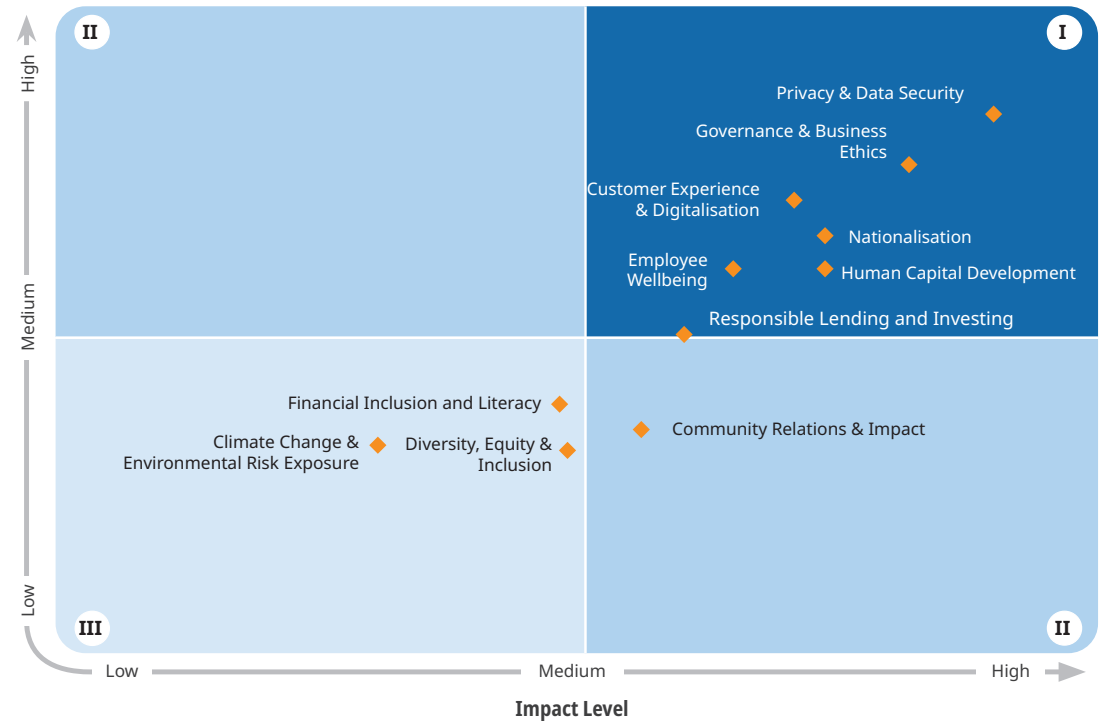
### Prioritisation and Scoring

Evaluating each material topic by scoring on Stakeholder Importance and Impact on Burgan Bank's long-term value creation to generate a Materiality Matrix with "Highly significant" Topics prioritised for action planning.

## Our Material topics

In 2023, our impact materiality assessment pointed to five critical and six important topics which closely align with our ESG vision to be a trusted, leading financial institution in sustainability.

### Materiality Matrix



**I** Highest significance      **II** Medium significance      **III** Lowest significance

In 2025, as material topics remained unchanged the focus shifted toward strengthening the management, integration, and disclosure of existing priorities, deeper implementation, improved data quality, and enhanced transparency. This report highlights the Bank's actions and progress in addressing its material topics and embedding sustainability into decision-making and long-term value creation.



# 04

# Environment

Designing Our Net-Zero Pathway	22
Resilient and Responsible Financing	27
Responsible Resource Management	30

# Designing Our Net-Zero Pathway

## Our Climate Ambition

Climate change has evolved from a distant concern into a material factor shaping the economic landscape in which Burgan Bank operates. It directly influences the long-term resilience of our customers, portfolios and the broader markets we serve. As a financial institution, our impact extends beyond our direct operations to the capital we deploy, the sectors we finance and the choices we enable across the economy. Accordingly, the effective management of climate-related risks and supporting the transition to a low-carbon economy are integral to safeguarding sustainable, long-term enterprise value.

Our climate ambition is closely aligned with Kuwait Vision 2035, which emphasizes economic diversification, reduced dependence on hydrocarbons and a gradual shift towards sustainable development. Kuwait's national commitments, including reducing greenhouse gas emissions compared to business-as-usual levels and achieving economy-wide carbon neutrality by 2060 provide an important reference point for our climate strategy.



# Designing Our Net-Zero Pathway

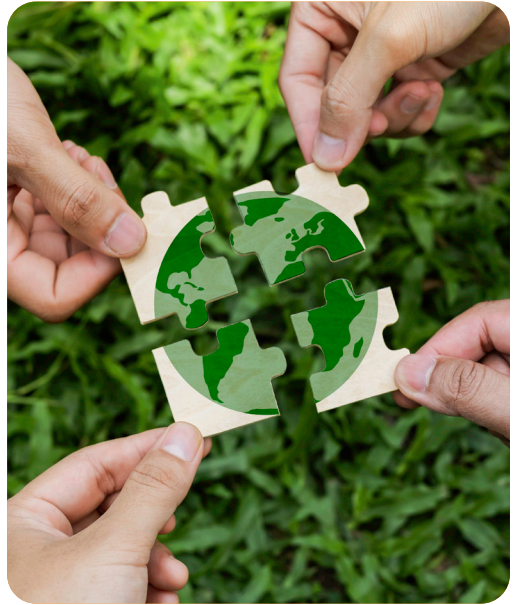
## Our methodology and approach



At Burgan Bank, our path to Net Zero is underpinned by a robust, transparent, and standards-aligned greenhouse gas (GHG) reporting framework, designed to establish a credible emissions baseline and guide future decarbonisation initiatives. The reporting approach follows the GHG Protocol Corporate Standard, ensuring relevance, consistency, transparency, completeness, and accuracy in emissions accounting.

**Key elements of our methodology include:**

<p><b>Defined organisational and operational boundaries</b></p> <p>The current reporting boundary covers Burgan Bank's Kuwait operations, reflecting its role as the Group's headquarters and primary contributor to operational emissions.</p>	<p><b>Comprehensive scope coverage</b></p> <p>Emissions are inventorised across Scope 1 (direct emissions), Scope 2 (purchased electricity), and relevant Scope 3 categories, based on materiality and data availability.</p>	<p><b>Structured data collection and validation</b></p> <p>Standardised data collection templates are deployed across functions, supported by internal capacity-building and review processes to ensure data completeness and quality.</p>
<p><b>Alignment with science-based decarbonisation pathways</b></p> <p>The emissions trajectory is benchmarked against 1.5°C and 2°C pathways developed by the Science Based Targets initiative (SBTi) to ensure alignment with global practices.</p>	<p><b>Application of recognised emission factors</b></p> <p>Emission calculations are applied based on the sector of the activity. Up-to-date emission factors are sourced from established databases such as DEFRA, enabling comparability over time.</p>	<p><b>Conservative assumptions and transparent exclusions</b></p> <p>Conservative assumptions are applied. Certain Scope 3 categories are excluded where not applicable or where reliable data is not available.</p>



For this reporting cycle, Scope 3 Category 15 (Investments) is not disclosed as part of the Net Zero roadmap narrative, given current data limitations and ongoing methodological refinement. This category will be addressed in future reporting as data quality and coverage improve. We remain committed to expanding coverage and improving data granularity as our reporting maturity advances.

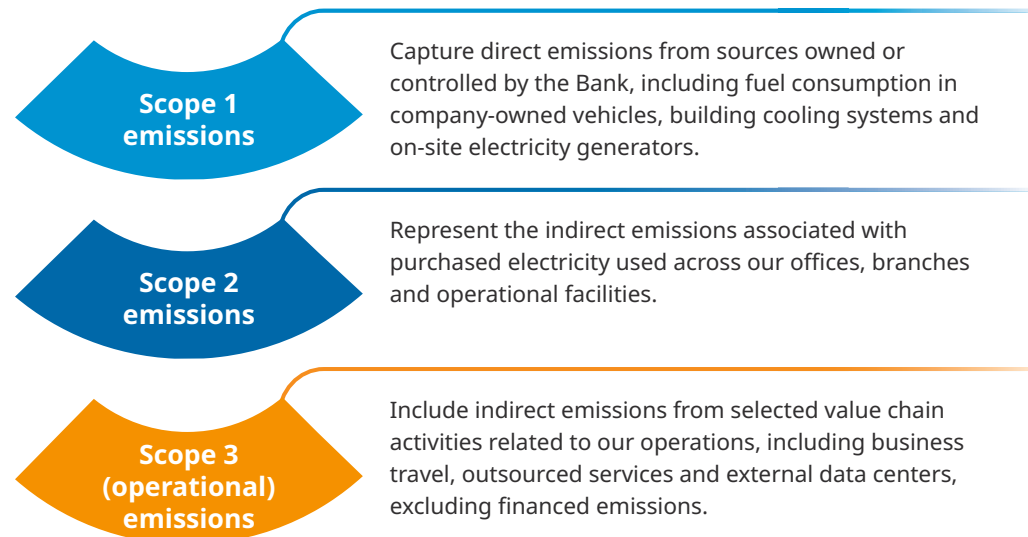
## Designing Our Net-Zero Pathway

### Building the Baseline for a Credible Net-Zero Pathway

For Burgan Bank, a credible Net-Zero transition starts with a clear, transparent and data-driven understanding of our current emissions profile. Establishing a comprehensive GHG emissions baseline is a critical first step in translating climate ambition into actionable targets and measurable progress.

This baseline represents our 2024 operational emissions profile, covering Scope 1, Scope 2 and Scope 3 (operational) emissions aligned with the GHG Protocol. This baseline provides a consolidated view of emissions arising from our direct operations, purchased energy and selected value chain activities, excluding financed emissions. By clearly defining boundaries and methodologies upfront, we ensure consistency, comparability and credibility in our emissions measurement and reporting.

#### Our Emissions



#### Identifying areas of focus for decarbonisation

Mapping our emissions footprint allows us to identify key hotspots across operational activities and prioritise high-impact reduction opportunities. Scope 1 and Scope 2 emissions are primarily driven by electricity consumption, fuel use, and fugitive emissions from cooling systems across branches and offices. Electricity consumption represents the most significant contributor within operational energy use, followed by refrigerant-related emissions.

Within Scope 3 (operational), purchased goods and services account for the largest share of emissions. These insights provide a clear direction for targeted decarbonisation initiatives, supplier engagement, and operational efficiency measures.

By establishing this baseline, Burgan Bank strengthens the integrity of its Net Zero roadmap and ensures that future progress is measurable, science-aligned, and strategically focused on the areas of greatest impact.

# Designing Our Net-Zero Pathway

## Translating ambition into a phased decarbonisation pathway

### Decarbonisation of our Operational Emissions (Scope 1 and 2)

Our journey toward Net-Zero is anchored in a clear, practical roadmap that translates long-term ambition into near- and medium-term actions. This roadmap defines a structured and credible pathway for reducing our Scope 1 and Scope 2 emissions, ensuring that our Net-Zero plan is practical, phased, and deliverable. We have intentionally included them within our Net-Zero targets, reflecting our conviction that decarbonisation must begin within our own operations. By taking direct accountability for the emissions under our control, we demonstrate leadership, build internal capability, and enhance our role as a credible partner in supporting our clients' transition journeys.

#### Reduction measures



**Efficiency and operational measures:** Refrigerant switching, motion sensors, energy-efficient lighting, and LEED-aligned building upgrades.

**Renewable energy solutions:** Solar rooftop installations, on-site renewable generation, and direct purchase of renewable electricity where feasible.

**Bridging mechanisms:** High-quality carbon offsets used selectively to address residual emissions during the transition period.

### Decarbonisation of Scope 3 operational emissions

Scope 3 operational emissions represent emissions that occur across our value chain but outside our direct operational control. These emissions primarily arise from activities such as business travel, employee commuting, upstream and downstream logistics, and third-party services that support our day-to-day operations. We aim to achieve a substantial reduction in Scope 3 operational emissions, supported by a combination of avoidance, reduction, substitution, and residual neutralisation measures. Interim milestones will be defined as data maturity improves, ensuring targets remain credible, science-aligned, and operationally achievable.

#### Reduction measures



Optimising business travel, and embedding digital alternatives across processes.

Promoting low-carbon transport.

Embedding emissions/ESG criteria in supplier selection and procurement.

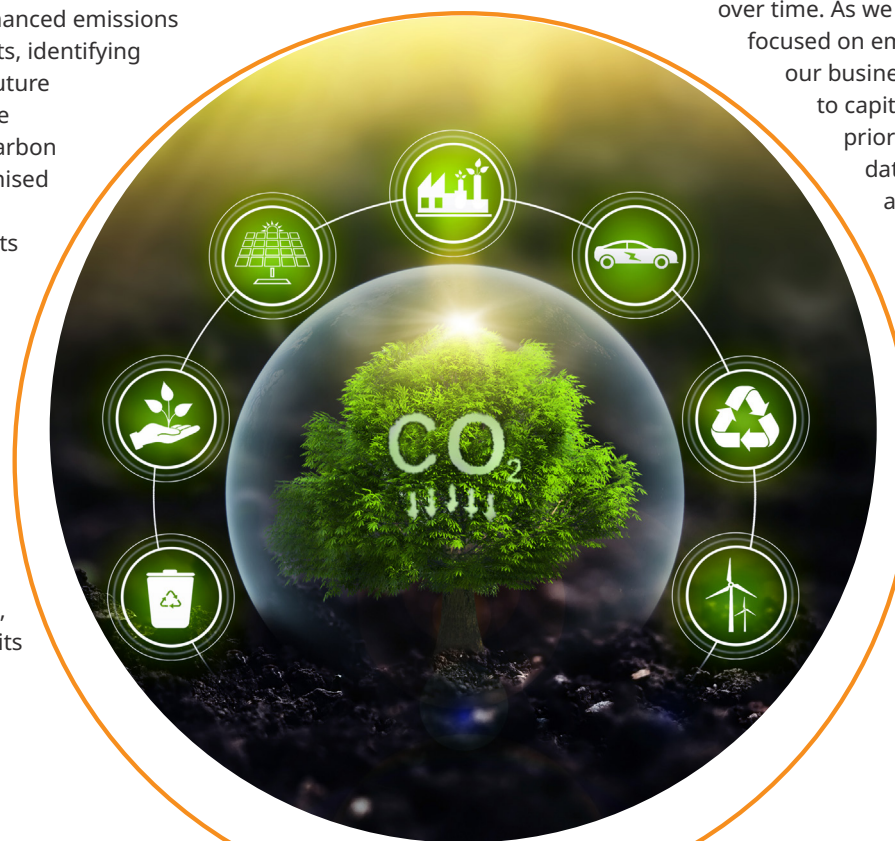
High-quality carbon credits for residual emissions.

## Designing Our Net-Zero Pathway

### Understanding Our Portfolio Footprint: Financed Emissions Baseline

In 2025, Burgan Bank conducted a baseline assessment of its financed emissions with the objective of quantifying portfolio-related climate impacts, identifying carbon-intensive exposures, and establishing a foundation for future target-setting and portfolio alignment. Approximately 40% of the portfolio was assessed in accordance with the Partnership for Carbon Accounting Financials (PCAF) Standard, an internationally recognised methodology for the measurement and disclosure of financed emissions across lending and investment portfolios. Banks efforts are ongoing to further expand coverage of the portfolio under PCAF-aligned emission assessment.

The baseline analysis identified emissions-intensive sectors that represent key drivers of financed emissions within the Bank's portfolio under the current portfolio coverage. Building on this assessment, Burgan Bank is committed to strengthening its climate risk management framework and supporting the transition to a lower-carbon economy. To address the climate-related risks inherent in these sectors, the Bank will pursue targeted sectoral actions, and continue to expand its green financing and sustainable investment activities, to increase the overall share of climate-aligned financing within its portfolio.



### Looking Ahead

Our Net-Zero transition plan is dynamic and designed to evolve over time. As we advance our decarbonisation strategy, we remain focused on embedding climate considerations into every facet of our business model, from governance and risk management to capital allocation and client engagement. Our approach prioritises measurable emissions reductions, strengthened data capabilities, and alignment with evolving regulatory and market expectations.

In the years ahead, we will continue refining our targets, expanding portfolio coverage, and deepening engagement with clients and partners to support credible transition pathways.



# Resilient and Responsible Financing

## Responsible Lending Practices

At Burgan Bank, resilience and responsibility form the core of our approach to risk management, capital allocation, and fostering sustainable economic activity. With climate-related and broader ESG risks playing a growing role in financial systems, we acknowledge the need to weave these factors into our risk management, governance, and decision-making frameworks. Our strategy stays risk-focused, cautious, and balanced, emphasising enhanced resilience, protection of asset quality, and sustained value generation.

Responsible lending is a core element of Burgan Bank's approach to managing ESG-related risks.

### Embedding ESG assessment in credit evaluation

Climate-related risks are managed within the Bank's enterprise risk management framework, alongside other financial risks. To support risk-informed financing and portfolio decisions, we are implementing an Environmental Risk Assessment Criteria Matrix and ESG Risk Assessment scorecard covering obligor-level and transaction-level assessments, including climate-related risk parameters.

Assessment of corporate clients, beginning with exposures of KD 20 million and above, commenced in Q4 2024 and was expanded to exposures over KD 10 million in 2025. Accordingly, **approximately 69% of the corporate portfolio has been assessed to date for ESG related risks and opportunities.**

While our current focus is on identifying and integrating climate and ESG risks into our credit evaluation processes, applying defined remediation measures are planned for future implementation.

As this framework is fully integrated into credit risk processes, ESG and climate considerations will be embedded within credit evaluation and investment decision-making, enabling structured risk assessment for new financing and strengthening alignment with responsible financing principles.



## Resilient and Responsible Financing

### Responsible Lending Practices

#### Sustainability related Lending

As part of our commitment to responsible and sustainable finance, we participated in an ESG-linked facility arranged for QNB Turkey. In 2025, Burgan contributed ~USD 9 million, part of a total facility of USD 135 million, which matured in December 2025. This participation reflects our ongoing support for financing structures that integrate ESG considerations into core banking activities.

In parallel, we actively financed sustainability-related projects amounting to more than KD 23 million further supporting Kuwait's transition objectives and reinforcing our commitment to promoting a sustainable economy.

#### Sustainable Finance Framework

Burgan Bank has in place a **Sustainable Finance Framework** to support projects that generate environmental and social benefits aligning with its long-term vision and business strategy. This framework governs the allocation of proceeds from Green, Social and Sustainability Bonds and Loans ensuring compliance with internationally recognised principles including **Sustainability Bond Guidelines 2021, Green Bond Principles 2021 and Social Bond Principles 2021**.

#### Moving Ahead

The Bank is assessing a range of initiatives to further advance its ESG and sustainable finance agenda with the potential launch of retail green loan products for housing and automotive financing. Through selective engagement in ESG-linked transactions, we reinforce our role in mobilising capital toward organisations that align with sustainable development objectives and responsible business practices.



## Resilient and Responsible Financing

### Climate Change & ESG Risk Management

#### Climate-Related Risk Scenario Modelling

We continue to advance climate-related risk scenario modelling to strengthen our understanding of how climate change may affect the Bank's resilience, capital position, and long-term financial performance. Climate and ESG risk scenario analysis has been integrated into our ICAAP and enterprise stress testing framework since December 2022, with formal climate-related financial scenarios embedded into stress testing exercises from June 2023 and reported semiannually to the Central Bank of Kuwait. These assessments are applied across 100% of the existing portfolio, enabling forward-looking evaluation of potential impacts under different severity conditions and supporting enhanced preparedness and resilience.

Our methodology evaluates climate risk through both physical and transition risk lenses, each assessed independently across multiple severity levels and combined to determine overall exposure. Financial risk scenarios align with the 2021 Climate Biennial Exploratory Scenario (CBES) issued by the Bank of England and are informed by Network for Greening the Financial System (NGFS) climate scenarios. We also assess the relationship between ESG risk and financial performance by linking ESG factors to the Weighted Average Cost of Capital (WACC) through regression-based analysis, supported by modelling of revenue at risk, potential financial losses, and stress-scenario scaling.



#### Climate and ESG Stress Testing

Climate and ESG stress testing forms part of our broader enterprise-wide risk framework, evaluating the impact of climate-related risks on capital costs, portfolio performance, and overall risk exposure.

Our methodology for Climate Stress test involves analysing scenarios of varying severity (mild, medium and severe) to assess the financial implications of climate risks.

Our stress testing framework combines two dimensions of risk – Transition Risks and Physical Risks - offering a balanced approach to understanding and preparing for the challenges posed by climate change. By integrating robust data, scenario analysis and forward-looking assumptions, we aim to ensure that our risk management practices align with global sustainability objectives and support the long-term resilience of our financial institution.

##### Physical Risks

Physical risks are evaluated by applying targeted credit rating downgrades to sectors most vulnerable to climate-related disruptions, such as agriculture and electricity. The resulting incremental expected credit losses are calculated and discounted based on the assumed timeline of climate events, which accelerates under more severe scenarios.



##### Transition Risks

Transition risks are quantified using carbon prices as a proxy, reflecting the costs of adopting low-carbon alternatives. For instance, we project carbon prices to rise significantly by 2050 under different scenarios. These costs are discounted to their present value to calculate their financial impact on the Bank's operations.

# Responsible Resource Management

## Climate strategy in action with energy management

Energy and fuel efficiency remains a core focus of our operational environmental management. Burgan Bank depends on natural resources like petrol and diesel, both in the form of purchased electricity and fuel for transportation. We systematically monitor electricity and fuel consumption across branches and offices to better understand usage patterns, support efficiency initiatives, and guide future optimisation efforts. This data-driven approach enables us to prioritize actions that enhance operational efficiency while reducing environmental impact.

During the year, we implemented several energy efficiency measures, including lighting upgrades, improved energy management practices, and the deployment of energy-efficient equipment where feasible. Occupancy and **motion sensor lighting systems** were installed at the Fahad Al Salem, Adailiya, Ahmadi, Riqqa, and Khaitan branches to further reduce energy consumption. As a result, total electricity consumption in 2025 stood at 15,071 GJ, representing an approximate **17% reduction** compared to 2024.

We also continue to integrate renewable energy into our energy mix as part of our broader commitment to responsible resource use. **In 2025, solar power systems were installed at the Adailiya, Riqqa, and Khaitan branches, generating approximately 125.5 GJ of renewable energy during the year, an increase of 716% from the previous year.**

In parallel, Burgan Bank advanced its energy management strategy by promoting the adoption of electric vehicles through the **installation of EV charging infrastructure** at select locations.

A fast-charging electric vehicle charger was installed at the Daiya branch parking facility, supporting reduced air pollution and lower long-term energy costs. **Fuel consumption declined year-on-year**, with diesel usage decreasing by 48% compared to 2024.



In 2025, the **energy intensity** per employee stood at **15.4 GJ**



## Responsible Resource Management

### Waste Management

In line with the newly implemented ISO-certified Environmental Management System (EMS), Burgan Bank has strengthened its environmental procedures and policies to embed sustainability across operations. Under the EMS framework, initiatives prioritise the use of eco-friendly materials wherever feasible.

Our waste management practices were enhanced leading to a significant rise in recycled waste from 4 MT in 2024 to 91 MT in 2025. Burgan Bank has strengthened its waste segregation and waste accounting practices across its operations.

Improved segregation at source - prior to collection by a licensed recycling agency - Tadwire - has significantly enhanced overall recycling performance. In addition, a large-scale recycling initiative undertaken in 2025 to dispose of legacy documents contributed materially to an increase in recycling volumes. As a result of these efforts, Burgan Bank diverted at least 70% of its waste from landfill, directing it instead to designated disposal and recycling facilities.



Total waste recycled in 2025 stood at **91 MT**, more than tenfold increase from 2024 with **88%** plastic and **100%** of paper recycled segregation

## Responsible Resource Management

### Waste Management

#### Strategic Partnership for Responsible Waste Management

As part of its commitment to operational sustainability, Burgan Bank initiated a comprehensive waste management and recycling program at its Head Office in partnership with **Tadwire**, Kuwait's first specialised recycling facility. This collaboration marked a pivotal step in strengthening the Bank's environmental performance and embedding ESG principles into daily operations.



#### Our Challenge

Prior to the initiative, waste management practices required further structure and scalability to align with the Bank's broader sustainability ambitions. A key objective was to reduce landfill dependency, improve recycling rates, and establish a systematic approach to handling diverse waste streams, including legacy documents accumulated under historical record-keeping practices.

#### Our Approach

Through our partnership with Tadwire, the Bank implemented formal waste segregation, collection, and recycling processes covering paper, cardboard, plastic, and electronic waste. The program emphasised responsible disposal methods, including recycling, upcycling, and repurposing, consistent with circular economy principles.

A targeted campaign was also launched to shred and recycle legacy files and documents in line with the Bank's records retention policy, significantly increasing recyclable material volumes while ensuring secure information disposal.

#### The Impact

The initiative delivered measurable environmental outcomes. Overall waste generation declined by approximately 12% compared to 2024. Recycling volumes increased substantially, reaching 91 metric tonnes in 2025, compared to 4 metric tonnes in the previous year. These results reflect both improved waste management infrastructure and heightened organisational engagement.

Beyond operational impact, the program strengthened environmental awareness among employees and reinforced responsible workplace behaviors. It complements the Bank's wider environmental strategy, including energy efficiency initiatives, emissions monitoring, and green building standards at its LEED Gold-certified Head Office and ISO 14001 EMS certification standards.



By collaborating with a local sustainability-focused enterprise, the Bank also contributed to the advancement of Kuwait's environmental ecosystem and aligned its efforts with national sustainability priorities under New Kuwait Vision 2035.

## Responsible Resource Management



### Water Management

Responsible water stewardship remains a priority, particularly within a water-stressed region. Water consumption across the operational footprint is actively managed with a focus on efficiency and conservation. By monitoring water use across branches and offices, we identify consumption patterns and inform targeted interventions.

Our water management approach is supported by preventive maintenance practices, including routine inspection of plumbing systems and timely detection and repair of leaks. Employee awareness initiatives further promote responsible water use, reinforcing conservation behaviors in daily operations. Collectively, these measures support gradual improvements in water efficiency while ensuring uninterrupted service delivery. In 2025, Burgan Bank's water consumption was 16,245 KL.

### Paper Use and Digitisation

Reducing paper consumption through digitisation is a key component of our environmental strategy. We continue to streamline workflows and transition toward digital alternatives that enhance operational efficiency while minimising material use across customer-facing and internal processes.

Key initiatives include the expansion of e-statements, digital onboarding journeys, and paperless internal approvals. These initiatives are supported by responsible paper sourcing practices, ensuring that any remaining paper use aligns with sustainability standards. By embedding digital solutions across operations, we improve service speed, accessibility, and data management while supporting our broader environmental objectives.



### Responsible Sourcing

We also continued to strengthen environmental considerations within our supply chain. Environmental screening was applied as part of supplier due diligence processes, while new sustainable procurement policies for IT equipment were initiated to support responsible sourcing and alignment with our environmental standards.

Vendor assessments are conducted against agreed performance expectations that are communicated in advance, covering key environmental parameters such as energy use, emissions, waste, and water management. These measures support improved oversight of environmental impacts across the value chain and reinforce our commitment to responsible and sustainable procurement practices.



05

# Social

Our People	35
Our Customers	51
Our Communities	56

# Our People: Powering Sustainable Progress

## Driving Sustainability Through our workforce

Our people remain at the core of our sustainability journey, with their talent, expertise, and dedication driving our continued success. We are committed to fostering a safe, inclusive, and empowering workplace where employees are provided with equal opportunities to grow, contribute meaningfully, and thrive. In 2025, we continued to advance our human capital strategy through targeted investments in people development to strengthen our organisational capabilities and enhance the employee experience.

Our approach to Human Capital Development is anchored in **five integrated pillars** that span the employee lifecycle from attraction and development to performance, rewards, learning and leadership continuity. Together, these pillars enable us to support a future-ready workforce while aligning talent priorities with business strategy and regulatory expectations.



Burgan Bank is proud to be the first bank in Kuwait to earn **Great Place to Work® certification for three consecutive years**, reflecting our commitment to an **inclusive, innovative, and employee-focused culture**. In 2025, **81% of employees participated** in the annual engagement survey, highlighting a strong culture of trust and openness. Our **Trust Index improved to 79%** from 78% in 2024, positioning Burgan Bank above the global average and demonstrating the effectiveness of our trust-based workplace.

Survey insights were translated into **targeted initiatives** to enhance engagement, satisfaction, and overall workplace experience. HR collaborated with departments, sharing results and collaboratively develop **tailored action plans**, ensuring ownership and localised impact of engagement initiatives. Key highlights of GPTW results were shared with all employees, reinforcing transparency and trust.

Burgan Bank is widely perceived as **professional, and supportive**, with employees expressing pride in the Bank's ongoing cultural transformation and optimism about the future. Employees consistently highlighted **transparency, well-being programs, leadership recognition, and career growth opportunities** as key strengths.

## Our People

### Employee Attraction, Retention and Engagement

#### Attracting Talent

We continue to strengthen our position as an employer of choice by actively engaging with Kuwait's emerging workforce and supporting the development of national talent. Through strategic partnerships with academic institutions and participation in national career fairs, we aim to build a sustainable talent pipeline that contributes to Kuwait's long-term socioeconomic development.

During the year, we participated in leading career fairs hosted by the American University of Kuwait (AUK), Gulf University for Science and Technology (GUST), Australian University (AU), and Kuwait Technical College (ktech). These platforms enabled our Talent Acquisition teams to connect directly with students and graduates, introduce career opportunities in banking, and identify high-potential candidates for internships and entry-level roles.

We also supported broader national employment initiatives, including our platinum sponsorship of the Watheefi Career Fair, one of Kuwait's largest job fairs. In parallel, our engagement with industry networks helps attract experienced professionals for specialised and leadership roles, further strengthening our capabilities and supporting long-term sustainable growth.

#### Recognitions by the American University of the Middle East (AUM)



- ▶ Elite Employment
- ▶ Talent Development



AUM Career Fair



Watheefi Career Fair

#### Employee Retention

Employee retention at Burgan Bank is closely linked to employee satisfaction and engagement. We believe that satisfaction is driven by purposeful work, clear development opportunities, inclusive practices, and a supportive work environment. Our retention strategy integrates competitive compensation and benefits, structured career progression pathways, continuous learning opportunities, strong leadership, and formal recognition programs. We also promote open communication and regular feedback through annual engagement and satisfaction surveys, which serve as key tools for measuring employee sentiment and identifying areas for continuous improvement.

Through this comprehensive and integrated approach, we reduce turnover, preserve institutional knowledge, strengthen organisational performance, and reinforce our reputation as a preferred employer in the local banking sector.

## Employee Attraction, Retention and Engagement

### Engaging our workforce

At Burgan Bank, we prioritize continuous engagement with our employees to evaluate their engagement and gather insights on their work experience and well-being. In 2025, our **Strong Engagement Score Trust Index reached 79%**, underscoring the Bank's success in cultivating a trust-based workplace culture. Throughout the year, HRD delivered a **comprehensive calendar of initiatives** designed to enhance connection, recognition, and employee care, reinforcing our commitment to creating an environment where employees feel valued, supported, and empowered to thrive.

**Burgan Beacon Program** celebrated individual and team achievements throughout the year

Internal employee trainers were honored for excellence in knowledge-sharing

**"Engage & Retain – The Burgan Bank Story"** and Burgan Talk Season 2 Podcasts fostered collaboration

**"Values Unlocked"** along with AR-based team-building experiences reinforced our shared values.

Inclusive and empowering culture through a range of initiatives, including **Burgan Woman Day, Lean-In Circles, and Academy X**, which empowered young females.

Initiatives such as **Bring Your Kids to Work Day (Diraya), the High School & Burgan Cares Graduation Ceremony** strengthen engagement.



**Employee Attraction, Retention and Engagement**

**Employee Well being**



In 2025, we delivered a holistic suite of wellness initiatives supporting employees' physical, mental, and financial wellbeing, complemented by flexible work arrangements and leave policies that promote balance and sustainable work practices.

**Championing Women's Health**

Annual breast cancer awareness campaign to enable prevention, early detection, and treatment.

Free screening was provided to female employees and the spouses of male employees, alongside discounted screening access for female relatives.



**Blood Donation Drive**

Annual blood donation drive to support critical healthcare needs and encourage voluntary participation among employees.



**Men's Health Awareness**

Month-long men's health awareness campaign aligned with Movember, focusing on general men's health, prostate cancer awareness, and preventive care. Hosted Burgan Men's Open Day and provided a mobile clinic to encourage free health screenings.



**Mental Wellness and Emotional Support**

Hosted the Emotional Aid workshop, in collaboration with Anara, delivering to select senior staff members the necessary skills to become Burgan Bank's trusted Emotional Wellness Champions.



Employee Attraction, Retention and Engagement

Employee Well being



**Wellness Week**

Participated in My Wellness Week (MWW), a virtual initiative hosted by GIG, featuring expert-led sessions on mental, physical, professional, financial, and social well-being, promoting holistic development.



**Safety Drill**

Conducted emergency evacuation drill in December 2025 with comprehensive training to staff on managing natural disasters and accidents in collaboration with Kuwait Fire department



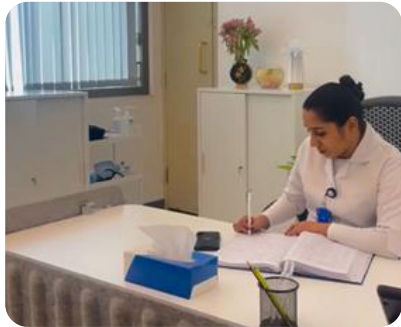
**Improved Work-Life Balance**

Reduced working hours and self-care leave, introduced in 2025, significantly boosted employee wellbeing and work-life balance, directly driving positive engagement outcomes in the pulse survey.



**In-House Medical Clinic**

Offering an in-house clinic at the Head Office to provide healthcare access to the employees. Supporting new mothers with provision of a dedicated room.

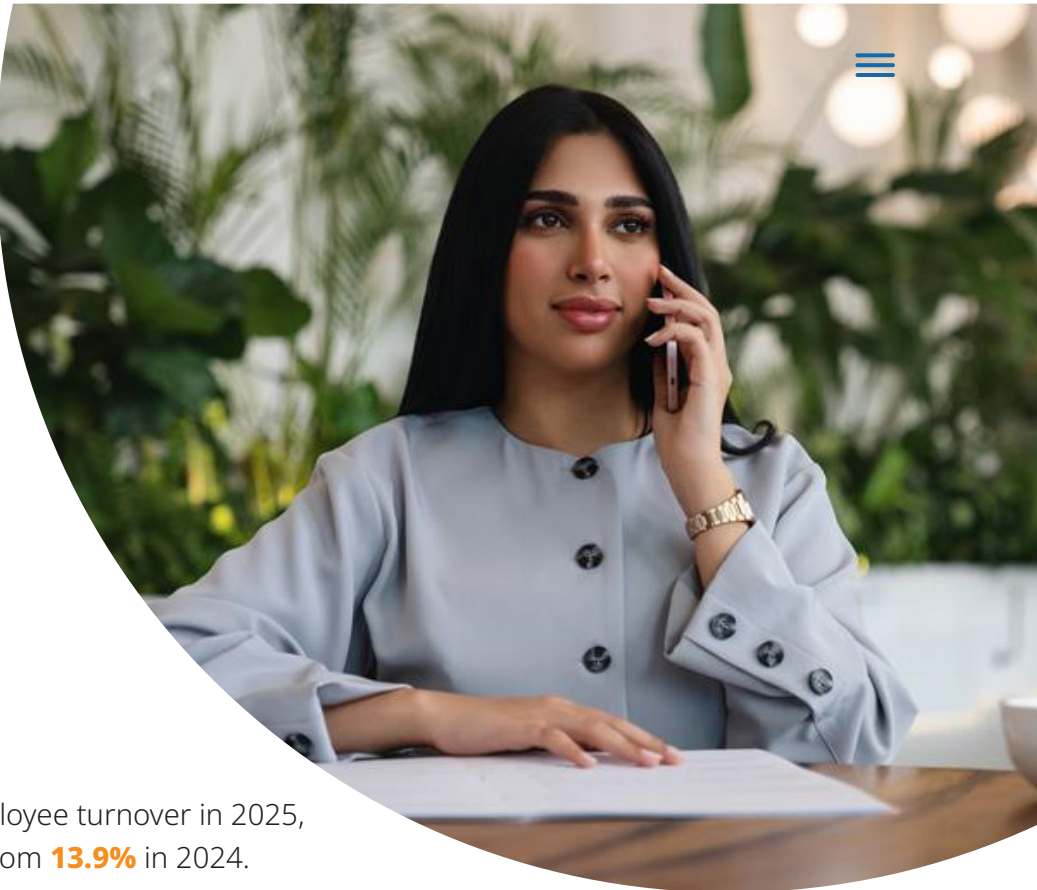


**Zero incidents** of Employee Health and Safety breach were reported in 2025

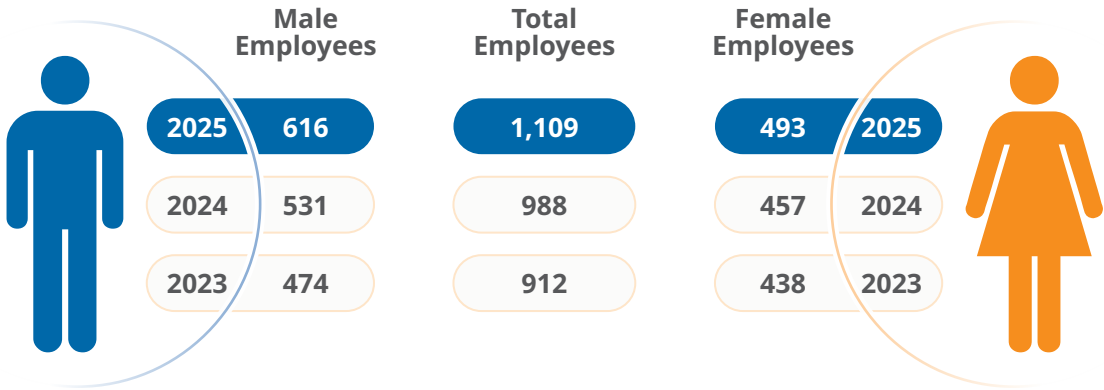


Employee Attraction, Retention and Engagement

Employee Demographics

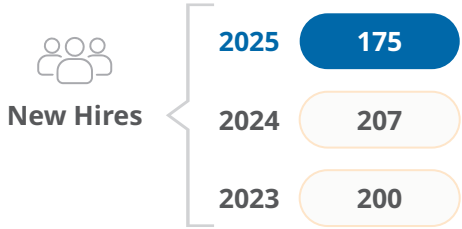


Workforce Composition

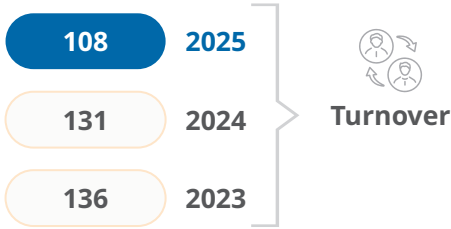


**10.5%** employee turnover in 2025, improved from **13.9%** in 2024.

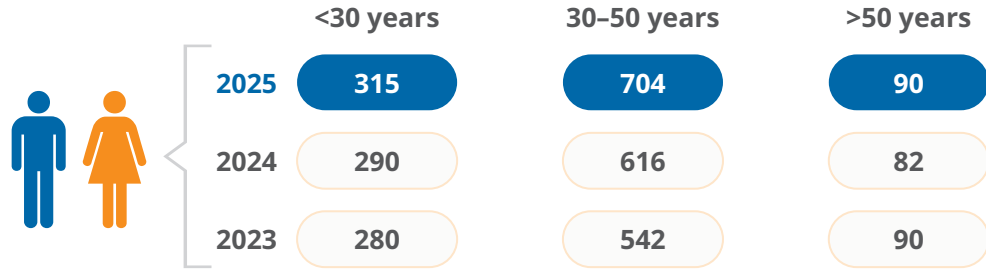
Total New Hires



Turnover



Employee Composition by Age Group



## Our People

### Performance Management

Our performance management framework translates strategy into measurable outcomes while reinforcing accountability, fairness, and continuous improvement. The approach continues to evolve in line with the Bank's strategic direction, transformation agenda, and the changing market environment. By periodically refining key performance indicators (KPIs) to reflect emerging priorities and industry trends, we ensure that performance measures remain relevant, forward-looking, and supportive of sustainable growth and long-term value creation.

Individual KPIs are aligned with the Bank's strategic objectives, while annual and mid-cycle appraisals provide a structured process for assessing performance, reviewing progress, and identifying development needs. To strengthen transparency and consistency, the Bank clearly communicates its performance management methodology to employees, promoting clarity, equity, and alignment across the workforce. ESG metrics have also been incorporated into the performance assessments of relevant senior leaders, embedding sustainability considerations into performance-linked remuneration.

Performance outcomes remain a key driver in shaping individual development plans and career pathways, while structured performance improvement plans provide targeted support and development opportunities to strengthen capabilities and drive long-term employee success.



**100%** of employees underwent performance reviews in 2025



In 2025, Burgan commenced the implementation of **SAP SuccessFactors**, a comprehensive HR Management system designed to **automate HR processes** and enable a data-driven approach to talent and performance management



## Our People

### Remuneration and Benefits

Our total rewards - remuneration and benefits framework is designed to be market-competitive, equitable, and aligned with performance outcomes and regulatory expectations. It is underpinned by clear governance structures, external market benchmarking, and internal equity assessments to ensure fairness, transparency and consistency across all roles and organisational levels.

Our Compensation structure comprises of :

- 1 Fixed Remuneration:**  
Including base salary and applicable allowances, structured to reflect role responsibilities, experience, and market positioning.
- 2 Variable Remuneration:**  
Performance-linked incentives aligned with individual and organisational results, to reinforce responsible and sustainable performance outcomes.

#### Market Alignment in Remuneration

To ensure continued market alignment, Burgan Bank conducted comprehensive salary benchmarking exercises in collaboration with the Kuwait Banking Association (KBA), enabling data-driven adjustments and informed decision-making regarding compensation positioning.

#### Efficiency Through Digitisation

In line with our digital transformation efforts, we introduced secure, OTP-protected digital delivery of performance bonus and salary review letters via email - an organisational first. This initiative enhanced operational efficiency, improved accuracy, and strengthened data security by eliminating manual processes and paperwork. As a result, performance bonus letters and salary review letters were issued error-free, enabling HR teams to focus on higher-value employee support and service delivery.



Remuneration and Benefits

Our Benefits

Allowances



Job related allowances



Shift allowances



Phone Allowance



Transportation allowance



Overtime and Night Duty allowances

Leaves



Annual Leaves



Sick Leaves



Education and Examination leaves



Haj Leaves



Marriage Leaves



Self Development Leaves



Birthday Leave



Paternal Leave (5 days)



Maternity Leave (70 days)

Benefits



Reimbursement of Children school fees



Club Memberships



Credit Cards



Interest Free Loans



Loyalty award for long service



Pension for Kuwaiti employees



Medical insurance



Group Life Insurance



Personal Accident and Disability Insurance

**100%** of full-time employees are covered by the benefits outlined

**100%** of the employees returned to work after parental leave ended

**100%** of eligible men and women availed parental leaves in 2025

## Our People

### Learning and Upskilling

The Bank remains steadfast in its commitment to long-term organisational growth and leadership continuity. In alignment with the CBK's directives, Burgan continues to prioritize sustainability through comprehensive succession and development plans. Learning and upskilling are central to maintaining a future-ready workforce in a rapidly evolving financial sector in Kuwait. We invest continuously in learning and development to ensure our people are equipped with the skills, knowledge, and resilience required to perform effectively. The Bank delivered a robust, future-focused learning ecosystem aligned with business needs, regulatory requirements, and cultural transformation covering leadership and talent development programs, technical and functional training academies, and initiatives focused on digital, data, and future-skills development.

This year, our learning programs delivered a balanced mix of technical skills, leadership and behavioral competencies, wellbeing support, and compliance awareness, reflecting a holistic approach to workforce development reaching employees across the organisation.



In 2025, each employee at Burgan Bank received an average of **65 hours** of training



The Bank received international recognition with the **Brandon Hall Gold Award** of Excellence for Best Learning Strategy

### Strategic Learning and Development Initiatives

#### Ro'ya Program

Our flagship **Ro'ya** program is a comprehensive talent development framework built around four structured leadership pathways designed to strengthen the Bank's future leadership pipeline:

**Future Leaders:** Targeting high potential new joiners and preparing them for accelerated career progression.

**Rising Leaders:** Supporting emerging talent below managerial levels to build foundational leadership capabilities.

**Transformational Leaders:** Enabling middle management to develop transformational leadership skills essential for driving organisational change

**Visionary Leaders:** Preparing senior leaders who have demonstrated strong performance to step into broader, strategic leadership roles.



In 2025, **35** employees completed multiple modules of the **flagship Ro'ya program**. Ro'ya 3 talent showcased their ideas at the "Innovation Day" capstone, successfully launching their "Investation" project. Additionally, the existing talent pool received individual development support through their IDPs.

## Learning and Upskilling

### Strategic Learning and Development Initiatives

#### CODED: Data Champion program

The **Data Champion Bootcamp** in partnership with CODED, aimed to strengthen data fluency and drive digital transformation. This intensive program equips employees from across departments with practical skills in Power BI, Excel dashboards, data analytics, and data storytelling, using real banking scenarios. Participants complete a capstone project demonstrating applied data capabilities. In 2025, 12 employees from different functions successfully completed this intensive 3 week program

The initiative enhances employee expertise, fosters a data-driven culture, supports national talent development, and aligns with Burgan Bank's sustainability and digital transformation strategies, reinforcing its commitment to innovation and inclusive growth.



#### Retail Academy

A dedicated academy designed to strengthen the capabilities of the Retail Banking Group by providing structured career pathways supported by professional certifications, technical learning, and power skills development. The academy enables employees to grow with clarity while reinforcing the Bank's service excellence. The Retail Academy was launched to strengthen retail banking capabilities and enhance overall performance across the retail function.

Elevate - a leadership development program designed for Retail Branch Managers under the Retail Academy Umbrella is designed for middle management and is focused on strengthening change leadership capabilities. The Customer Experience Journey programme equips frontline employees to enhance service delivery, while the Change Management Academy supports line managers in effectively driving organisational transformation.



## Learning and Upskilling

### Strategic Learning and Development Initiatives

#### Digital Learning Platforms

To drive continuous learning and upskilling, the Bank leverages modern digital platforms such as LinkedIn Learning and Intuition, offering employees access to global, on demand content. The Learning Management System also integrates initiatives such as the Burgan Talk podcast to promote social learning and internal knowledge sharing.



#### LTD Annual Learning Calendar

Each year, Learning & Talent Development launches a structured calendar of academies and programs aligned with the Bank's evolving capability needs. In 2025, the calendar emphasised digital upskilling and values driven development—ensuring alignment with Burgan Bank's strategic priorities and future ready workforce requirements.

#### Value-Based Academy

In 2025, Burgan Bank relaunched the Value-Based Academy, supporting the cultural transformation journey. It delivers training programs and workshops to enable employees to actively practice the Bank's core values of Ownership, Teamwork, Transparency, and Progressiveness.



#### Investment & Wealth Management Academy

The Academy, launched in collaboration with Fitch Learning, is designed to enhance the skills of Relationship Managers (RMs) and deepen their expertise in wealth management and investment. The three-week training program prepares participants for professional credentials from the Chartered Institute for Securities & Investment (CISI) and membership in the CMA.



#### Burgan Cares

The program provides employees with the opportunity to complete undergraduate studies and earn bachelor's degrees, as well as pursue MBA or postgraduate qualifications. This reflects the Bank's commitment to fostering a supportive and enriching work environment. In 2025, Burgan celebrated the achievements of employees who successfully graduated from this program.



#### Executive Coaching Hub 2025

Burgan expanded its executive coaching initiatives with the launch of Coaching Hub 2025, a dedicated platform offering structured coaching engagements, with selected senior management and middle management members participating in tailored coaching sessions during 2025.



## Learning and Upskilling

### Burgan Bank–AUK Partnership for Future Talent Development

Burgan Bank and the American University of Kuwait (AUK) partnered to shape the future of Kuwaiti talent by signing a memorandum of understanding (MOU) to develop the skills of both employees and students reaffirming its proactive contribution to the success of Kuwait Vision 2035.

The MOU lays the groundwork for a strategic partnership that bridges education and professional experience aimed to align academic knowledge with real-world market needs.

The two parties will collaborate on developing educational programs tailored to the professional needs of Burgan Bank employees across different departments and job grades. In addition, they will design curriculum-based courses and hands-on learning opportunities that aim to advance AUK students with an interest in digital banking and financial innovation.



### Burgan Bank Celebrates Employees' KIBS Certifications

As part of its ongoing commitment to fostering a culture of continuous learning and advancing Kuwait's professional caliber, Burgan Bank celebrated 15 of its most aspiring employees for completing the Kuwait Institute of Banking Studies' (KIBS) certification programs. The 15 graduates completed different specialised certification programs, depending on their fields of experience and chosen professional tracks.



## Our People

### Succession Planning

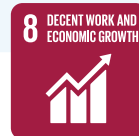
Succession planning underpins organisational resilience by ensuring continuity in leadership and critical roles. Our approach is guided by structured succession planning governance and oversight, supported by competency frameworks and talent assessment processes that identify readiness, potential, and development needs. The Bank has a succession plan that is overseen by the Board Nomination and Remuneration Committee (BNRC) to ensure succession and continuity of leadership in critical positions while maintaining the skills necessary to implement the Bank's long-term strategy. Accordingly, the Bank trains and prepares employees for leadership positions so they can lead the Bank towards sustainable growth. Individual development plans (IDPs) play a central role in strengthening internal preparedness and targeted capability development.

During the year, we continued to strengthen succession coverage across key functions, with focused oversight of critical roles and targeted development interventions. Leadership pipeline development and internal mobility remain central to our approach, enabling continuity, reducing dependency on external hiring, and supporting long-term organisational capability.

### Building a Future-Ready Leadership Pipeline

In 2025, we supported the development of our national leadership pipeline by sponsoring seven high-potential employees to complete Harvard Business School's *Strategic Leadership in the Age of Financial Sustainability* program under the **Central Bank of Kuwait's Kafa'a initiative**. The program equipped participants with advanced strategic leadership capabilities, financial sustainability insights, and innovation-focused thinking, while aligning with our flagship RO'YA talent development framework to prepare emerging leaders across the organisation.

This initiative aimed to strengthen national talent development and build future-ready leaders capable of driving sustainable growth, innovation, and resilience within the banking sector. Seven emerging leaders successfully completed the program, enhancing their readiness for senior roles in to the Bank.



# Investing in National Talent

Nationalisation is a strategic priority for Burgan Bank, closely aligned with Kuwait's broader socio-economic vision and our commitment to contributing meaningfully to the country's long-term development.

We are proud of the progress we have made in embedding national talent across our workforce. Today, Kuwaiti employees form the backbone of our organisation, with one of the strongest Kuwaitisation performances in the banking sector of **84%**, surpassing the CBK mandated threshold of 70%. This achievement reflects a deliberate and sustained focus on targeted recruitment, capability building, and career progression for Kuwaiti nationals, ensuring our workforce not only meets regulatory expectations but also drives sustainable growth, leadership continuity, and organisational excellence.

## Targeted recruitment efforts

We continue to strengthen our national talent pipeline through focused recruitment initiatives that position Burgan Bank as a preferred employer for Kuwaitis entering the workforce. Our strong brand presence at career fairs, including Watheefi, AUK, GUST, KTECH, and AUM have helped in strengthening our talent pipeline. Further, collaboration with the Public Authority for the Disabled and the American University of Kuwait have enabled promotion of inclusive employment opportunities.



Kuwaiti nationals represent **80%** of our senior roles and **76%** of our middle management roles.

## Our Recognitions

Our achievements were recognised by the Public Authority of Manpower for **Excellence in Kuwaitisation and Job Localisation** underscoring our leadership in developing national talent and fostering sustainable career growth for Kuwaitis.



The Bank was further honoured at the 21st Award Ceremony for Outstanding Companies in the GCC Labour Market, reflecting its consistent and long-standing commitment to national workforce development.

## Investing in local talent

### Talent Development

#### Leveraging Institutional Collaborations

**Global Partnerships:** Collaborated with leading institutions including Harvard Business School, HEC Paris, INSEAD, Columbia Business School, and London Business School to expand access to world-class leadership, management, and technical development programs.

**Strategic Knowledge Collaboration:** Partnered with the Kuwait Foundation for the Advancement of Sciences to strengthen continuous learning and professional capability development.

**National Talent Development:** Supported Kuwaiti talent through participation in the KAFAA program delivered by the Institute of Banking Studies.

**Academic Partnership:** Strengthened engagement with the American University of Kuwait to align academic learning with industry needs.

#### Targeted Talent Programs

**RO'YA Program Enhancement:** Strengthened the Program to further support employee capability development and career progression.

**Leadership Development:** Advanced the RO'YA Visionary Leadership Program to enhance leadership readiness and strategic capabilities among high-potential employees.

**Burgan Cares**, a program that supports employees wishing to pursue further education, contributing to the long-term development of internal talent.



Kuwaiti nationals accounted for **94%** of total hires this year compared to **89%** in 2024



# Our Customers

## Creating Value Through Lasting Relationships

At Burgan Bank, our customers are central to our purpose and guide every strategic decision we make. We serve a diverse and dynamic clientele—including individuals, families, entrepreneurs, small and medium-sized enterprises, and corporate clients across Kuwait and the region—supporting them at every stage of their financial journey.

Our philosophy is founded on cultivating long-term relationships grounded in trust, accessibility, and shared success. This customer-centric ethos permeates the Bank's operations: from digital enablement and service excellence to data protection and responsible lending, each initiative reflects our steadfast commitment to delivering value and fostering enduring customer confidence.

### Omnichannel Customer Experience

At Burgan Bank, we are committed to connecting with our customers wherever they are, offering seamless access across a full spectrum of channels, including social media, email, SMS, voice, and our mobile application. This omnichannel strategy empowers customers to engage through their preferred platforms, enhancing accessibility, responsiveness, and overall convenience, while reflecting our unwavering commitment to delivering an exceptional customer experience.

## Governance for Customer Excellence

### Responsible product oversight

Oversight of product, service and pricing review by the **Management Product & Pricing Committee (MPPC)**, ensuring competitiveness, transparency and alignment with responsible risk management principles.

Provision of loan modification options in line with CBK guidelines to support customers experiencing salary changes or financial challenges.

### Fair and ethical debt collection practices

Implementation of a Debt Collection Policy promoting fair, ethical and transparent collection standards.

### Continuous monitoring and Board-level oversight

Annual Board-level performance review assessing customer experience, service quality and operational effectiveness.

Elevation of customer insights—including feedback, complaints, and suggestions—to the highest governance level to drive continuous improvement.



## Our Customers

### Digitalisation: Elevating Customer experience

At Burgan Bank, digitalisation is a cornerstone of our strategy, driving exceptional customer experiences, superior service quality, and long-term value creation. Our digital platforms are continuously evaluated and enhanced, ensuring that every interaction is seamless, secure, and intuitive.

As customer expectations evolve in an increasingly digital world, we remain committed to advancing our digital ecosystem. By refining user experience (UX) and user interface (UI), promoting greater digital adoption, and optimising innovative financial solutions, we have reinforced our position as a digital leader in Kuwait's banking sector.

Technology-driven enhancements have streamlined critical processes, improved accessibility, and optimised internal workflows, enabling a more efficient, responsive, and enriched banking experience for our customers. Through these initiatives, we continue to transform banking into a truly seamless and customer-centric journey.



## Digital Transformation Strategy and Governance

Burgan Bank's Digital Transformation Policy underscores its commitment to improving operational efficiency, transparency, and customer inclusion, aligned with its ESG objectives. The policy facilitates seamless digitisation across business functions and customer touchpoints, enhancing accessibility and service integration. Oversight of digital initiatives is managed by the Digital Transformation Department in coordination with relevant business units. Together, these efforts strengthen reporting, risk management, and operational resilience, supporting the Bank's social and governance performance and contributing to its inclusion in the FTSE4Good Index.

In 2025, we further advanced our digital transformation across both operational and talent platforms to drive efficiency, innovation, and improved experiences for customers and employees. **Implementation of SAP SuccessFactors** began to automate HR processes and enable a more data-driven approach to talent management, while work progressed on integrating advanced analytics and AI-enabled decision-making. In parallel, we continued upgrading our core banking infrastructure through **TCS BaNCS**, a project aimed at increasing operational agility, enhancing system resilience, and improving the overall customer experience.



## Our Customers

### Innovating Banking with Technology

#### SoftPOS

New digital payment solution enabling businesses to accept payments via smartphone



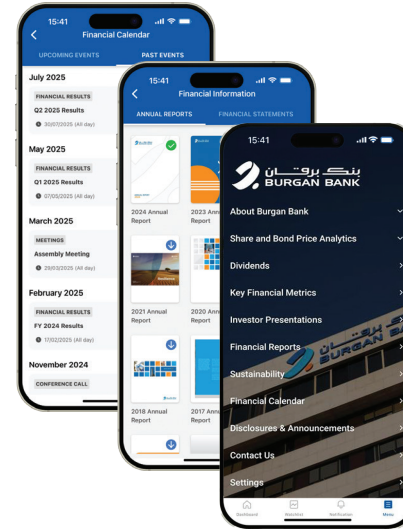
#### Click to Pay (Visa)

First in Kuwait to offer seamless single-tap checkout experience



#### Investor Relations (IR) Application

Launched on iOS and Android, providing investors with real-time financial data, share price, reports, and event updates



#### Digital Trade Finance

Digitised corporate trade finance enables faster, more efficient transactions, allowing clients to issue and amend LCs and LGs entirely online. This streamlines processes, reduces paperwork, and accelerates business operations.

During the year, multiple UI/UX upgrades were delivered on the **Burgan Mobile App**, with a major revamp scheduled for **go-live in 2026**

#### Digital Banking Highlights

# 4.4/5

Average Ratings (iOS & Android)

# 19% Y-o-Y

Growth in Mobile and Internet Channel Activity Volume

# 15% Y-o-Y

Increase in Subscribed Customers

# 85% (+480bps Y-o-Y)

Burgan Online subscription rate



## Our Customers

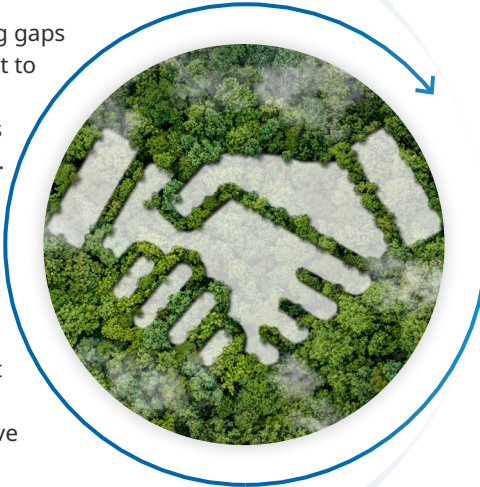
### Driving Financial Awareness and Inclusion

#### Financial Inclusion

#### Serving Underbanked communities

Burgan Bank has been working to bridge banking gaps and the B-Dinar Account reflects our commitment to expanding access to formal financial services for underserved and financially vulnerable segments of society by offering accessible banking services.

Zero-cost B-Dinar accounts, designed to lower barriers to entry, offer simplified onboarding requirements, minimal balance thresholds, and affordable fee structures, enabling essential and seamless banking access to previously underbanked communities. The B-Dinar Account supports responsible money management, and contributes to broader efforts to enhance inclusive economic participation in Kuwait.



#### Supporting SMEs

Supporting Small and Medium-sized Enterprises (SMEs) is a strategic priority for Burgan Bank, reflecting our commitment to fostering entrepreneurship, economic diversification, and sustainable growth. SMEs play a vital role in job creation, and we realise the importance of providing tailored financial solutions that address their evolving needs across different stages of the business lifecycle.

Our SME offering encompasses a comprehensive suite of products and services, complemented by advisory support and dedicated relationship management services designed to help business owners pursue growth opportunities thereby contributing to Kuwait's broader economic development.

SMEs remain a critical pillar of Kuwait's economic diversification and employment, and we continue to actively support their growth, with 2.6% of the total corporate lending portfolio in Kuwait directed towards SMEs.



	2025	2024	2023
<b>Number of active B-Dinar Accounts</b>	<b>180,130</b>	175,920	191,536

	2025	2024	2023
<b>SME financing (KD Million)</b>	<b>100.0</b>	72.3	48.4

# Our Customers

## Driving Financial Awareness and Inclusion



### Advancing Financial Literacy

Burgan Bank is committed to advancing financial literacy and creating lasting community impact. We recognize that financial awareness is essential for driving value, ensuring financial security, and supporting sustainable growth. Our initiatives align with the “Let’s Be Aware” (Diraya) campaign launched by the Central Bank of Kuwait (CBK) and the Kuwait Banking Association (KBA) in cooperation with Kuwaiti banks, reinforcing our role in social responsibility.

In 2025, we further expanded access to financial literacy across society, promoting awareness, informed decision-making, and empowered communities that grow alongside the Bank.

#### “Let’s Be Aware” (Diraya) Community Outreach

Throughout 2025, Burgan Bank continued to actively support “Let’s Be Aware” (Diraya) campaign launched by the Central Bank of Kuwait (CBK) and the Kuwait Banking Association (KBA) in cooperation with Kuwaiti banks. Our efforts focused on advancing financial literacy and promoting safe banking practices through direct community engagement, targeted awareness materials, and comprehensive digital outreach initiatives.

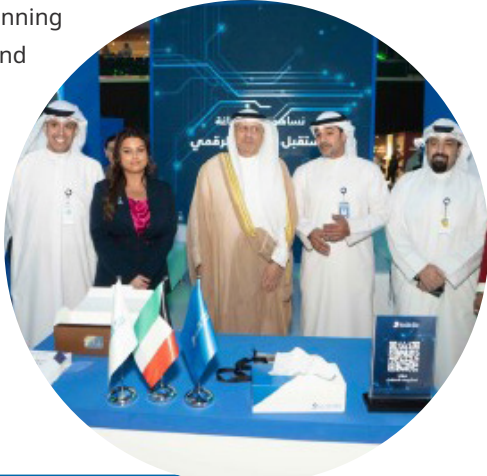
During Ramadan and major public events, our teams engaged directly with community members, providing guidance on fraud prevention, digital banking security, and responsible financial behavior. In 2025, Burgan collaborated with Jadwa Podcasts to promote financial literacy through its social media posts, sharing short insights on money management, business, and financial decision-making.



#### NEXUS: Empowering Youth Through Financial Literacy

In 2025, Burgan Bank supported NEXUS as a strategic platform dedicated to fostering innovation, advancing financial literacy, and strengthening investment readiness among youth and aspiring entrepreneurs. As part of this initiative, we introduced Kuwait’s first Investathon—a gamified investment simulation challenge designed to enhance financial knowledge, strategic decision-making, and practical investment skills.

The 2025 edition attracted 175 startup registrations, with winning teams awarded prizes in recognition of their performance and innovation. The event engaged thousands of visitors and facilitated the widespread distribution of Diraya financial awareness materials, significantly broadening outreach and reinforcing financial literacy across the community.



# Our Communities

## Extending Our Impact Beyond the Bank

At Burgan Bank, we believe that long-term value creation extends beyond financial performance to the positive and lasting impact we generate in the communities we serve.

Guided by our philosophy, *Driven by You*, we remain committed to fostering social development, promoting wellbeing, preserving culture, and strengthening financial awareness across Kuwait.

Throughout the year, our community initiatives continued to reflect a balanced and purposeful approach, combining



Community expenditure  
**KD 1 Million**

## Our Communities Social Advocacy



We support initiatives that strengthen social cohesion and address community needs, particularly during times of heightened social importance. Through partnerships and targeted outreach, we contribute to humanitarian efforts that promote compassion, inclusion, and shared responsibility, reinforcing our role as a responsible corporate citizen.

### Ramadan Community Initiatives – “Teach Them Young” Campaign

During Ramadan 2025, we delivered a wide range of community initiatives under the umbrella of our “Teach Them Young” campaign, reinforcing values of generosity, compassion, and social responsibility. Our activities included charitable, educational, and awareness-based initiatives designed to engage families, youth, and vulnerable groups during the holy month.

In partnership with the Kuwait Food Bank, we distributed iftar meals across Souq Al-Mubarakiya and multiple neighborhoods, with the participation of employees and their children. This intergenerational approach helped instill values of giving and empathy from an early age. Beyond meal distribution, the campaign extended to national and Ramadan TVCs, community activations, and philanthropic initiatives aimed at strengthening social cohesion and preserving Kuwait’s cultural traditions.



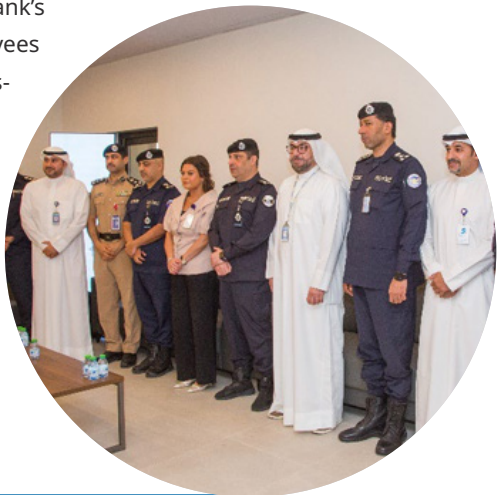
### Specialised Digital Transformation Training Program for Kuwait’s MOI

In a step to help advance Kuwait’s digital transformation and empower Kuwaiti talents, Burgan Bank launched a specialised training program to support Kuwait’s Ministry of Interior (MOI) in meeting the demands of the digital era.

The initiative is designed to prepare national talents to lead in technology and innovation, directly supporting the goals of Kuwait Vision 2035.

During the three-month training program, Burgan Bank’s digital transformation experts mentored MOI employees on essential digital skills through 29 engaging, hands-on sessions.

By sharing this knowledge with our community, we ensure that our digital efforts are tailored to Kuwait’s needs while supporting sustainable growth and innovation.



# Our Communities

## Health and Wellness



At Burgan Bank, we support initiatives that promote physical, mental, and emotional wellbeing across the community. By fostering healthy habits, raising preventive health awareness, and encouraging active lifestyles, we contribute to building more resilient communities and enhancing overall quality of life.

### Advancing Men's Health

In November 2025, Burgan Bank lit its headquarters in blue to signify its active participation in the global men's health awareness initiative "Movember", which included a series of social media educational videos. The awareness video series also highlighted vital information about prostate cancer early detection and prevention. We also had an event dedicated to men's health which included creative workshops for stress reliefs and events designed to support men's health.



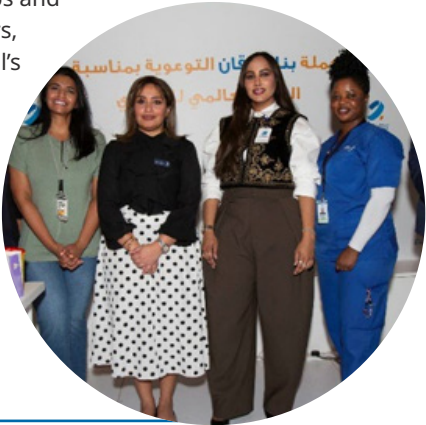
### Advancing Women's Health

An annual breast cancer awareness initiative aimed at promoting early detection and preventive care through education and access to screening was provided by Burgan Bank. The campaign featured awareness content, expert and survivor podcast episodes, and a dedicated awareness and screening day in collaboration with Royale Hayat Hospital. To reinforce impact, the Head Office was illuminated in pink.



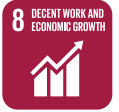
### World Diabetes Day

On World Diabetes Day, Burgan Bank organised a one-day on-ground diabetes awareness activation at Souq Al-Mubarakiyah – one of Kuwait's most prominent heritage landmarks – in cooperation with Kuwait Hospital, under the slogan "Your Health Matters". The event offered free medical and nutritional checkups and consultations for visitors, provided by the hospital's medical staff, to encourage community members to adopt a healthy and balanced lifestyle



## Our Communities

### Culture, Arts and Identity

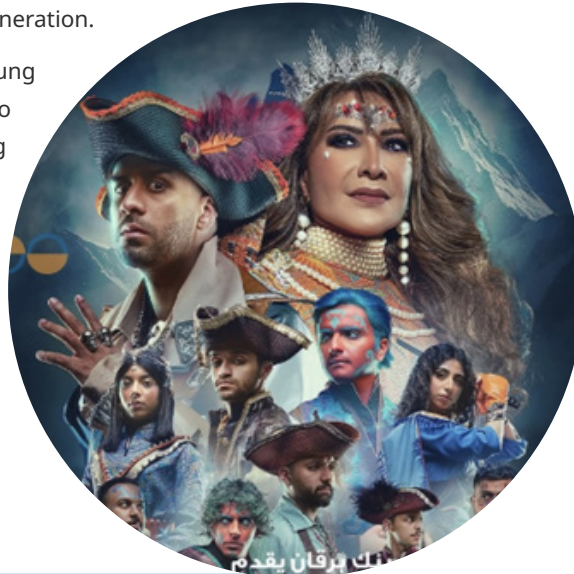


We remain committed to preserving and promoting Kuwait's cultural heritage and creative expression. By supporting cultural platforms and community events, we contribute to sustaining national identity, encouraging artistic participation, and creating inclusive spaces that bring communities together.

#### Promoting National Identity and Pride

For Kuwait National Day 2025, we launched a campaign celebrating love for our nation and national values, in partnership with Trends featuring prominent artists to engage our communities and inspire patriotic pride. By combining cultural storytelling, youth participation, and social media outreach, we aim to promote national identity, and instill pride in the next generation.

Complementing this effort, our Teach Them Young – Kuwaiti Monuments series introduces youth to Kuwait's historical landmarks through engaging digital content. By fostering cultural awareness and pride among younger generations, we support heritage preservation and community engagement, reinforcing our commitment to social sustainability.



#### Dar Al-Athar Al-Islamiyah (DAI) Annual Fall Festival

As part of our commitment to preserving Kuwaiti culture and national heritage, we concluded our sponsorship of Dar Al-Athar Al-Islamiyah's 9th Annual Fall Festival in 2025. Held at Yarmouk Cultural Center, the festival welcomed over 1,000 visitors of all ages and celebrated Kuwait's vibrant arts scene through live performances, workshops, and family-friendly activities.

Our engagement extended beyond sponsorship through interactive competitions, public engagement activities, and support for small and medium-sized businesses participating in the festival's arts bazaar. The initiative supported cultural continuity, creative expression, and youth engagement while aligning with our broader ESG and community investment objectives.



## Our Communities

### Fitness and Lifestyle



We invest in youth-focused initiatives that promote healthy lifestyles, teamwork, and community engagement. Our efforts aim to inspire participation, foster social connections, and support programs that strengthen national pride and youth development.

#### NAWI Health, Fitness, and Wellness Summit – Platinum Sponsorship

We began the year with the platinum sponsorship of NAWI, Kuwait's premier health, fitness, and wellness summit. Held over three days at The Arena, the event brought together health professionals, wellness enthusiasts, families, and youth to promote balanced physical and mental wellbeing.

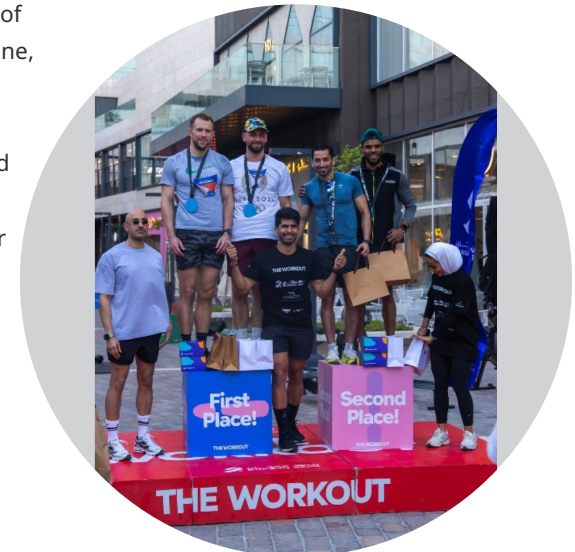
Our participation included a dedicated interactive booth offering educational games, competitions, and health-focused engagements. The summit featured workshops, keynote sessions, fitness classes, and mental health discussions, supporting our belief that wellbeing is a cornerstone of sustainable communities.



#### “The Workout 2” – Community Fitness During Ramadan

For the second consecutive year, we sponsored “The Workout 2”, a leading community fitness event held during Ramadan. The initiative encouraged participants to adopt healthier lifestyles by integrating physical activity into daily routines during the holy month.

Each week, male and female participants competed in team-based challenges under the supervision of certified coaches, fostering motivation, discipline, and community interaction. By promoting fitness and health awareness in an accessible and engaging format, the initiative contributed to public wellbeing and reinforced our long-standing commitment to health as a core pillar of our social responsibility strategy.



## Our Communities

### Engaging Communities



Burgan Bank continues to strengthen its role as a responsible corporate citizen by actively engaging with communities through strategic partnerships, social initiatives, and volunteer programs. Through these efforts, the Bank aims to create meaningful social impact while supporting inclusive development and community wellbeing.

#### Social Impact via Digital Outreach

At Burgan Bank, we are committed to fostering social inclusion, community well-being, and sustainable development. Through our collaboration with Fohgah and Deerha, we provide cultural, wellness, and social experiences that bring communities together, empower local talent, and support SME growth.

We also lead awareness campaigns such as Traffic Week, promoting safe driving and responsible citizenship. Additionally, we mark international observances—including World Braille Day, World Museum Day, World Day for Safety and Health at Work, World Blood Donor Day, and World Education Day—to highlight accessibility, heritage, health, and education. These initiatives reinforce our dedication to social sustainability and meaningful community engagement as part of our ESG strategy.



#### Shaping Our Tomorrow: Youth Initiatives

Burgan Bank's youth initiatives foster education, skill-building, and cultural awareness, reflecting our commitment to social sustainability. Programs such as Teach Them Young, World Youth Skills Day, Burgan Kids Camp, Educational Day, and World Volunteer Day engage young people in heritage learning, financial literacy, volunteerism, and community participation, while promoting national identity, social cohesion, and future-ready talent.

We also actively participated in the 4th Derasti Exhibition, a major educational fair, where we engaged students with interactive activities, shared insights on educational opportunities, and highlighted banking solutions tailored for youth, reinforcing our commitment to education empowerment and youth development.





06

# Governance

Diversity, Equity and Inclusion	63
Strengthening Governance and Ethical Business Practices	67
Data Privacy and Cybersecurity	78

# Diversity, Equity and Inclusion

Diversity, Equity and Inclusion (DEI) are integral to our sustainability strategy and we are committed to fostering a workplace that reflects the diversity of the communities we serve and ensures equitable access to opportunities for all employees. Our approach focuses on promoting balanced representation, strengthening local talent development, and increasing participation of under-represented groups in leadership roles.

We are committed to equal remuneration for work of equal value and we conduct periodic reviews to identify and address potential pay gaps and ensure fair reward practices across all employee categories. Our recruitment, promotion, and succession planning processes are based on merit, transparent criteria, and non-discriminatory practices.

We maintain a zero-tolerance policy toward discrimination and harassment and this is supported by formal grievance mechanisms.

Through clear policies and practices that promote non-discrimination and transparent reporting, we aim to build an inclusive organisational culture that is grounded in fairness, mutual respect, and equal opportunity for all.

## Inclusive Workforce Initiatives

Participation in National employment program through the '**Partners to Hire Employment Forum**', supporting inclusive employment for Kuwaiti talents with disabilities.

Accessibility enhancements were implemented across six branches, supporting inclusive service delivery and workplace accessibility.



With our proactive approach to preventing and addressing discrimination, **zero** incidents of discrimination were reported in 2025

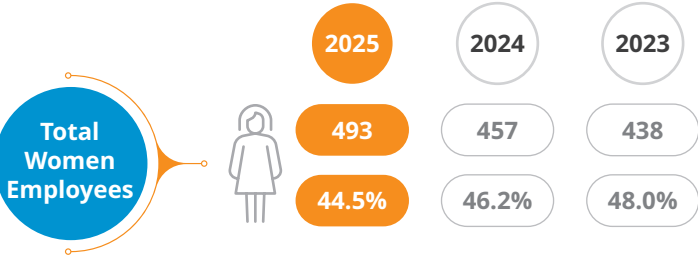


# Diversity, Equity and Inclusion

## In Focus : Women Empowerment

### Supporting Women’s Advancement and Inclusion

At Burgan Bank, gender diversity and inclusion form the foundation of our culture, performance, and enduring sustainability. We recognize that uplifting women throughout the organisation bolsters decision-making, sparks innovation, and builds a stronger, more inclusive financial industry. Our strategy for advancing women rests on principles of equity, access, and responsibility, prioritising talent based on skills, potential, and ambition. We strive to cultivate a workplace where women can excel, advance, and take on leadership roles without facing bias or prejudice. This pledge is woven into our talent management framework and upheld through policies, executive responsibility, and ongoing evaluation of results.



**90%** of our female workforce are Kuwaiti nationals.



### What Women’s Advancement Means for Burgan Bank

For Burgan Bank, advancing women involves providing entry to key opportunities, aiding career growth, and nurturing an environment that supports lasting professional journeys. It includes tackling structural obstacles, promoting work-life balance, and ensuring women’s visibility across departments, demographics, and senior positions.

We promote gender inclusion via a comprehensive set of policies and procedures that uphold fairness, respect, and transparency. Our anti-discrimination and equal opportunity guidelines span the full employee journey, from hiring and advancement to training and compensation. These are backed by confidential reporting channels that protect employees from reprisal. Consistent policy updates, required training sessions, and senior leadership monitoring sustain a culture of dignity and belonging.



**34%** women in leadership roles

## Diversity, Equity and Inclusion

In Focus : Women Empowerment

### Empowering Women Through Leadership, Development, and Inclusion

In 2025, we continued to advance **Empower Her**, our flagship initiative promoting women's empowerment, inclusion, well-being and leadership development. The program aims at supporting women at every stage of their professional journey with a rich calendar of events and programs delivered in 2025.

The Bank celebrated **International Women's Day** reaffirming its commitment to a nurturing culture of equity and inclusivity. Complementing these efforts, **Burgan Lean In Circle** provides a platform for peer support, mentorship, and professional networking, addressing challenges faced by women in the workplace.

We support emerging female talent gain workplace exposure and experience through targeted **summer internship opportunities**. As signatories to **Kuwait Women's Economic Empowerment Platform (KWEENP)**, we actively contribute to national initiatives for women's advancement and leadership.

### Celebrating Women : Burgan Bank Women's Day

**Burgan Bank Women's Day**, held under the Empower Her initiative, celebrates our female employees and reinforces our commitment to supporting women. The event forms part of a broader series of programs implemented to promote women's empowerment, wellbeing, and professional growth.

It featured interactive workshops and dialogue panels where accomplished female leaders shared insights on career development, personal growth, and mental wellbeing. It also provided a platform for female employees to showcase their entrepreneurial ventures.

Panel discussions and workshops addressed key topics including economic empowerment, mental wellness and support for women at the workplace. The event included health-focused sessions covering cervical cancer awareness, immunity and menopause wellbeing.

Participants also had access to personalised wellness consultations, focused on preventive care and holistic wellbeing.



## Diversity, Equity and Inclusion

### In Focus : Women Empowerment

#### Academy X: Enabling Kuwait's Next Generation of Women in Tech

**Academy X**, delivered under the Empower Her initiative in collaboration with CODED Kuwait, focuses on equipping young women with future-ready skills in digital technologies, artificial intelligence, and coding.

In 2025, Burgan Bank sponsored the second edition of **Academy X**, one of the largest women's empowerment initiatives in Kuwait's technology sector, with more than 500 graduates across three cohorts during the year. Burgan Bank's continued sponsorship reflects its commitment to investing in Kuwait's national talent and supporting the objectives of Kuwait Vision 2035, while contributing to the development of a diverse and future-ready talent pipeline aligned with the Bank's transformation agenda and evolving market needs.

The initiative also highlights the Bank's role in supporting digital transformation and fostering innovation across key sectors of Kuwait's economy.



#### Promoting Women's Leadership in Kuwait

In 2025, Burgan Bank participated in the **Kuwait Women's Day Forum** under the theme "Strategies to Empower Kuwaiti Women in the Private Sector", held under the patronage of the Minister of Social Affairs, Family and Childhood Affairs.

The Bank's senior leadership and a group of female employees, participated in the event where the Bank engaged in discussions on overcoming workplace challenges and advancing women's roles in the private sector. The delegation participated in focused sessions highlighting strategies to support women's professional growth, career advancement, and economic empowerment.

Burgan Bank was recognised at the event for its participation, and for its commitment to promoting gender equity and contributing to national initiatives aligned with Kuwait Vision 2035.



# Strengthening Governance and Ethical Business Practices

## Commitment to Global Practices

Strong corporate governance remains the foundation of Burgan Bank's resilience and credibility in an increasingly complex regulatory and operating environment. Our governance model complies with the requirements of the CBK, the Capital Markets Authority (CMA), and Bursa Kuwait, as well as applicable Kuwaiti laws and international best practices. This framework ensures clear accountability, effective oversight, and alignment with stakeholder expectations.

Burgan Bank's governance and business ethics framework is anchored in these core pillars, which guide responsible decision-making and sustainable value creation across the Bank.

### Ethical Culture & Conduct



A comprehensive Code of Conduct governs integrity, conflicts of interest, confidentiality, fair customer treatment, market conduct, and responsible lending. Annual acknowledgment and mandatory ethics training ensure organisation-wide adherence.

### Risk Management & Internal Control



We operate under a Three Lines of Defense framework, with Board-approved risk appetite covering credit, market, liquidity, operational, and reputational risks. Internal Audit provides independent assurance across financial, regulatory, AML/CFT, and cybersecurity controls.

### Anti-Corruption & Financial Crime Prevention



Zero-tolerance approach to bribery, corruption, and unethical conduct. AML/CFT measures include CDD/EDD, PEP screening, transaction monitoring, and regulatory reporting, in line with CBK and FATF standards.

### Regulatory Compliance & Transparency



Independent Compliance function ensures adherence to local and international regulations. Transparent disclosure of financial, ESG, and governance performance strengthens stakeholder trust.

### Customer Protection & Market Conduct



Transparent disclosure of products, fees, and risks, combined with responsible lending and structured complaint resolution, ensures fair treatment and customer trust.

### Data Privacy & Cybersecurity



Robust governance of customer data and digital security includes Board oversight, vulnerability assessments, incident response plans, and employee awareness programs.

### ESG Governance Integration



ESG risks are integrated into decision-making, including climate-related financial risks, environmental and social risk screening, and sustainable finance initiatives.

### Commitment to Responsible Banking



We uphold integrity, regulatory compliance, and stakeholder trust while contributing to Kuwait's financial stability, sustainable growth, and economic development.

## Strengthening Governance and Ethical Business Practices

### Board Stewardship

The Board of Directors serves as the cornerstone of Burgan Bank's governance framework and ethical culture. It upholds the highest standards of accountability, integrity, and transparency, operating in alignment with international best practices, applicable regulatory requirements in Kuwait, and the expectations of our stakeholders.

The Board provides strategic direction and oversight of the Bank's overall performance, sustainability strategy, and enterprise risk management framework, while ensuring ethical conduct across the organisation. These foundations enable the Bank to create sustainable long-term value for shareholders, customers, employees, and the communities it serves.

### Board Appointments and Selection

The Bank follows a structured, objective approach to Board appointments, ensuring a diverse mix of expertise, independence, and experience to govern effectively. Board candidates are selected based on their skills in core banking, financial services, audit, risk, technology, compliance, and governance. Diversity in gender, nationality, age, and professional background is prioritised to support effective governance.

In forming Board Committees, careful consideration is given to each member's expertise, skills, and professional background to ensure that each Committee is appropriately constituted and capable of fulfilling its respective responsibilities with diligence and effectiveness.

During 2025, Burgan Bank shareholders elected members to the Board of Directors for a three-year term (2025-2027). In compliance with the Central Bank of Kuwait's mandate regarding independent Board representation, the shareholders elected **four independent board members** for effective decision-making.

The appointment and reappointment of directors, including independent members, as well as the succession planning processes, remains governed by the regulatory requirements of Kuwait and recognised governance best practices. This approach ensures continuity in leadership while reinforcing accountability, transparency, and robust corporate governance standards.



## Strengthening Governance and Ethical Business Practices

### Board Stewardship



#### • Board Evaluation and Remuneration

Burgan Bank conducts regular assessments of Board performance to support continuous governance enhancement. Annual evaluations assess the effectiveness of the Board, its committees, and individual directors, with attention to oversight quality, governance practices, and contribution to strategic objectives.

In 2025, evaluation outcomes continued to inform Board development priorities and governance improvements. The process reinforces transparency, accountability, and the Board's capacity to oversee risk, ethics, and sustainability matters.

Information on Board of Directors Remuneration is disclosed in the "Income Statement" as well as in the notes to the financial statement "Note 18 - Transactions with related parties" in the Annual Financials. The Proposed Board of Directors' remuneration for 2025 amounted KWD 445,000.

#### • Board Training

Ongoing development of the Board is an integral part of Burgan Bank's governance framework. Directors receive regular training to stay informed on regulatory updates, emerging risks, sustainability developments, and evolving governance expectations relevant to the banking sector.

In 2025, targeted briefings covered topics including fraud and anti-money laundering, cybersecurity, Islamic banking, and industry trends, contributing to the Bank's strategic direction. Newly appointed directors undergo a structured induction programme to ensure they are equipped to fulfil their governance responsibilities. Insights and feedback from these sessions are used to continuously enhance training initiatives, supporting effective oversight and long-term value creation.

For further details on Board Composition, governance practices, committee mandates and key achievements, please refer to the Corporate Governance section of the Annual Report 2025.

## Strengthening Governance and Ethical Business Practices

### Ethical Governance

We uphold professional integrity, compliance, and transparency across all levels of the organisation through comprehensive policies, regular assessments, and continuous employee training. These form the core ethical business values of our corporate governance approach. There were no significant fines or penalties during the year.\*

#### Code of Conduct



Our Board-approved Code of Conduct establishes the ethical foundation of our banking operations and applies to Board members, executive management, and employees. The Code outlines standards relating to integrity and professional behavior, conflicts of interest, confidentiality and data protection, fair treatment of customers, and market conduct.

All employees are required to formally acknowledge the Code on an annual basis, and mandatory ethics and compliance training programs annually. Conflict-of-interest management is overseen through structured processes led by the Human Resources function for employees and the Board Secretary for Directors

#### Whistleblowing and Non-retaliation



To promote ethical accountability, we maintain a structured whistleblowing framework that enables employees and stakeholders to report concerns related to misconduct, fraud, or potential violations through secure and confidential channels.

Supported by formal policies, defined procedures, and independent oversight, the mechanism ensures that all reported matters are reviewed objectively, investigated independently, and addressed in a timely manner. The Bank enforces a strict non-retaliation policy to protect individuals who report concerns in good faith.

#### Regulatory Compliance and Transparency



The Bank has an independent Compliance function which ensures adherence to CBK regulations and circulars, CMA corporate governance requirements, and other regulatory requirements.

Compliance risk assessments are conducted periodically, and regulatory updates are communicated across relevant business units to ensure consistent implementation. We are committed to transparency in our public disclosures and financial reporting and comply with all applicable regulations and standards.

#### Audit of Ethics and Culture

In 2025, the Internal Audit function conducted a cyclical audit covering conduct, culture, and ethics. The audit scope included the Code of Business Ethics and Behavioral Values, Conflict of Interest Policy, Whistleblower Policy and its reporting mechanisms, Conduct Risk Management, the monitoring of culture and conduct risk indicators, and Board and Management reporting practices. The audit concluded with an overall satisfactory rating, confirming the effectiveness of the related governance and control frameworks.

\*During the reporting period, Burgan incurred 6 non-material penalties. All matters were addressed promptly and corrective measures were implemented.

## Strengthening Governance and Ethical Business Practices

### Strengthening our Risk Management Practices

Our comprehensive Risk Management Framework enables informed risk decision-making, ensuring strategic objectives are pursued within the Bank’s defined risk appetite. Risk management is embedded across the organisation through ongoing training and integration into daily operations and control activities, supporting a proactive approach to risk identification and mitigation. Our risk management policy covers a broad range of risk categories and is designed to safeguard financial stability, enhance operational resilience, ensure regulatory compliance, and support sustainable and responsible growth.



Oversight of climate and ESG risks is embedded within Burgan Bank’s existing governance and risk management frameworks. The Board of Directors maintains overall oversight of risk management and sustainability-related matters, supported by relevant Board Committees. Senior management is responsible for implementing strategic direction through policies, processes, and controls, while risk and sustainability functions support implementation, monitoring, and reporting. This integrated governance structure ensures that climate and ESG risks are assessed alongside other material risks, supporting consistency, accountability, and effective escalation where required.

# Strengthening our Risk Management Practices



**ESG: An Emerging Risk**

Last year, Burgan Bank focused on better understanding the emerging climate and ESG risks. It has invested in conducting a systematic assessment of climate risk through climate scenario modelling and stress testing (further details are in the Climate and ESG risk management) section. ESG risks, other than climate change, have also been assessed.

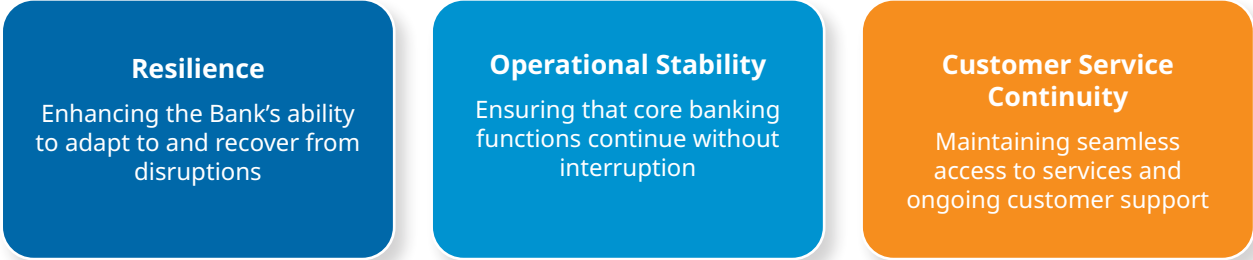
The Bank is currently developing an ESG risk escalation matrix, a process to support timely identification and response to emerging ESG risks. These mechanisms are being designed to ensure that material ESG-related concerns are appropriately escalated within the risk governance framework, enabling informed decision-making and effective risk management.

# Strengthening our Risk Management Practices

## Business Continuity Management

At Burgan Bank, maintaining uninterrupted banking services for our customers is a core priority. Our Business Continuity Management (BCM) framework is designed to protect critical operations, limit financial disruption, and support swift recovery in the event of unexpected incidents.

Whether arising from natural disasters, major operational events, technology failures, or global emergencies, our BCM framework is structured around three key priorities:

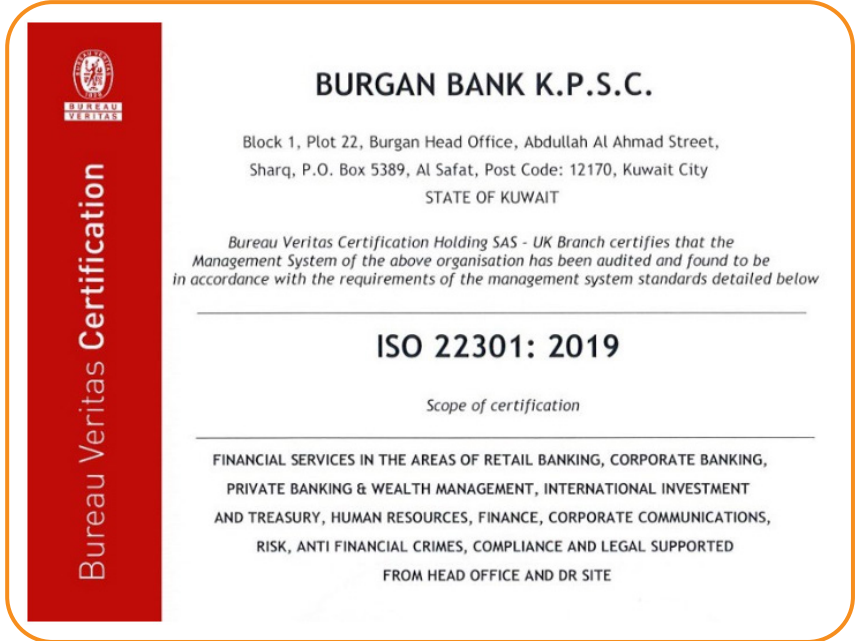


Our Business Continuity Policy is supported by a comprehensive Crisis Management framework and Incident Response procedures, providing a structured mechanism for proactive risk mitigation and rapid response. These frameworks establish clear roles, escalation protocols, and decision-making responsibilities during crisis situations.

By identifying critical business functions and prioritising key activities that support BCM effectiveness, and by embedding business continuity planning into daily operations, we strengthen organisational agility, preparedness, and sustain trust among our stakeholders.



In 2025, Burgan received **ISO 22301:2019 certification** - Business Continuity Management Systems (BCMS) confirming the soundness of its risk management strategy and overall institutional resilience




## Strengthening Governance and Ethical Business Practices

### Advancing Anti-Corruption Governance and Financial Crime Controls

In 2025, we further strengthened our anti-corruption and anti-financial crime governance through enhanced policies, oversight, and awareness across the organisation. Our Anti-Financial Crime (AFC) framework remains fully aligned with Central Bank of Kuwait instructions, Kuwait Law No. 106/2013, and relevant international AML, CTF, and anti-corruption standards, ensuring a consistent and risk-based approach to preventing financial crime and protecting institutional integrity.

During the year, a dedicated Anti-Bribery and Corruption Policy was issued, complementing existing controls and reinforcing zero tolerance for unethical conduct. Anti-corruption requirements are embedded across our AFC Policy, Code of Conduct, Risk Management, and Operational Risk policies, with implementation and oversight coordinated by AFC in collaboration with Risk Management, HR, and Legal to support effective detection, escalation, and a strong culture of integrity and regulatory compliance.

The independent Anti-Financial Crime Unit leads the implementation of controls designed to detect, prevent, and respond to bribery, corruption, money laundering, and other financial crime risks, with reporting to the Board Risk Committee where applicable. Anti-corruption expectations are communicated to employees and Board members through the Code of Conduct and remain accessible through internal systems, reinforcing a strong culture of compliance and ethical behavior across the Bank.

 **zero** cases of corruption in 2025



## Advancing Anti-Corruption Governance and Financial Crime Controls

### Risk Governance and Key Exposure Areas

Our Anti-Financial Crime framework is supported by customer due diligence and enhanced due diligence processes, screening for politically exposed persons, continuous transaction monitoring, sanctions and watchlist screening, and timely regulatory reporting of suspicious transactions. All operations, including subsidiaries, undergo periodic Group-level AFC reviews to ensure consistent oversight and control effectiveness.

Identified risk areas are continuously monitored and addressed through strengthened due diligence, enhanced oversight mechanisms, and alignment with regulatory expectations and internal control frameworks, ensuring a proactive and disciplined approach to risk management.

Bribery Risk - Risk of unethical payments or improper influence across operations

Third-party Risk - Exposure through vendors, contractors, consultants, and intermediaries

Reputational Risk - Potential impact from unethical conduct or regulatory non-compliance



### Strengthening AFC and AML Controls in 2025



Dedicated Anti-Bribery and Corruption Policy issued, strengthening of AFC governance.

Monthly KYC and AML awareness sessions conducted across the organisation.



Comprehensive AML training delivered to new joiners and risk leadership, supported by ongoing specialist training for AFC teams.

Periodic Group-level AFC reviews conducted across operations and subsidiaries to ensure consistent oversight and control effectiveness.



## Strengthening Governance and Ethical Business Practices

### Commitment to Human Rights

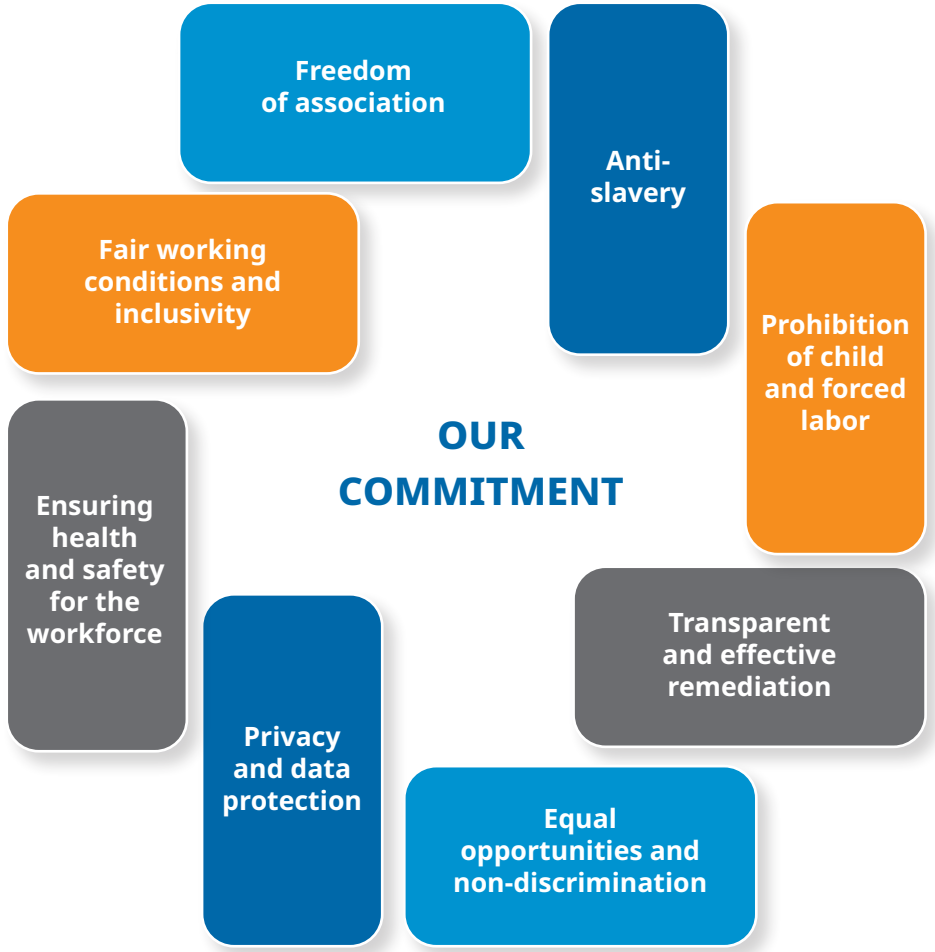
As a leading financial institution, we are committed to respecting and advancing human rights as a fundamental element of our long-term strategy, reinforcing our culture of integrity and respect. This commitment is formalised through the development of a Human Rights Charter, ensuring that human rights considerations are embedded across all aspects of our operations and decision-making. The Charter strengthens our ethical business practices, aligns with our labor and social responsibility commitments, and supports responsible conduct across our value chain.

We ensure fair and inclusive employment practices, prohibit discrimination and forced labor, and provide safe and respectful working conditions for all employees. By implementing robust policies, strategic initiatives, and governance mechanisms that safeguard human rights, we seek to prevent adverse human rights impacts and support the economic and social well-being of the communities we serve.

#### Guiding Frameworks & Compliance Standards

Our human rights commitment is guided by the following international and regional frameworks, as well as relevant Kuwaiti legislation, regulations, and cultural values:

- United Nations (“UN”) Guiding Principles on Business and Human Rights
- Universal Declaration of Human Rights
- International Labor Organisation’s Core Conventions
- International Bill of Human Rights
- International Covenant on Civil and Political Rights



## Strengthening Governance and Ethical Business Practices

### Embedding Sustainability Through Strong Governance Policies

Our commitment to responsible governance is supported by clearly defined policies and procedures that guide ethical and compliant operations across the organisation. These policies are applied, as relevant, to various internal and external stakeholder groups and serve as a practical framework for employees in their day-to-day decision-making and actions. All policies are reviewed and approved at the Board level, ensuring strong oversight and alignment with established governance standards and are available on our website.

#### Sustainability Related Policies

 <p><b>ESG Policy</b></p>	 <p><b>Corporate Governance</b></p>	 <p><b>Code of Conduct</b></p>	 <p><b>Anti-Money Laundering &amp; Combating Terrorism Financing</b></p>	 <p><b>Anti-Bribery &amp; Corruption</b></p>	 <p><b>Fraud Risk Management</b></p>	 <p><b>Information &amp; Cyber Security Management</b></p>	 <p><b>Fair Advertising</b></p>
 <p><b>Grievance, Problem Solving &amp; Disciplinary</b></p>	 <p><b>Client Complaint</b></p>	 <p><b>Debt Collection</b></p>	 <p><b>Procurement</b></p>	 <p><b>Customer Protection Policy</b></p>	 <p><b>Health &amp; Safety Guidelines</b></p>	 <p><b>Whistle Blowing Policy</b></p>	 <p><b>Human Rights Charter</b></p>

# Data Privacy and Cybersecurity

Safeguarding customer data, maintaining robust cybersecurity controls, and ensuring responsible information management remain core priorities across Burgan Bank’s operations. The Bank maintains structured governance, risk management processes, and customer engagement mechanisms to protect information assets and ensure responsible handling of customer data.


## Cybersecurity culture

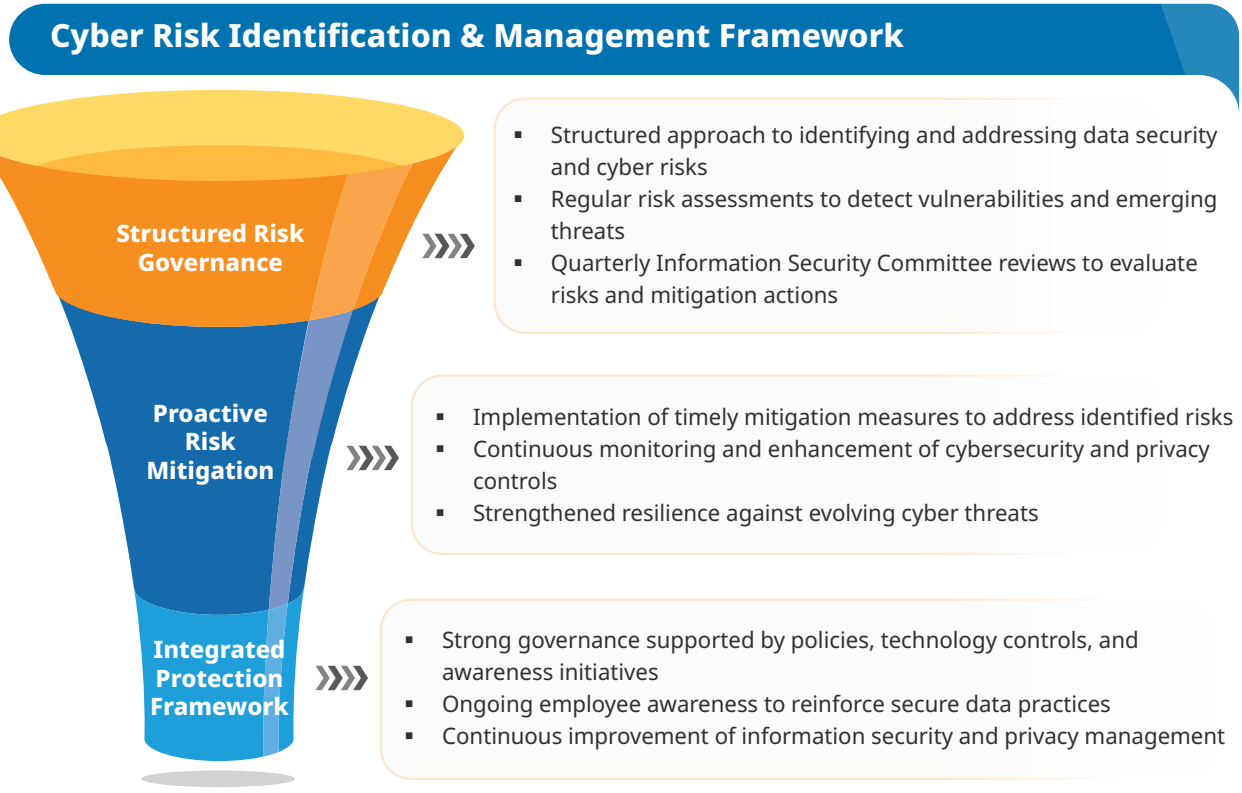
Burgan Bank maintains a comprehensive cybersecurity framework designed to protect its systems, data, and digital infrastructure from evolving threats. Through strong governance, continuous monitoring, and proactive risk management practices, the Bank strengthens its resilience and ability to respond effectively to cyber risks.

Burgan Bank has implemented a comprehensive employee awareness program with all new employees undergoing mandatory cybersecurity training and all other employees are mandated to update their knowledge with annual refresher sessions covering data privacy, security best practices and threat mitigation.

We also ensure that the third parties we deal with, including vendors, suppliers, acknowledge and comply with the Banks minimum cybersecurity requirements.

 Burgan’s Cyber Risk Appetite is **ZERO**

 **98%** of our employees have successfully completed the mandatory annual Cybersecurity Awareness training program



## Data Privacy and Cybersecurity

### Cybersecurity Governance

Oversight of Information and Cybersecurity is undertaken by the Information and Cybersecurity Department (ICSD), which is headed by the Deputy General Manager – Information and Cybersecurity Management. This function operates under the umbrella of the Risk Management Group and reports directly to the Chief Risk Officer.

Governance and strategic oversight are provided through the Board Risk Committee and the Executive Management Risk Committee (EMRC).

The ICSD is responsible for implementing the Bank's cybersecurity strategy, developing and maintaining relevant policies and standards, and managing risk mitigation processes across the organisation. In addition, the department provides regular reporting to senior management and the relevant governance committees to ensure transparency, effective oversight, and accountability in the management of information and cybersecurity risks.

Our information security management program aligns with the following standards:

<p><b>CBK CYBER AND OPERATIONAL RESILIENCE FRAMEWORK</b></p>	 <p><b>PCI-DSS</b> and SWIFT Customer Security Controls Framework</p>	
<p><b>ISO 20000-1:2018</b> Information Technology Service Management System (ITSMS)</p>	<p><b>ISO 27001:2022</b> Information Security Management System (ISMS)</p>	<p><b>ISO 27701:2019</b> Privacy Information Management System (PIMS)</p>

### Continuous Testing Framework

Our cyber resilience program incorporates continuous testing and monitoring across three key pillars to ensure strong prevention, detection, and response capabilities



As part of this framework, we undertake external vulnerability assessments, red-team exercises, and penetration testing across our digital infrastructure to identify and address potential weaknesses proactively. Cyber-incident response simulations and disaster recovery testing are also conducted to validate readiness and strengthen response capabilities.

### Cybersecurity Incident Management

The Bank is committed to implement appropriate security information and incident management program to manage security events from logging to monitoring, implementing controls to containing incidents and constantly improving upon the processes and practices.

The Bank also has the Cyber Crisis Management Team (CCMT) led by CEO-Kuwait to provide the support and directions. With early warning indicators and a process to review internal alerts proactively, the Bank is able to take preventive actions in a timely manner. Leveraging advanced technology and AI-driven threat detection, Burgan Bank continuously strengthens its cybersecurity posture, ensuring swift identification and neutralisation of potential threats.

The Bank also maintains a dynamic and adaptive approach to information security, reinforcing protocols to stay ahead of emerging cyber risks with real-time monitoring data being leveraged as part of our incident management process. The Bank also has in place Cyber Security Incident Response Team (CSIRT) to respond to security incidents.

# Data Privacy and Cybersecurity

## Customer Data Protection and Complaint Management

### Customer complaint management

Structured mechanisms are in place to manage and address data privacy concerns effectively, enabling customers to raise complaints or inquiries through multiple accessible channels.

All concerns are handled in line with defined response timelines and escalation procedures to ensure timely and fair resolution.



### Customer data protection

We manage data privacy and information security within a framework of policies and standards

**Data Protection Policy**

We maintain a comprehensive Data Protection Policy governing the collection, processing, and storage of customer and employee data across the Bank. The policy applies to employees, contractors, and third parties managing our IT infrastructure, ensuring compliance with applicable laws and regulatory requirements. Customers can access, correct, delete, and control the use of their personal data in line with regulations, supporting transparency and responsible data management.

**Code of Conduct and Ethics**

Code of Conduct and Ethics requires all employees to safeguard the confidentiality of customer data in accordance with established guidelines and internal protocols.

**zero** substantiated privacy complaints and **zero** data breaches recorded during the year



07

# Sustainability at Subsidiaries

# Burgan Bank Turkey

Burgan Bank Turkey has fully integrated sustainability into its corporate strategy, embedding ESG principles into core banking strategy and risk management processes. The Sustainability Committee (SÜRKOM) oversees environmental and social initiatives, monitors performance, and guides strategy execution. ESG priorities are informed by stakeholder engagement and periodic materiality assessments to ensure sustainability efforts address key risks and opportunities.

## ENVIRONMENTAL ACHIEVEMENTS

- Secured €25 million in green financing from the European Bank for Reconstruction and Development (EBRD) under the Green Economy Financing Facility (GEFF) to support renewable energy and energy-efficiency investments.
- Achieved I-REC certification for the Head Office, enabling carbon offsetting and supporting the Bank's sustainability targets.
- Initiated carbon footprint measurement and greenhouse gas (GHG) mapping to support future decarbonisation planning within the scope of Türkiye Sustainability Reporting Standards (TSRS).
- Integrated climate and environmental considerations into enterprise risk management and credit processes.
- Implemented operational environmental improvements, including energy-efficient LED lighting, sensor-operated faucets, and a solar power system at the Antalya branch.

## SOCIAL CONTRIBUTIONS

- Promoted financial inclusion and responsible banking through inclusive product offerings.
- Invested in employee development, training, and talent management programs.
- Recognised for digital innovation and customer experience through its digital banking platform ON with digital onboarding and AI driven personalisation.
- Customer experience enhanced through structured mechanisms, including a CX Measurement Framework and Complaint Governance via the Customer Experience Committee.
- Delivered community impact programs such as the "Pati Dostları (Paw Friends)" initiative for stray animal welfare (Bronze Award, 2025 PRGN Best Practice Awards) and sponsored cultural exhibitions at Istanbul Modern Art Museum (Bronze Stevie Award).

## GOVERNANCE PRACTICES

- Maintained robust corporate governance structures aligned with Turkish banking regulations and group-level policies.
- Ensured transparent ESG disclosure through annual sustainability reporting aligned with GRI Standards and TSRS.
- Upheld a strong customer protection and governance framework underpinned by its Ethical Code of Conduct, Anti-Money Laundering (AML), Whistleblowing, and Data Protection policies.



## Burgan Bank Turkey

### KEY HIGHLIGHTS



### AWARDS

- Best Digital Bank of Turkey** (Global Brands Magazine)
- Bronze Stevie Award**, Communication & PR Campaign / Sponsorship
- Bronze Award**, Sustainability/ESG/CSR/DEI at PRGN Best Practice Awards
- Great Place to Work® Certification**, (second consecutive year)



# Tunis International Bank

Tunis International Bank operates primarily with non-resident clients and international financial services. Its sustainability approach is informed by the Group's broader ESG strategy, which promotes environmental stewardship, social impact, and rigorous governance standards. Sustainability oversight is embedded within existing governance structures at the Board level and ESG matters are overseen at the executive level through a management committee.

## ENVIRONMENTAL ACHIEVEMENTS

- Continued enhancement of digital platforms and internal systems to streamline processes, improve service continuity, and strengthen information security.
- Operational efficiency through increased use of digital channels contributing to reduced paper consumption and more efficient transaction processing.
- Assessed sustainability impact of digital initiatives which support both environmental and operational objectives, reducing resource usage while enhancing customer accessibility and experience.

## SOCIAL CONTRIBUTIONS

- Promoted cultural activities to foster community engagement and social participation.
- Improved public healthcare facilities, including the renovation of two hospital rooms and equipping waiting rooms.
- Conducted employee wellbeing and health awareness campaigns, including a Pink October breast cancer session.
- Supported small business and community development (SBCD) with 12 active loans totaling KD 3.3 million.

## GOVERNANCE PRACTICES

- Embedded comprehensive Code of Conduct applicable to all employees and Board members promoting ethical behaviour and legal compliance.
- Maintained a secure whistleblower program and internal compliance oversight.
- Supported diversity and inclusion, including female representation on the Board.
- Upheld robust data protection policies and practices that safeguard customer and employee information, ensuring privacy, cybersecurity, and regulatory compliance.

### 8 years

Average Board Tenure

### 0.8%

Turnover rate

### 41%

Female Representation

### 780

Total Training hours

## AWARDS



**Best International Banking  
Partner Tunisia 2025**  
(CFI)



# United Gulf Bank Bahrain

United Gulf Bank (UGB)'s ESG Strategy is anchored in its mission to promote responsible finance, inclusive growth, and environmental stewardship across the MENA region. UGB's sustainability efforts support Bahrain's national goals as outlined in Economic Vision 2030. The Bank published its first ESG Report in 2024, reflecting its commitment to sustainability, responsible governance, and inclusive growth.

## ENVIRONMENTAL ACHIEVEMENTS

- Advanced measurement and disclosure of Scope 1 and Scope 2 GHG emissions to establish a baseline for future environmental performance.
- Sustained participation in tree planting efforts under Bahrain's National Afforestation "Forever Green" Campaign.
- Integrated climate-related risks at Board and management levels, with plans to integrate transition and physical risks into the Risk Management Framework.
- Enabled safe recycling and reuse of both refrigerant gas and cylinders supporting emissions reduction and responsible waste management.
- Reduced consumable waste with replacement of manual tissue dispensers and conversion to foam based soap dispensers.

## SOCIAL CONTRIBUTIONS

- Championed gender equality and women's advancement through networking initiative hosted by Bahrain Association of Banks.
- Promoted employee wellbeing & engagement through participation in the NBK Annual Marathon Relay, hosting the annual Ramadan Ghabga.
- Ensured workplace safety through certified First Aid Training with the Bahrain Red Crescent and regular fire drills.
- Enhanced professional growth and academic engagement of employees through programs with the University of Oxford and Tamkeen.
- Supported financial literacy with the TradeQuest initiative offering trading participation in simulated trading competition on NYSE, NASDAQ and Bahrain Bourse.
- Continued support for the Bahrain Authority for Culture and Antiquities to promote cultural preservation.

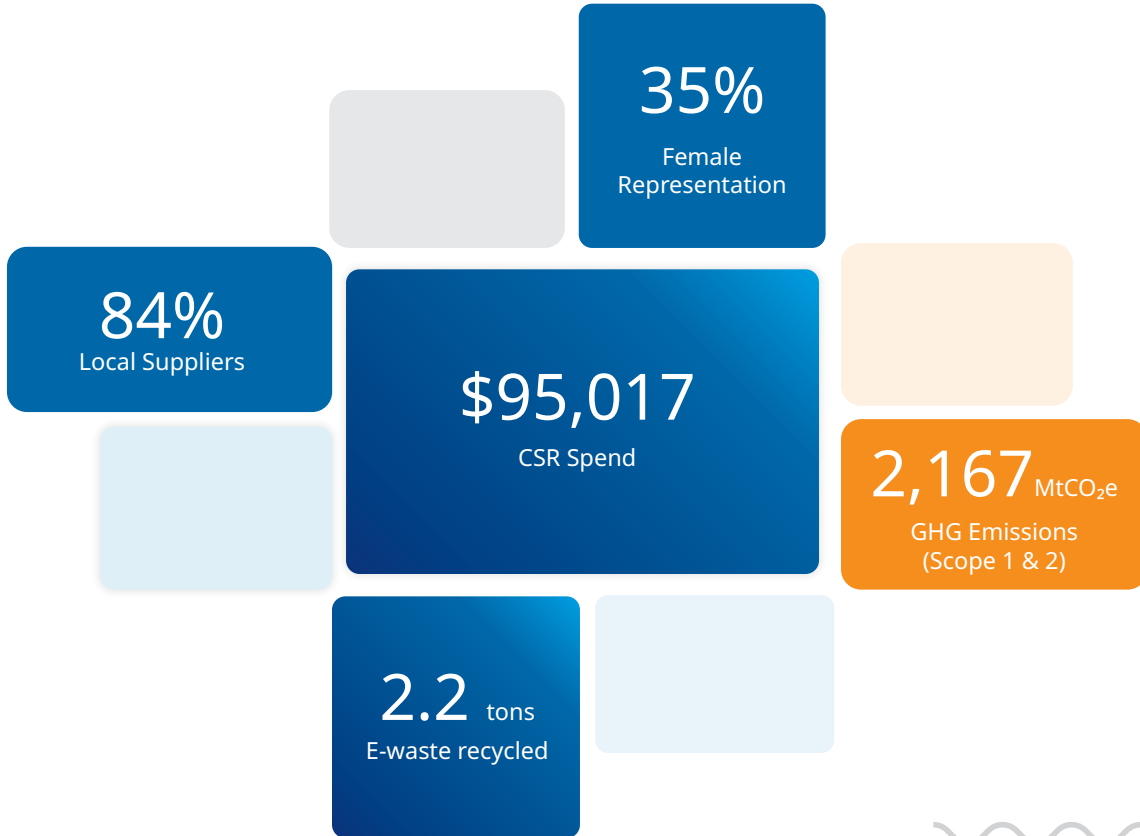
## GOVERNANCE PRACTICES

- Maintained Board oversight of ESG and sustainability matters, including ESG Framework and related policies, with regular updates on ESG developments.
- Delegated implementation, monitoring, and coordination of ESG initiatives to management level ESG Committee operating under Board-approved Charter.
- Developed comprehensive materiality assessment with a formal materiality matrix to guide sustainability efforts aligned with stakeholder expectations.
- Embedded Comprehensive Code of Conduct covering anti-bribery, corruption, and conflicts of interest, supported by regular training and annual affirmations.
- Maintained a Board-approved whistleblowing framework with confidential internal and public reporting channels, aligned with regulatory mandates.
- Balanced Board composition with women representing approximately 14% of members.



## United Gulf Bank Bahrain

### KEY HIGHLIGHTS



# Gulf Bank Algeria

Gulf Bank Algeria integrates sustainability within a strong governance-led framework that integrates responsible banking, digital transformation, financial inclusion, environmental stewardship, and community engagement into its core operations. These efforts strengthened operational resilience, regulatory alignment, and long-term value creation while supporting sustainable economic and social development in Algeria.

## ENVIRONMENTAL ACHIEVEMENTS

- Achieved a 6% reduction in energy consumption through a Building Management System and energy efficiency measures such as LED lighting, and motion sensors.
- Continued monitoring of water consumption for efficiency improvements.
- Digital banking adoption and onboarding improvements contributed to process optimisation and reduced paper usage, with digital transactions increasing by 173.7%.

## SOCIAL CONTRIBUTIONS

- Financial literacy initiatives focused on secure digital banking, fraud prevention, responsible card usage, and e-commerce awareness.
- Expanded financing support for SMEs and community development with active loans increasing by over 115% year-on-year.
- Supported vulnerable communities during Ramadan with meal boxes, iftars, and gifts to hospitalised children.
- Sponsored cultural, literary, initiatives, including the “Heritage and Generations” Forum, MOH Literary Prize, youth mentorship programs.
- Provided school supplies to 42 children in Tamarrasset, enhancing access to education for underprivileged children.
- Advanced breast cancer awareness with a women’s handball initiative and distribution of post-operative support kits.

## GOVERNANCE PRACTICES

- Embedded comprehensive Code of Conduct applicable to employees and Board members, covering anti-corruption, conflict-of-interest management, and ethical decision-making.
- Developed structured whistleblowing framework with confidential reporting channels.
- Strengthened compliance oversight mechanisms.
- Continued implementation of a formal data protection policy to safeguard customer and operational information.

بنك الخليج الجزائر  
Gulf Bank Algérie



85%

Local Suppliers

11%

Turnover rate

44%

Female Representation

4,811

Total Training hours

## AWARDS



**Elite Quality Recognition Award**  
from J.P. Morgan for payment processing excellence



# About the Report

This Sustainability Report outlines Burgan Bank's environmental, social, and governance (ESG) performance for the year 2025. It provides a balanced and transparent account of how sustainability considerations are embedded within the Bank's operations, governance structures, and business strategy, in line with regulatory expectations and international reporting practices.

The 2025 reporting cycle reflects Burgan Bank's continued focus on responsible banking and long-term value creation. It highlights the Bank's engagement with key stakeholder groups, including employees, customers, communities, business partners, and regulators, and the role these interactions play in shaping priorities, managing impacts, and supporting sustainable outcomes. Through this approach, the Bank seeks to contribute to economic stability, social progress, and sound governance, while reinforcing trust and accountability.

This report has been developed with reference to the Global Reporting Initiative (GRI) Universal Standards 2021, and SASB and is informed by relevant external frameworks and national priorities, including the United Nations Sustainable Development Goals (UN SDGs), Kuwait Vision 2035, and Bursa Kuwait requirements. In preparing this report, Burgan Bank has applied the GRI reporting principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability. Every effort has been made to ensure that the information presented fairly represents the Bank's sustainability performance for the reporting period. Burgan Bank's sustainability reports are publicly available on the Bank's website.

## Reporting period and frequency

This is Burgan Bank's seventh annual Sustainability Report and covers the period from January 1 to December 31, 2025. The reporting period is aligned with the Bank's financial year, which follows the calendar year. Where appropriate, comparative information from previous reporting periods has been included to support trend analysis and continuity. Unless stated otherwise, all monetary values are reported in Kuwaiti Dinars (KD).

## Restatement of information

There were no restatements, revisions, or corrections to previously reported information during the 2025 reporting period.

## Assurance

The disclosures included in this report have been subject to internal review and validation by relevant departments within Burgan Bank to ensure consistency, accuracy, and completeness. Independent external assurance has not been obtained for this reporting period.



## Reporting boundary

Burgan Bank K.P.S.C., headquartered in Kuwait, maintains ownership interests in subsidiaries across the MENAT region, including Burgan Bank Turkey (BBT), Gulf Bank Algeria (AGB), Tunis International Bank (TIB) and United Gulf Bahrain (UGB).

The primary reporting boundary for this report is Burgan Bank's operations in Kuwait, which represent the majority of the Group's assets (76%) and serve as the principal operational and governance center. Unless otherwise specified, the information and data disclosed relate to Burgan Bank Kuwait.

Where relevant and available, sustainability-related information relating to subsidiaries in Turkey, Algeria, Tunisia and Bahrain have been included to provide broader Group context. Any limitations or boundary-specific considerations are addressed within the relevant sections of the report.

## Stakeholder engagement and feedback

This report is intended for a broad range of stakeholders, including regulators, investors, customers, employees, government entities, non-governmental organisations, analysts, and the wider public. Burgan Bank welcomes feedback to support the continuous improvement of its sustainability reporting practices. Comments and enquiries may be directed to: [ESG@burgan.com](mailto:ESG@burgan.com)



08

# Appendix

# Burgan Bank Data Tables

## Environment

### Advancing Responsible Resource Management

#### Energy Consumption

Metric	2025	2024	2023
Total Diesel Consumed (GJ)	79.2	166.8	209.9
Total Petrol Consumed (GJ)	2,025.0	1,542.0	618.5
Energy from renewable sources (GJ)	125.5	15.39	-
Total Electricity Consumed (GJ)	15,071.0	18,333.9	22,856.1
Specific energy consumption (Energy Intensity) - GJ/ Employee	15.5	20.2	26.0

#### Waste Generation

Metric	2025	2024	2023
Total E-waste (MTons)	7.5	-	-
Total Paper Waste (MTons)	78	-	-
Total Municipal/Canteen Waste (MTons)	90	102	110



## Burgan Bank Data Tables

### Environment

#### Water Consumption

Metric	2025	2024	2023
Total Water Consumption (KL)	16,245	15,455	10,462

#### Emission Management

Metric	2025	2024	2023
Scope 1: Direct emissions (MtCO <sub>2</sub> e)	2,885.5	1,404.8	145.8
Scope 2: Indirect emissions (MtCO <sub>2</sub> e)	2,592.2	1,839.5	4,285.5
Total Scope 1 & Scope 2 (MtCO <sub>2</sub> e)	5,477.8	3,244.3	4,431.3
Scope 3: Indirect emissions (MtCO <sub>2</sub> e)	13,575.4	12,893.1	11,295.2

#### Scope 3 Categories

Category 1 – Purchased Goods and Services	8,671.0	8,023.9	7,475.5
Category 2 – Capital Goods	2,211.9	2,646.0	893.7
Category 3 – Fuel and energy-related activities	264.2	278.5	595.7
Category 6 – Business Travel	217.5	160.8	553.8
Category 7 – Employee Commute	1,137.0	1,090.1	619.4
Category 8 & 13 – Leased Assets	1,073.2	693.9	1,156.9
Revenue based Emissions Intensity (MtCO <sub>2</sub> e/Million USD)	6.3	9.5	12.0
Employee based Emissions Intensity (MtCO <sub>2</sub> e/employee)	4.9	3.3	4.9

# Burgan Bank Data Tables

## Social

### Our People

#### Workforce Overview

Metric	2025	2024	2023
Total Employees	1109	988	912
Male Employees (Number)	616	531	474
Female Employees (Number)	493	457	438

#### Employee Distribution by Age Group

Age Group	2025	2024	2023
<30 years	315	290	280
30-50 years	704	616	542
>50 years	90	82	90



## Burgan Bank Data Tables

### Social

#### Employee Distribution by Age Group and Gender

	2025			2024			2023		
All Employees (Full time Employees)	Under 30 years old	30-50 years old	Over 50 years old	Under 30 years old	30-50 years old	Over 50 years old	Under 30 years old	30-50 years old	Over 50 years old
Male	159	393	64	132	341	58	113	296	65
Female	156	311	26	158	275	24	167	246	25
Total	315	704	90	290	616	82	280	542	90

#### New Hires by Gender

Metric	2025	2024	2023
Total New Hires	175	207	200
Male New Hires	116	134	103
Female New Hires	59	73	97
Male New Hires (%)	66.2%		
Female New Hires (%)	33.8%		



## Burgan Bank Data Tables

### Social

#### Employee Turnover

Metric	2025	2024	2023
Total Turnover (Number)	108	131	136
Male Turnover (Number)	60	76	75
Female Turnover (Number)	48	55	61
Total Turnover (%)	10.5%	13.9%	14.5%

#### Employee Engagement

Metric	2025	2024	2023
Participation Rate (%)	81%	89%	

#### Training & Development

Metric	2025	2024	2023
Average Training Hours per Employee	65	33	28.3
Total Training Hours	98,343	467,451	351,461



## Burgan Bank Data Tables

### Social

#### Our Customers

#### Customer Experience & Digital Adoption

Metric	2025	2024	2023
Mobile App Rating (iOS & Android)	4.4 / 5	4.5 / 5	-
Active Online Banking Users	NA	81,000	-
Online Subscription Rate	85.4%	80%	-
YoY Growth in Digital Activity Volume	15%	28%	-

#### Financial Inclusion – B-Dinar

Metric	2025	2024	2023
Number of B-Dinar Accounts	180,130	175,920	191,536



## Burgan Bank Data Tables

### Social

#### Grievances

Metric	2025	2024	2023
Number of grievances received	74	40	-
Number of grievances solved	73	40	-
Total number of cases	74	40	-

#### Digitalisation

##### Digital Customers

Years	2025	2024	2023
Total Customer Base	160,533	146,689	138,671
Total Active Bank Customers	146,331	138,081	130,375
Customers subscribed to Digital	137,015	117,655	100,686
Digital Active Customers	86,759	79,699	71,122
% of Digital Active Users	54.0%	54.3%	51.3%

	2025		2024		2023	
	Mobile	Web	Mobile	Web	Mobile	Web
Number of activities	66,592,820	3,734,281	52,608,307	3,644,469	42,811,643	3,111,780
% of use	94.7%	5.3%	93.5%	6.5%	93.2%	6.8%





**Burgan Bank Data Tables**

Social

**Our Communities**

**Community Investment**

Metric	2025	2024	2023
Total Community Spend (KD)	1,000,000	867,000	-



## Burgan Bank Data Tables

### Governance

#### Diversity, Equity And Inclusion

##### Nationalisation (Kuwaitisation)

Metric	2025	2024
Kuwaiti Employees (%)	83.7%	86%
Non-Kuwaiti Employees (%)	16.3%	14%
Kuwaiti representation in senior management roles (%)	80%	90%
Kuwaiti representation in middle management roles (%)	76%	75%
Kuwaiti nationals as a share of total hires (%)	94%	89%
Promotions awarded to Kuwaiti nationals (%)	80%	90%
Promotions at managerial levels awarded to Kuwaitis (%)	15%	20%
Female representation among Kuwaiti employees (%)	90%	50%



# GRI Index

<b>Statement of use</b>	Burgan Bank has reported the information cited in this GRI Content Index for the period January 1st to December 31st 2025, with reference to the GRI Standards.
<b>GRI 1 used</b>	GRI 1: Foundation 2021

GRI Standard	Disclosure	Section	Page no.
<b>GRI: General Disclosures 2021</b>			
<b>GRI 2: General</b>	2-1 Organisational details	Who We Are	10
	2-2 Entities included in the organisation's sustainability reporting	About the Report	88
	2-3 Reporting period, frequency and contact point	About the Report	88
	2-4 Restatements of information	About the Report	88
	2-5 External assurance	About the Report	88
<b>GRI 2: Activities &amp; Workers</b>	2-6 Activities, value chain and other business relationships	Who We Are	10
	2-7 Employees	Employee Demographics Appendix: Data Table	40



## GRI Index

GRI Standard	Disclosure	Section	Page no.
<b>GRI 2: Governance</b>	2-9 Governance structure and composition	Our Leadership, ESG Governance Framework, Board Stewardship	13,14, 18, 68, 69
	2-10 Nomination and selection of the highest governance body	Board Stewardship	68
	2-11 Chair of the highest governance body	Our Leadership	13
	2-12 Role of the highest governance body in overseeing impacts	Board Stewardship	68
	2-13 Delegation of responsibility for managing impacts	Board Stewardship	68, 69
	2-14 Role of the highest governance body in sustainability reporting	ESG Governance Framework	18
	2-15 Conflicts of interest	Ethical Governance	70
	2-16 Communication of critical concerns	ESG Governance Framework, Ethical Governance	18, 70
	2-17 Collective knowledge of the highest governance body	Our Leadership	13
	2-18 Evaluation of the performance of the highest governance body	Board Stewardship	69
	2-19 Remuneration policies	Board Stewardship	69
	2-20 Process to determine remuneration	Board Stewardship	69





## GRI Index

GRI Standard	Disclosure	Section	Page no.
<b>GRI 2: GRI 2: Strategy, policies and practices</b>	2-22 Statements that present views of the highest governance body	Chairman's Message, Group CEO's Message	5-6
	2-23 Policy commitments	Ethical Governance, Strengthening our Risk Management Practices , Sustainability Related Policies	70, 73, 74, 76,77
	2-24 Embedding policy commitments	Ethical Governance, Strengthening our Risk Management Practices , Sustainability Related Policies	70, 73, 74, 76, 77
	2-25 Processes to remediate negative impacts	Our Materiality Focus	20
	2-26 Mechanisms for seeking advice and raising concerns	Ethical Governance	70
	2-27 Compliance with laws and regulations	Ethical Governance	70
	2-28 Membership associations	Key ESG Performance, Recognitions, ESG Governance Framework	7,8,18
<b>GRI 2: Stakeholder engagement</b>	2-29 Approach to stakeholder engagement	Engaging Our Sustainability Partners	19
<b>GRI 3: Material Topics</b>	3-1 Process to determine material topics	Our Materiality Focus	20
	3-2 List of material topics	Our Materiality Focus	20
	3-3 Management of material topics	Our Materiality Focus	20
<b>GRI 205: Anti-corruption</b>	205-2 Communication and training about anti-corruption policies and procedures	Advancing Anti-Corruption Governance and Financial Crime Controls	74
	205-3 Confirmed incidents of corruption and actions taken	Advancing Anti-Corruption, Governance and Financial Crime Controls	74



## GRI Index

GRI Standard	Disclosure	Section	Page no.
<b>GRI 302: Energy</b>	302-1 Energy consumption within the organisation	Key ESG Performance Indicators Our methodology and approach Appendix: Data Table	7, 23
	302-2 Energy consumption outside the organisation	Key ESG Performance Indicators Our methodology and approach Appendix: Data Table	7, 23
	302-3 Energy intensity	Appendix: Data Table	
	302-4 Reduction of energy consumption	Responsible Resource Management	30
<b>GRI 305: Emissions</b>	305-1 Direct (Scope 1) GHG emissions	Key ESG Performance Indicators Appendix: Data Table	7
	305-2 Energy indirect (Scope 2) GHG emissions	Key ESG Performance Indicators Appendix: Data Table	7
	305-3 Other indirect (Scope 3) GHG emissions	Key ESG Performance Indicators Appendix: Data Table	7
	305-4 GHG emissions intensity	Appendix: Data Table	
<b>GRI 306: Waste</b>	306-1 Waste generation and significant waste-related impacts	Waste Management	31
	306-2 Waste-related impacts in the supply chain	Waste Management	31
	306-3 Waste generated	Waste Management	31
	306-4 Waste diverted from disposal	Waste Management	31









## GRI Index

GRI Standard	Disclosure	Section	Page no.
<b>GRI 401: Employment</b>	401-1 New employee hires and employee turnover	Employee Demographics Appendix: Data Tables	40
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our Benefits	43
	401-3 Parental leave	Our Benefits	43
<b>GRI 404: Training</b>	404-1 Average hours of training per year per employee	Learning and Upskilling	44
	404-2 Programs for upgrading employee skills and transition assistance programs	Learning and Upskilling	44,45,46
	404-3 Percentage of employees receiving regular performance and career development reviews	Performance Management	41
<b>GRI 405: Diversity</b>	405-1 Diversity of governance bodies and employees	Our Leadership Employee Demographics Appendix: Data Tables	13, 40
<b>GRI 406: Non-discrimination</b>	406-1 Incidents of discrimination and corrective actions taken	Diversity, Equity and Inclusion	63
<b>GRI 413: Local Communities</b>	413-1 Operations with local community engagement, impact assessments, and development programs	Our communities	56 - 61
<b>GRI 418: Customer Privacy</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Privacy and Cybersecurity	80



# Boursa Kuwait Index

## Environmental

Metric	Calculation	Corresponding SDGs	Corresponding GRI	Corresponding Kuwait 2035 Pillars	Comments
<b>GHG Emissions</b>	E1.1) Total amount, in CO2 equivalents, for Scope 1 (if applicable) E1.2) Total amount, in CO2 equivalents, for Scope 2 (if applicable) E1.3) Total amount, in CO2 equivalents, for Scope 3 (if applicable)		GRI 305: Emissions 2016	Sustainable living environment	Appendix: Data Tables
<b>Emissions Intensity</b>	E2.1) Total GHG emissions per output scaling factor E2.2) Total non-GHG emissions per output scaling factor		GRI 305: Emissions 2016	Sustainable living environment	Appendix: Data Tables
<b>Energy Usage</b>	E3.1) Total amount of energy directly consumed E3.2) Total amount of energy indirectly consumed		GRI 302: Energy 2016		Appendix: Data Tables
<b>Energy Intensity</b>	Total direct energy usage per output scaling factor		GRI 302: Energy 2016		Appendix: Data Tables
<b>Energy Mix</b>	Percentage: Energy usage by generation type		GRI 302: Energy 2016	Sustainable living environment	Appendix: Data Tables
<b>Water Usage</b>	E6.1) Total amount of water consumed E6.2) Total amount of water reclaimed		GRI 303: Water and Effluents 2018		Appendix: Data Tables









## Boursa Kuwait Index Environmental

Metric	Calculation	Corresponding SDGs	Corresponding GRI	Corresponding Kuwait 2035 Pillars	Comments
<b>Environmental Operations</b>	E7.1) Does your company follow a formal Environmental Policy? Yes/ No E7.2) Does your company follow specific waste, water, energy, and/ or recycling polices? Yes/No E7.3) Does your company use a recognised energy management system? Yes/No		GRI 103: Management Approach 2016		Governance Related Policies
<b>Environmental Oversight</b>	Does your Board/Management Team oversee and/or manage climate-related risks? Yes/No		GRI 102: General Disclosures 2016		ESG Governance Framework
<b>Environmental Oversight</b>	Board manages sustainability?		GRI 102: General Disclosures 2016		ESG Governance Framework
<b>Climate Risk Mitigation</b>	Total amount invested, annually, in climate- related infrastructure, resilience, and product development?			Sustainable living environment	



## Boursa Kuwait Index







### Social

Metric	Calculation	Corresponding SDGs	Corresponding GRI	Corresponding Kuwait 2035 Pillars	Comments
<b>Gender Pay Ratio</b>	Median male compensation to median female compensation		GRI 405: Diversity and Equal Opportunity 2016	Creative human capital	
<b>Employee Turnover</b>	S3.1) Percentage: Year-over-year change for full-time employees S3.2) Percentage: Year-over-year change for part-time employees S3.3) Percentage: Year-over-year change for contractors and/or consultants		GRI 401: Employment 2016		Employee Demographics
<b>Gender Diversity</b>	S4.1) Percentage: Total enterprise headcount held by men and women S4.2) Percentage: Entry- and mid-level positions held by men and women S4.3) Percentage: Senior- and executive-level positions held by men and women		GRI 102: General Disclosures GRI 405: Diversity and Equal Opportunity 2016	Creative human capital	Employee Demographics
<b>Temporary Worker Ratio</b>	S5.1) Percentage: Total enterprise headcount held by part-time employees S5.2) Percentage: Total enterprise headcount held by contractors and/or consultants		GRI 102: General Disclosures	Creative human capital	Burgan Bank does not have any part time or contract employees. Therefore, Not Applicable.
<b>Non-Discrimination</b>	Does your company follow a sexual harassment and/or nondiscrimination policy? Yes/No	 	GRI 103: Management Approach 2016	Effective civil service/ Public Administration	Yes; Diversity, Equity & Inclusion



## Boursa Kuwait Index

### Social

Metric	Calculation	Corresponding SDGs	Corresponding GRI	Corresponding Kuwait 2035 Pillars	Comments
<b>Injury Rate</b>	Percentage: Frequency of injury events to total workforce time	 	GRI 403: Occupational Health and Safety 2016		
<b>Global Health &amp; Safety</b>	Does your company follow an occupational health and/ or global health & safety policy? Yes/No		GRI 103: Management Approach 2016	Sustainability Related Policies	Bank maintains a safe work environment through strict enforcement of its Code of Conduct. It prohibits workplace misconduct like violence, harassment, illegal substance abuse, and smoking and empowers employees to report any unacceptable behavior.
<b>Child/Forced Labor</b>	S9.1) Does your company follow a child and/or forced labor policy? Yes/No S9.2) If yes, does your child and/or forced labor policy also cover suppliers and vendors? Yes/No		GRI 103: Management Approach 2016	Sustainable diversified economy	We follow all applicable laws with respect to child labor and expect our suppliers as well to follow it.
<b>Human Rights</b>	S10.1) Does your company follow human rights policy? Yes/No S10.2) If yes, does your human rights policy also cover suppliers and vendors? Yes/No		GRI 103: Management Approach 2016	Effective civil service/ Public Administration	Commitment to Human Rights
<b>Nationalisation</b>	S11.1) Percentage of national employees S11.2) Direct and indirect local job creation			Sustainable diversified economy	Investing in National Talent



## Boursa Kuwait Index Governance

Metric	Calculation	Corresponding SDGs	Corresponding GRI	Corresponding Kuwait 2035 Pillars	Comments
<b>Board Diversity</b>	G1.1) Percentage: Total board seats occupied by men and women G1.2) Percentage: Committee chairs occupied by Men and women		GRI 405: Diversity and Equal Opportunity 2016	Endorsing Ethical Practices and Transparency	Our Leadership
<b>Board Independence</b>	G2.1) Does your company prohibit its CEO from serving as board chair? Yes/No G2.2) Percentage: Total board seats occupied by independents		GRI 102: General Disclosures	Endorsing Ethical Practices and Transparency	Our Leadership
<b>Incentivised Pay</b>	Are executives formally incentivised to perform on sustainability? Yes/No		GRI 102: General Disclosures	Endorsing Ethical Practices and Transparency	Yes, Board Remuneration
<b>Collective Bargaining</b>	Percentage: Total enterprise headcount covered by collective bargaining agreement(s)		GRI 102: General Disclosures		N/A
<b>Supplier Code of Conduct</b>	G5.1) Are your vendors or suppliers required to follow a Code of Conduct? Yes/ No G5.2) If yes, what percentage of your suppliers have formally certified their compliance with the code?		GRI 102: General Disclosures 2016 GRI 103: Management Approach 2016*	Minimising environmental impact- Responsible Supply Chain	Yes



## Boursa Kuwait Index Governance

Metric	Calculation	Corresponding SDGs	Corresponding GRI	Corresponding Kuwait 2035 Pillars	Comments
<b>Ethics/Anti-Corruption</b>	G6.1) Does your company follow an Ethics and/or Anti-Corruption policy? Yes/No G6.2) If yes, what percentage of your workforce has formally certified its compliance with the policy?		GRI 102: General Disclosures 2016 GRI 103: Management Approach 2016*	Endorsing Ethical Practices and Transparency	Yes, 100% Anti-Corruption and Non- Discrimination Practices
<b>Data Privacy</b>	G7.1) Does your company follow a Data Privacy policy? Yes/No G7.2) Has your company taken steps to comply with GDPR rules? Yes/No		GRI 103: Management Approach 2016	Responsible Banking and Financing- Future Ready Digital Banking	Yes, Responsible Banking: Privacy & Data Security
<b>Sustainability Reporting</b>	G8.1) Does your company publish a sustainability report? Yes/No G8.2) Is sustainability data included in your regulatory filings? Yes/No			Endorsing Ethical Practices and Transparency	Yes, we have been publishing Sustainability Report since 2019.
<b>Disclosure Practices</b>	G9.1) Does your company provide sustainability data to sustainability reporting frameworks? Yes/No G9.2) Does your company focus on specific UN Sustainable Development Goals (SDGs)? Yes/No G9.3) Does your company set targets and report progress on the UN SDGs? Yes/No		GRI 102: General Disclosures 2016 GRI 103: Management Approach 2016	Endorsing Ethical Practices and Transparency	Burgan Bank is aligned with UNSDGs but have not set targets and reported progress on the same BB is also committed to UN initiatives and endorse the Women's Empowerment Principles (WEPS). There is a plan to become a signatory to the United Nations Global Compact (UNGCC).
<b>External Assurance</b>	Are your sustainability disclosures assured or validated by a third party? Yes/No		GRI 102: General Disclosures 2016	Endorsing Ethical Practices and Transparency	No





**BURGAN BANK H.Q.**

Kuwait - Al-Sharq, B.: 1, St.: Abdullah Al-Ahmad - Building No. 22, P.O Box 5389 Safat 12170 Kuwait  
esg@burgan.com