

alBaraka

Growing Impact.
Inspiring Tomorrow.

AL BARAKA GROUP

ESG REPORT 2025

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About
Al Baraka Group

Al Baraka Group B.S.C. (C) ("ABG" or the "Group") is licensed by the Central Bank of Bahrain as an Investment Business Firm – Category 1 (Islamic Principles). It is a leading international Islamic financial group providing a wide range of services, including retail, corporate, treasury, and investment banking, all in strict accordance with Shari'a principles.

The Group operates through banking subsidiaries and entities across 13 countries, including Jordan, Egypt, Tunisia, Bahrain, Sudan, Türkiye, South Africa, Algeria, Pakistan, Lebanon, and Syria, along with two branches in Iraq and a representative office in Libya. With a network of over 600 branches, ABG serves a population of approximately one billion customers.

The Group's authorized capital stands at US$ 2.5 billion.

13

Al Baraka Group has a wide geographical presence in 13 countries

600+

Al Baraka Group provides its services through more than 600 branches.

3

Al Baraka Group and its Subsidiaries operates across three continents.

Our Vision, Mission and Values

Our Vision

To be a global leader in innovative participation finance, offering an agile ethical financial system built for the digital age.

Our Mission

To fulfill the financial needs of communities across the globe by conducting business through an ethical customer-centric approach tailored for the digital age, based on our core beliefs and aimed at sharing mutual rewards with our partners in business success: our customers, our employees, our shareholders, and our communities at large.

Our Values

At Al Baraka Group and its banking subsidiaries, our values are at the heart of everything we do. They go beyond corporate growth, product offerings, and service delivery — inspiring us to build a future grounded in collaboration and purpose.



PARTNERSHIP

Our shared beliefs create strong bonds that form the basis of long-term relationships with customers and staff.



AGILITY

We are fleet-footed to adapt to the Digital Age to meet the fast-changing customer behavior and needs in a dynamic and challenging environment.



INNOVATION

We recognize that an 'INNOVATION FIRST' culture is necessary to be able to serve our customers on a 'here and now' basis in a fast-changing world.



TRUST

Our customers can experience peace of mind and rest assured that their financial interests are being managed by us to the highest ethical standards of participation finance.



DEVELOPMENT

By banking with our banking subsidiaries, our customers make a positive contribution to a better society - their growth and ours will sustain the greater good of society.

Chairman Message



It is my pleasure to present Al Baraka Group's Environmental, Social, and Governance (ESG) Report for 2025. This report marks an important milestone in our ongoing journey toward greater transparency, accountability, and sustainable value creation. It reflects our belief that long-term success is built on responsible business practices that create value for our shareholders, employees, customers, communities, and the environment.

At Al Baraka Group, our values and business philosophy are deeply aligned with ESG principles. As a Shari'a-compliant financial institution, integrity, responsibility, and accountability are at the core of everything we do. We view strong governance, ethical conduct, and sustainability not only as regulatory expectations, but as essential pillars of a resilient and responsible organization.

Sustainability is inherently embedded in the ethical foundations of Islamic finance. Guided by these principles, we continue to integrate sustainability into our strategy, operations, and risk management, while supporting inclusive growth and positive societal impact.

As we move forward in our sustainability journey, we remain committed to continuously improving our ESG performance. We are always seeking to identify new areas where we can create meaningful impact and derive value. We believe that sustainability is not a destination, but an ongoing journey of continuous improvement and betterment for all.

Our ambition is to uphold the highest standards of governance, responsibility, and sustainable growth, while delivering lasting value to our stakeholders. I would like to extend my sincere appreciation to our stakeholders for their continued trust and support. We remain committed to advancing our sustainability efforts in alignment with our values and the evolving expectations of the global financial landscape.

Shaikh Abdullah Saleh Kamel
Chairman

Board Member & Group Chief Executive Officer Message

Dear Stakeholders,

As we continue to advance our journey toward sustainable growth and responsible leadership, I would like to express my sincere appreciation to our stakeholders for their continued trust, support, and engagement.

At Al Baraka Group, we view sustainability as a fundamental pillar of building a resilient and future-ready organization. Strong governance and strict regulatory compliance remain central to our operations, supported by comprehensive policies covering areas such as Anti-Money Laundering, whistleblowing, and ethical conduct.

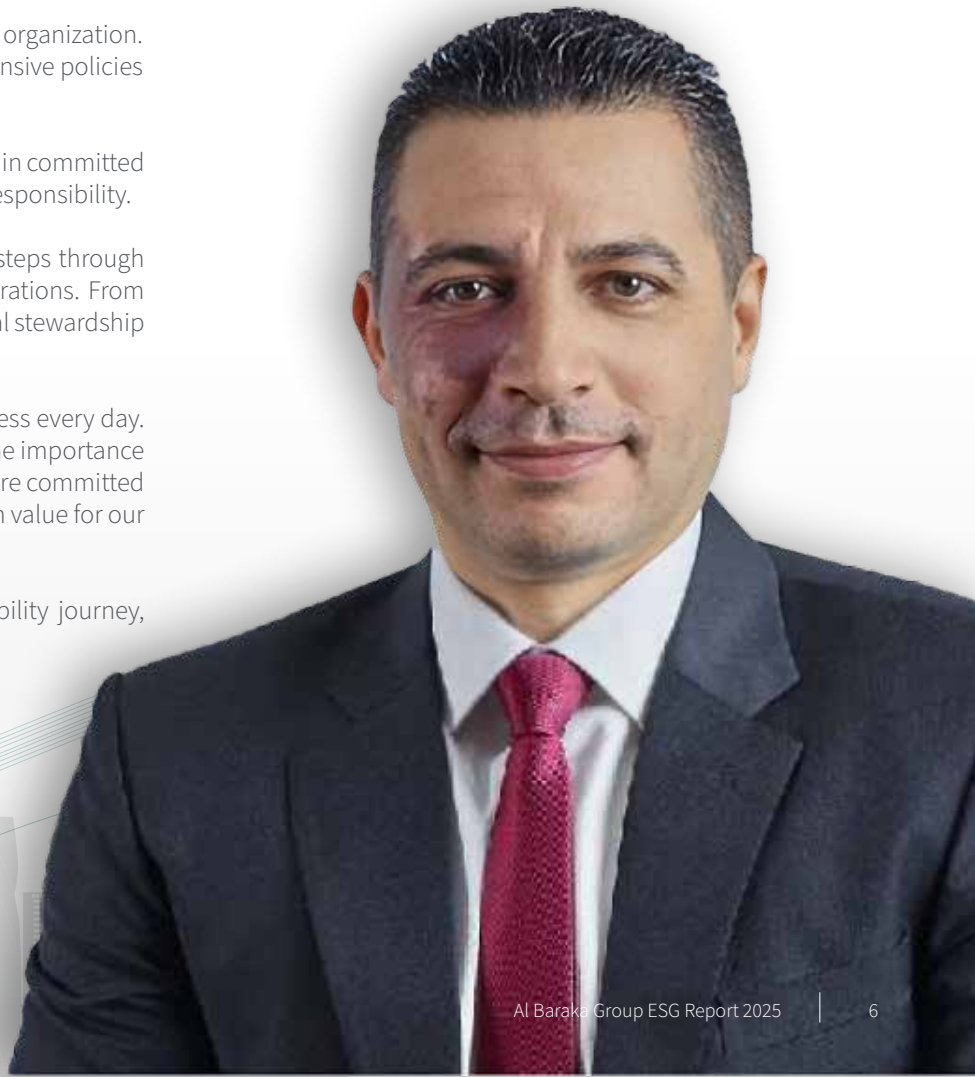
Our employees are at the heart of our organization. We recognize them as key custodians of our values and remain committed to investing in their development, ensuring they are equipped to uphold the highest standards of integrity and responsibility.

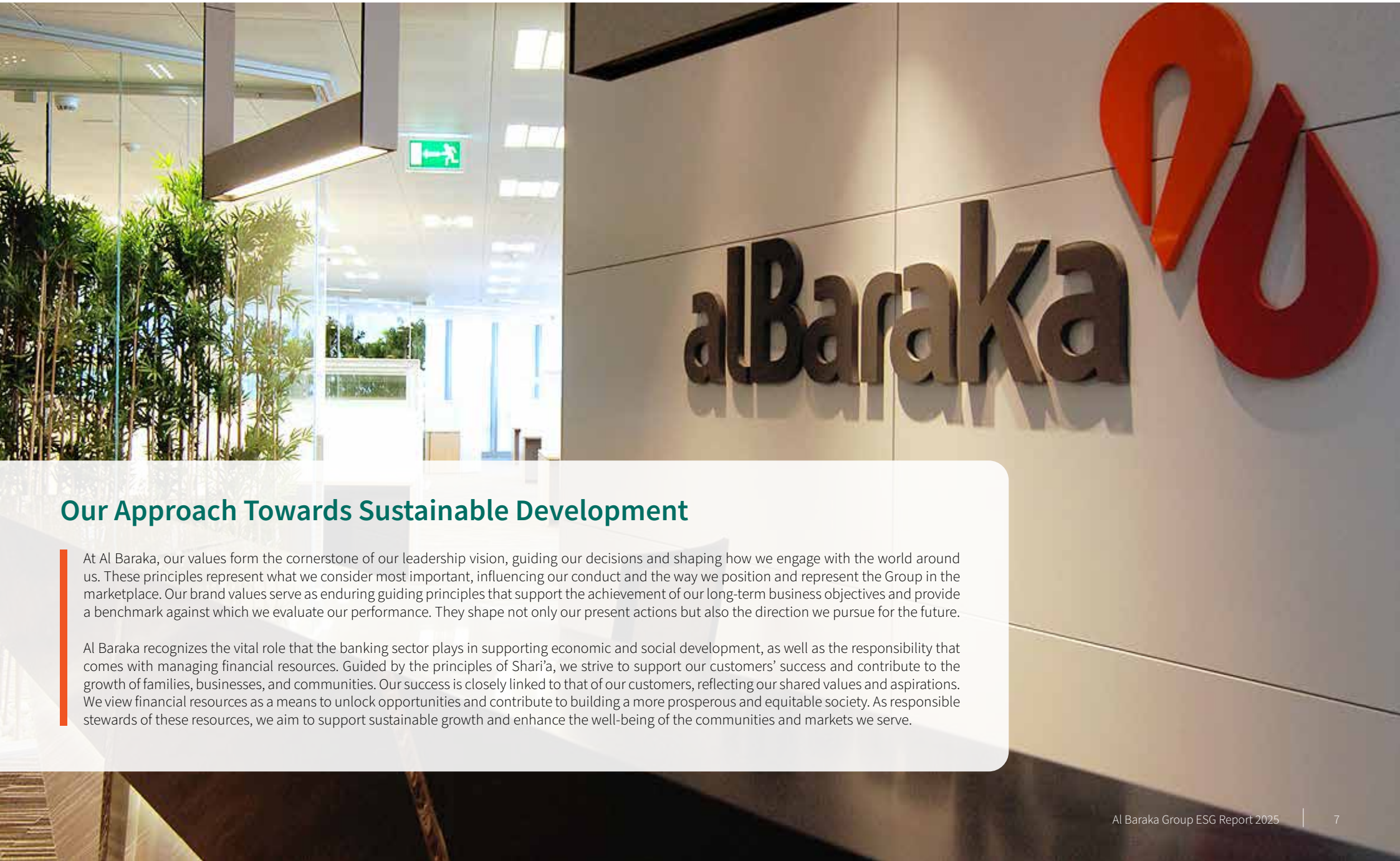
We are equally committed to managing our environmental footprint responsibly. In 2025, we took targeted steps through initiatives such as Al Baraka Day to further embed the ethos of environmental preservation across our operations. From managing our emissions and conserving resources to minimizing waste, we continue to integrate environmental stewardship into our daily practices.

Sustainability is not an isolated initiative at Al Baraka Group, it is embedded in the way we conduct our business every day. As global uncertainties and climate-related impacts continue to be felt across value chains and geographies, the importance of responsible and forward-looking practices has never been greater. In this evolving landscape, we remain more committed than ever to operating responsibly, strengthening our resilience, and ensuring that our actions create long-term value for our stakeholders while contributing positively to the broader economy and environment.

We are continuously working to ensure that our employees and stakeholders collaborate on our sustainability journey, enabling us to contribute meaningfully to national and international sustainability agendas.

Mr. Houssem Ben Haj Amor
Board Member & Group Chief Executive Officer





Our Approach Towards Sustainable Development

At Al Baraka, our values form the cornerstone of our leadership vision, guiding our decisions and shaping how we engage with the world around us. These principles represent what we consider most important, influencing our conduct and the way we position and represent the Group in the marketplace. Our brand values serve as enduring guiding principles that support the achievement of our long-term business objectives and provide a benchmark against which we evaluate our performance. They shape not only our present actions but also the direction we pursue for the future.

Al Baraka recognizes the vital role that the banking sector plays in supporting economic and social development, as well as the responsibility that comes with managing financial resources. Guided by the principles of Shari'a, we strive to support our customers' success and contribute to the growth of families, businesses, and communities. Our success is closely linked to that of our customers, reflecting our shared values and aspirations. We view financial resources as a means to unlock opportunities and contribute to building a more prosperous and equitable society. As responsible stewards of these resources, we aim to support sustainable growth and enhance the well-being of the communities and markets we serve.

Our Operational Footprint: Al Baraka Group Subsidiaries and Entities

As a leading international Islamic financial group, ABG conducts its operations through a network of banking subsidiaries that provide a wide range of financial services, including retail, corporate, treasury, and investment banking, all delivered in full adherence to the principles of Islamic Shari'a.

Al Baraka Group boasts an extensive international footprint, operating in 13 countries across 3 continents in the Africa, Asia and Europe.

- Jordan Islamic Bank
- Al Baraka Bank Egypt
- Al Baraka Bank Tunisia
- Al Baraka Bank Sudan
- Al Baraka Islamic Bank - Bahrain
- Al Baraka Turk (Participation Bank)
- Al Baraka Bank Limited - South Africa
- Banque Al Baraka D'Algerie
- Al Baraka Bank Lebanon
- Al Baraka Bank Syria (Associate)
- Al Baraka Bank (Pakistan) Limited
- Al Baraka Group Representative office, Libya
- Iraq (Al Baraka Turk Participation Bank branches)



Introduction to this Report

This Environmental, Social, and Governance (ESG) Report highlights Al Baraka Group's continued commitment to transparency, responsible business practices, and sustainable development as integral components of its corporate strategy.



Introduction to this Report

Reporting Period:
The report provides an overview of the Group's ESG performance, initiatives, and progress during the reporting period from 1 January to 31 December 2025.

Reporting Standards:
This report has been prepared in line with the Global Reporting Initiative (GRI) Standards and in alignment with the Environmental, Social, and Governance (ESG) Reporting Guidelines issued by the Central Bank of Bahrain (CBB). In addition, our disclosures have been mapped to the United Nations Sustainable Development Goals (UN SDGs), reflecting our commitment to supporting global sustainability priorities and contributing to inclusive and sustainable economic development.

Materiality Assessment:
To identify the ESG topics most relevant to our business and stakeholders, Al Baraka Group conducted a comprehensive materiality assessment in 2024, incorporating feedback from both internal and external stakeholders. In 2025, the Group reviewed the materiality matrix and confirmed that there were no significant changes. The results of this assessment have formed the structure and content of this report and will continue to guide the enhancement of our ESG strategy and disclosures in future reporting cycles.

Scope and Boundary:
This report covers the operations of Al Baraka Group's Head Office in the Kingdom of Bahrain. It does not include data from the Group's subsidiaries or other entities unless expressly stated.

Data Management and External Assurance:
All ESG-related information disclosed in this report has been collected through the Group's internal data management systems and validated through an internal review process involving senior management. The report was also reviewed by the Board Nomination, Remuneration and Social Responsibility Committee* as part of the Group's governance oversight. The disclosures included in this report have not been subject to external assurance for the current reporting cycle; however, the Group remains committed to progressively enhancing the robustness, credibility, and transparency of its ESG reporting practices.

Feedback and Suggestions:
We welcome feedback from our stakeholders and encourage any questions, comments, or suggestions regarding this report.

Contact: Communications@albaraka.com

**The Social & Sustainable Finance Committee was merged with the Board Nomination and Remuneration Committee during 2026 under this new Committee name.*

Our Commitment towards **Social** and **Sustainable Finance**

At Al Baraka Group, Social and Sustainable Finance (SSF) is a fundamental component of our purpose and reflects our commitment to the ethical principles of Islamic banking and finance. Through our financing activities and community initiatives, we strive to support the economy and create meaningful and lasting value for the communities in which we operate. As a leading international Islamic financial group, we recognize our responsibility to contribute positively to society by supporting initiatives that enhance economic opportunity, social well-being, and quality of life.

Our mission is to address the evolving financial needs of communities across the markets we serve through an ethical, customer-centric approach tailored for the modern digital era. Guided by our core values, we aim to create shared and sustainable prosperity for our customers, employees, shareholders, and communities. Sustainability and social responsibility remain central to our strategy and reflect the enduring values of Islamic finance.

As part of this commitment, the Group continues to support initiatives that promote job creation, education, healthcare, and sustainable energy, reinforcing our role in driving inclusive and responsible economic development.

Social and Sustainable Finance is embedded within Al Baraka Group's business model and strategic vision.

Our **Sustainability Strategy**

At Al Baraka Group (ABG), our vision extends beyond financial performance to creating sustainable and responsible value. As a values-driven, Shari'a-compliant institution, we integrate Environmental, Social, and Governance (ESG) principles across our operations, aligning our strategy with global sustainability priorities and reinforcing our role as an ethical financial services provider.



Sustainability Highlights

0 **Workplace Injuries**
for 3 consecutive years

0 **Instances of Data Breaches**
across operations

0 **Regulatory Fines**
levied on the organization

100%
Whistleblowing Training
Coverage for Employees

26%
Female Gender Diversity
at Head Office

2.4%
Employee Turnover

76%
Nationalization Rate

206 GJ/employee
Energy Intensity

1,127 tCO_2e
Total Emissions (Scope 1&2)

USD 504,865
Zakat Distributed

Our Sustainability Strategy

Our ESG approach is anchored in transparency, accountability, and measurable impact, supported by strong governance frameworks and active stakeholder engagement.

Social and sustainable finance remain central to our business, enabling us to promote inclusive growth, financial empowerment, and responsible investment that supports environmental and social well-being.

Our sustainability strategy is guided by four key pillars including Environmental Stewardship, Social Responsibility, Governance Excellence, and Innovation and Partnership. These pillars together with the identified focus areas shape our priorities and drive the integration of sustainability at the Group.

Through this approach, we aim to deliver long-term value and contribute to a more sustainable and resilient future.

Environmental Stewardship

- Green Financing & Investments
- Sustainable Operations
- Carbon Footprint Reduction



Social Responsibility

- Financial Inclusion & Literacy
- Community Development
- Employee Welfare & Diversity



Governance Excellence

- Ethical Business Practices
- Transparency & Accountability
- Risk Management & Resilience



Innovation & Partnerships

- Collaborative Innovation
- Strategic Alliances



Our ESG Principles are compliant with Shari'a values

Contributing to Bahrain Economic Vision 2030

Al Baraka Group's sustainability strategy is aligned with Bahrain Economic Vision 2030, which emphasizes sustainability, fairness, and competitiveness.

Through our focus on environmental stewardship, social responsibility, and strong governance, we support the Kingdom's ambition to build a resilient and inclusive economy.

By integrating responsible practices across our operations and promoting ethical finance and innovation, we aim to contribute to national development priorities while also advancing the United Nations Sustainable Development Goals (SDGs).



Our Stakeholder Engagement Strategy

At Al Baraka Group, stakeholder engagement is central to our decision-making and sustainability approach. We actively engage with key stakeholders, including employees, customers, investors, regulators, partners, and communities, to understand their expectations and incorporate their perspectives into our strategy.

Through regular communication, consultations, and initiatives such as Al Baraka Day, we foster transparent dialogue and collaboration.

This structured and continuous engagement enables us to strengthen relationships, address evolving needs, and create shared, long-term value.

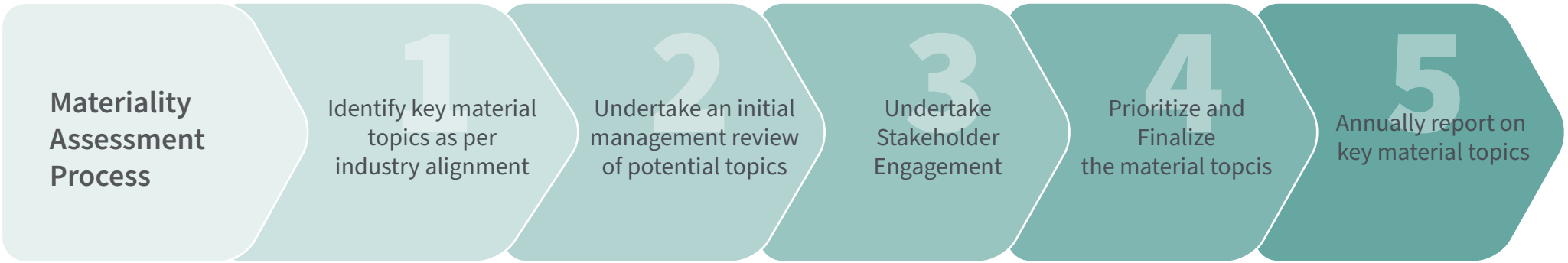
Stakeholder Group	Modes of Engagement	Frequency
Customers/Investors	• Company Website • Annual Disclosure • Customer Service and Complaint Platforms • Meetings and visits • Social Media Channels	Continuous
Shareholders	• Company Website • Social Media Channels • Annual Disclosure • Annual General Meetings	Continuous
Business Partners	• Company Website • Annual Disclosure • Events • Social Media Channels	Continuous
Employees	• Townhalls and meetings • Training and Development Initiatives • Employee Events and Celebrations • Company Website • Annual Disclosures • Social Media Channels	Continuous
Analysts	• Annual Disclosures • Company Website • Social Media Channels	Need-Based
Communities	• Company Website • CSR Initiatives • Social Media Channels	Need-Based
Regulators	• Annual Disclosures • Engagement Forums • Policy Engagements	Need-Based
Government	• Industry Events and Forums • Audit and Tax Related Engagements • Annual Disclosure	Need-Based
Non-Governmental Organizations	• Company Website • CSR Initiatives	Need-Based
General Public	• Company Website • CSR Initiatives • Social Media Channels	Need-Based

Materiality Assessment

A materiality assessment is a critical component of sustainability reporting, helping organizations identify and prioritize the ESG topics most relevant to their business and stakeholders. By focusing on these key areas, organizations can ensure their sustainability efforts are strategic, impactful, and aligned with long-term value creation.

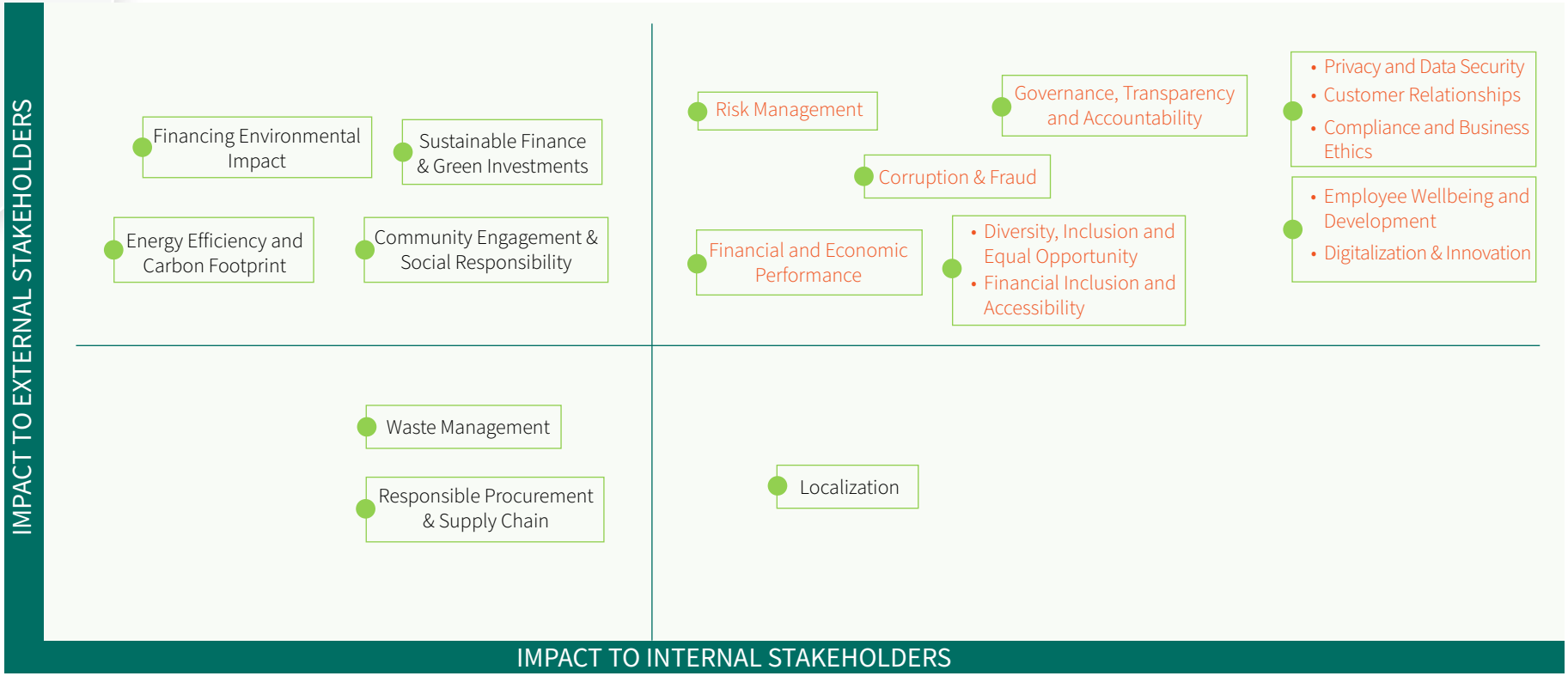
Material topics are those that significantly influence an organization's performance, resilience, and stakeholder trust across economic, environmental and social dimensions.

At Al Baraka Group, a comprehensive materiality assessment conducted in 2024 identified the ESG issues most significant to our operations and stakeholders. The insights from this process have shaped our sustainability priorities and informed the development of our ESG strategy, supporting the integration of sustainability into our core operations and long-term planning. In 2025, we reviewed our existing material topics to ensure they continue to reflect our evolving business priorities and operational realities.



- This process plays a key role in shaping our sustainability strategy by aligning internal priorities with stakeholder expectations.
- We began by identifying potential material topics based on global ESG standards, industry trends, and internal inputs, which were refined in consultation with senior management.
- We then engaged key stakeholders through surveys to gather diverse perspectives. The feedback was analyzed and used to develop a materiality matrix, enabling us to identify the ESG topics most relevant to the Group. We remain committed to transparently reporting on these material topics, allowing us to track progress, address key risks and opportunities, and deliver long-term value.

Materiality Matrix



Our Material Topics

Privacy and Data Security
Financial Inclusion and Accessibility
Employee Wellbeing and Development
Diversity, Inclusion and Equal Opportunity
Risk Management
Compliance and Business Ethics
Governance, Transparency and Accountability
Digitalization & Innovation
Corruption & Fraud
Customer Relationships
Financial and Economic Performance

Localization
Sustainable Finance & Green Investments
Financing Environmental Impact
Energy Efficiency and Carbon Footprint
Community Engagement & Social Responsibility

Waste Management
Responsible Procurement & Supply Chain

Sustainability
Governance

At Al Baraka Group, sustainability is anchored within a robust governance framework and driven from the highest levels of leadership. Effective oversight, accountability, and strategic direction are central to advancing our environmental and social commitments and ensuring long-term value creation.

Ensuring Board Level Oversight:

The Board of Directors plays a critical role in guiding the Group's sustainability agenda. It provides oversight of ESG performance and ensures alignment with our core values, Shari'a principles, and the United Nations Sustainable Development Goals (UN SDGs).

A key pillar of this framework is the Board level Social & Sustainable Finance Committee, chaired by Mr. Naser Mohamed Al Nuwais (Independent Director), with Mr. Abdul Elah Abdul Rahim Sabbahi (Executive Director) and Mr. Saud Saleh Al Saleh (Non-Executive Director) as members. The Committee oversees the Al Baraka Social & Sustainable Finance Programme, guiding the development of sustainability strategies and policies proposed by Executive Management.

It also ensures that the principles of Islamic finance, particularly social responsibility and sustainable finance are embedded across the Group's operations, while setting strategic priorities and maintaining transparency through regular reporting to the Board.



Role of Executive Management:

Executive Management is responsible for translating the Board's vision into actionable initiatives and implementing sustainability programs across the Group. This includes advancing responsible financial solutions, improving resource efficiency, and fostering partnerships that deliver positive environmental and social outcomes.

Employee Engagement:

Employees play an essential role in supporting the Group's sustainability journey. As ambassadors of our values, they contribute to implementing initiatives that promote responsible practices and create meaningful impact within the communities we serve.

Performance Management and Accountability:

While there are currently no direct financial incentives linked to sustainability performance at the Board or Executive Management level, ESG considerations are embedded within the Group's performance management framework. Executive Management is evaluated through Key Performance Indicators (KPIs) that incorporate regulatory compliance requirements, including ESG-related elements.

Together, this governance structure ensures that sustainability is not only a strategic priority but a shared responsibility across all levels of the organization, reinforcing our commitment to responsible growth and long-term impact.

Contribution to the United Nation's Sustainable Development Goals (UN SDGs)

In 2024, Al Baraka Group aligned its sustainability initiatives with the United Nations Sustainable Development Goals (UN SDGs), supporting global efforts toward inclusive and sustainable development. A key focus area was SDG 4: Quality Education, demonstrated through initiatives such as Al Baraka Day, which promotes education, mentorship, and community engagement.

In 2025, the Group placed increased emphasis on SDG 15: Life on Land by undertaking initiatives across its subsidiaries, including tree planting programs and employee capacity-building sessions to promote environmental awareness and conservation.

SUSTAINABLE DEVELOPMENT GOALS

Environment	Social	Governance
6 CLEAN WATER AND SANITATION	3 GOOD HEALTH AND WELL-BEING	8 DECENT WORK AND ECONOMIC GROWTH
13 CLIMATE ACTION	5 GENDER EQUALITY	17 PARTNERSHIPS FOR THE GOALS
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	4 QUALITY EDUCATION	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
15 LIFE ON LAND	10 REDUCED INEQUALITY	

Al Baraka Day 2025: Together for Nature

Al Baraka Group marked the fourth annual Al Baraka Day through a series of environmental and community-focused initiatives aligned with SDG 15: Life on Land. With over 150 employees globally volunteering in environmental and community-focused activities, the initiatives positively impacted hundreds of individuals, families, and ecosystems across the Group's operating countries.

The program emphasized environmental stewardship, biodiversity conservation, and community engagement.

Country	Key Initiatives
Bahrain	The Group distributed eco-friendly plants and seed-embedded pencils to employees to raise awareness of environmental protection and agriculture. A virtual awareness session, attended by 600 participants across the Group's subsidiaries, covered ESG principles and the Sustainable Development Goals (SDGs), with particular emphasis on SDG 15: Life on Land. Tree-planting activities were also conducted to increase green spaces around the Group's headquarters.
Pakistan	Conducted a large-scale tree-planting campaign at the Institute of Environmental Studies, University of Karachi, planting more than 150 trees. Employees, students, and academics participated in the initiative to increase green cover and promote biodiversity.
Tunisia	Organized a major cleanup campaign in the Ras Jebel forests, removing significant quantities of both heavy and light waste. The initiative supported the restoration of soil health and biodiversity while also creating temporary employment opportunities for vulnerable groups.
Türkiye	Deployed 250,000 seed balls using drones to support the reforestation of 31,000 square meters of land damaged by wildfires in Mugla. Seed balls were also distributed among employees to encourage greater awareness of agriculture and environmental restoration.
South Africa	Conducted a cleanup initiative in a nature reserve in KwaZulu-Natal, including replacing old benches with new ones. The bank also partnered with SPCA centers to provide food and medical supplies across three regions, supporting animal welfare and protection.
Egypt	Employees participated in the "Fruitful Schools" initiative, planting 200 fruit trees at a school in New Obour City. The initiative promotes environmental awareness among students while creating a sustainable economic benefit for the school.
Jordan	In partnership with students from various schools, organized a campaign to plant 100 evergreen trees at Al-Istiqlal Park, in collaboration with the Greater Amman Municipality and the Jordan Environment Society. Students were also educated on the importance of protecting wildlife, biodiversity, and natural resources.
Syria	Signed an agreement with the FCA to rehabilitate and reforest areas affected by wildfires in Lattakia Governorate.

150
employees participated globally

In 2025, Al Baraka Group, including its subsidiaries, spent **USD 46,095** on community development initiatives, representing 0.0035% of the Group's total operating income.













Environmental **Stewardship**

At Al Baraka Group, we remain committed to a proactive and responsible approach to environmental management, ensuring that our operations minimize impact on the environment. We continuously monitor and optimize our resource consumption, including energy, emissions, and water, while adopting technology-driven solutions to enhance efficiency. As a leading Islamic financial group, we also play a role in promoting environmentally responsible practices across the markets and economies in which we operate, fostering a broader culture of sustainability in local communities and deriving impact at scale.



Emissions Management

Effective emissions management is critical in supporting global and regional sustainability priorities, including climate action commitments and national decarbonization strategies across the markets and regions in which we operate. While financial institutions typically have a relatively modest direct environmental footprint, their role in the broader economy is significant. Through responsible financing, investment decisions, and the promotion of sustainable financial solutions, Al Baraka Group seeks to play a key role in enabling the transition toward low-carbon and climate-resilient infrastructure.

In 2025, we continued to strengthen our approach to measuring and managing carbon emissions in alignment with the Greenhouse Gas (GHG) Protocol.

Scope 1 emissions, which represent direct emissions from sources owned or controlled by the Group Head office, primarily fuel consumption, totaled 2 tCO_2e.

Scope 2 emissions, which account for indirect emissions from purchased electricity used in our operations, amounted to 1,125 tCO_2e, bringing total emissions to 1,127 tCO_2e.

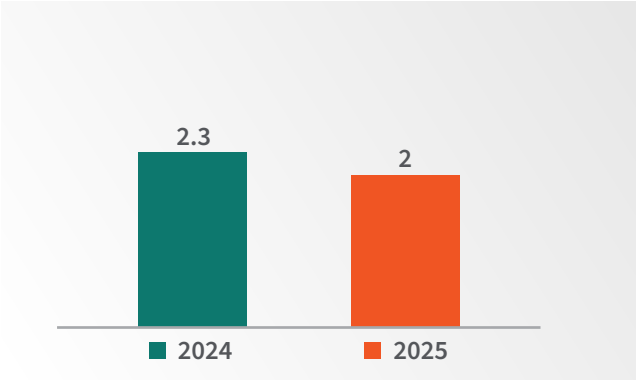
Compared to 2024, Scope 1 emissions decreased slightly from 2.30 tCO_2e to 2 tCO_2e, while Scope 2 emissions also declined from 1,169.15 tCO_2e to 1,125 tCO_2e, reflecting a modest improvement in energy efficiency and overall emissions management. We recognize the importance of expanding our emissions boundary to include value chain impacts and are working toward incorporating Scope 3 emissions in future assessments.

Strengthening our carbon accounting framework remains a priority, enabling us to better identify reduction opportunities and support long-term climate objectives.

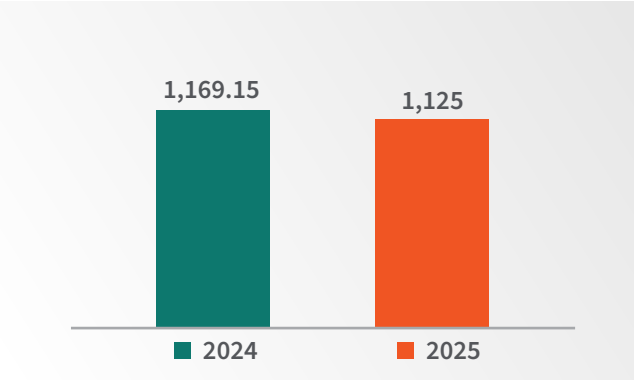
Category	Unit	2024	2025
Scope 1	tCO2e	2.3	**2**
Scope 2	tCO2e	1,169.15	**1,125**



Scope 1 Emissions



Scope 2 Emissions



Despite a slight increase in electricity consumption, overall emissions declined due to updates and improvements in emission factors at the country level. Our Scope 1 emissions remained largely consistent, while Scope 2 emissions decreased by approximately 4%, reflecting improved energy efficiency and updated emission factors.

Al Baraka Group acknowledges the importance of establishing formal emissions reduction targets as part of its long-term sustainability commitments. At present, no specific emission reduction targets have been formalised; however, the Group seeks to align with Bahrain's national climate framework, which sets national-level decarbonisation objectives.

The Social & Sustainable Finance Committee maintains oversight of the Group's emissions performance and receives updates on environmental metrics as part of its regular reporting cycle. The Group is actively evaluating pathways to define measurable emissions reduction goals and will seek to establish formal targets in the future reporting cycles, with progress reported in future ESG disclosures.

Emissions Intensity

At Al Baraka Group, emissions intensity serves as a key indicator of our environmental efficiency and operational performance. It is calculated by dividing total carbon emissions by an appropriate scaling factor, such as the number of employees within the reporting scope, to provide a normalized, per-employee measure of our environmental impact.

We use employee headcount as the primary scaling factor, as the reported emissions relate to head office operations and associated activities. This enables us to assess our carbon footprint in relation to workforce size and the efficiency of our internal operations. Monitoring emissions intensity allows us to track performance over time, identify areas for improvement, and support the continued integration of sustainable practices across the organization.

Emissions Intensity 2025	**26.83 tCO_2e** per employee
Emissions Intensity 2024	**26.62 tCO_2e** per employee

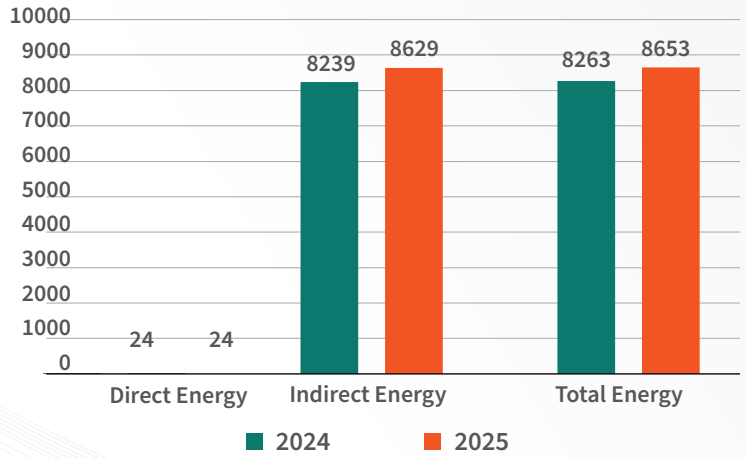


Energy Management

At Al Baraka Group, energy management remains a cornerstone of our sustainability and operational efficiency commitments. Through the adoption of innovative technologies and industry best practices, we continuously seek to optimize energy consumption, reduce associated emissions, and advance the integration of renewable energy solutions wherever operationally feasible.

In 2025, electricity continued to account for the substantial majority of energy consumed across the organization, with fuel usage in company vehicles representing the remainder. The indirect energy consumed within the organization is sourced from external utility providers and is categorized as non-renewable in nature.

Energy Consumption



Total Energy Consumption

Type	Unit	2024	2025
Direct Energy	GJ	24	**24**
Indirect Energy	GJ	8,239	**8,629**
Total Energy Consumed	GJ	8,263	**8,653**

Our direct energy consumption, which represents a minimal portion of total energy use, remained largely consistent from 2024 to 2025, while indirect energy consumption increased by approximately 5%, reflecting a marginal rise in operational activity.



Energy Mix

As a primarily office-based organization operating within the financial industry, our energy consumption is almost entirely derived from electricity used to power our offices, accounting for 99.72% of total energy consumed. This represents indirect energy and is categorised as non-renewable in nature. The remaining 0.28% of energy consumption arises from petrol usage in company vehicles, which is likewise non-renewable. Moving forward, we will assess and evaluate the feasibility of transitioning to renewable sources of energy, particularly regarding our electricity consumption.



Resource Efficiency Initiatives

Through prudent energy management, Al Baraka Group aligns with global sustainability standards, demonstrating our commitment to reducing environmental impact and creating long-term value for stakeholders. In line with our commitment to leveraging technology for systematically managing and reducing energy consumption, we have implemented a series of key initiatives across our operations.

Avoiding Wastage:

At Al Baraka Towers, motion sensor-activated lighting has been deployed across common areas and office floors, ensuring lights operate only when spaces are occupied and eliminating unnecessary usage.

Water Conservation:

Automatic sensor-activated water faucets have been deployed across washrooms, ensuring water flows only when in active use and eliminating continuous running or accidental overflows, significantly lowering the building's overall water consumption and utility bills.

Optimizing Consumption:

The building's HVAC system is operated through a sophisticated Building Management System (BMS), with Air Handling Units (AHUs) powered by Variable Frequency Drives (VFDs) and office floor air conditioning regulated by Variable Air Volume (VAV) units, enabling precise temperature control and preventing unnecessary energy consumption during off-peak hours.

Adopting Virtualization:

On the IT front, the adoption of server virtualisation technology has enabled 61 virtual machines to run on just three physical servers, consolidating workloads, reducing the need for additional physical hardware, and significantly lowering power and cooling demands within data centres, reinforcing the Group's commitment to a sustainable and resilient digital infrastructure.



Energy Intensity

Al Baraka Group measures energy intensity by comparing total energy consumption against total headcount, establishing a per-employee benchmark of energy efficiency. As our energy consumption values reflect our Bahrain Head Office operations, using headcount as a scaling factor provides a consistent and meaningful basis for evaluating operational energy use relative to the size of the workforce. This approach is also particularly well-suited to financial institutions where energy consumption is closely linked to office-based activities and employee operations.

Energy Intensity 2024	187.79 GJ per employee
Energy Intensity 2025	206 GJ per employee

Water Management

At Al Baraka Group, responsible water stewardship forms an integral part of our sustainability commitment. We recognize that water is a finite and essential resource, and we are dedicated to managing its use thoughtfully within our operations. In 2025, total water withdrawal across ABG Head Office reporting scope amounted to 930 cubic metres.

Our water consumption is primarily associated with the day-to-day operational requirements of our office facilities, including sanitation, cooling, and general building maintenance. We continue to explore opportunities to implement water-saving measures and improve the efficiency of water use across our premises, in line with our broader environmental objectives. The water withdrawal across our operation saw an increase of 61% approximately. ABG Head Office does not directly recycle any water.

Water Withdrawal 2024	576.47 cubic meters
Water Withdrawal 2025	930.00 cubic meters



Sustainable Waste Management

We remain committed to responsible waste management by minimizing waste generation and promoting recycling across our operations. Most of the waste generated through our head office operations is general mixed waste which is non-hazardous, including paper and general office waste.

Through partnerships with recycling agencies and improved waste management practices, we continue to reduce our environmental impact and support circular economy principles. All waste generated is managed and disposed of through authorized third-party providers in compliance with applicable regulatory and national requirements. All waste generated and disposed is non-hazardous.

Waste Generated and Disposed

Metric	Unit	2024	2025
Total Mixed Waste	Metric Tonnes	1.123	**2.703**

Note: The significant increase in mixed waste is primarily attributable to improved data collection and measurement. In 2024, waste data was compiled based on average figures for few months, whereas in 2025, data was collected and compiled on a monthly basis, resulting in more comprehensive and accurate reporting.



Our People and **Workplace Culture**

At Al Baraka Group, our people are central to the delivery of our strategy and the creation of long-term sustainable value. We recognize that the strength of our organization lies in the dedication, expertise, and engagement of our workforce, which continues to play a vital role in maintaining operational excellence and reinforcingour position as a leading Islamic financial group.

We are committed to fostering a workplace culture that is rooted in inclusion, ethical conduct, and continuous professional development, guided by our core values and Shari'a principles.

Our approach focuses on creating an environment where employees feel valued, respected, and empowered to contribute meaningfully to the Group's success. This culture is reinforced through clear governance frameworks, transparent communication, and a strong emphasis on integrity and accountability in all aspects of our operations.



Our Workforce Profile

Our human capital strategy is designed to attract, develop, and retain talent through structured policies, performance management systems, and ongoing engagement initiatives.

We actively promote collaboration, encourage innovation, and support employees in achieving both personal and professional growth. By investing in our people, we aim to build a resilient and future-ready workforce capable of navigating an evolving financial landscape.

As of 2025, Al Baraka Group employs 42 employees, reflecting a stable workforce that supports continuity and operational efficiency.

The composition of our workforce continues to demonstrate a diverse mix of skills and experience, enabling effective knowledge sharing and organizational agility. Male employees represent 74% of the workforce, while female employees account for 26%, reflecting continued representation across the organization.

Metric	2024	2025
Total Employees	44	**42**
Male Employees (%)	64%	**74%**
Female Employees (%)	36%	**26%**
Permanent Employees (%)	95%	**98%**
Part-Time Employees (%)	5%	**2%**

Note: As per Islamic Shari'a principles, the word "gender" used in the report refers to the split between female and male only.

Gender Diversity 2025



26%
Female Employees



74%
Male Employees

Employment by Contract Type 2025

2%



Part-Time Employees

98%



Permanent Employees

Workforce

Diversity and Inclusion

Al Baraka Group recognizes that diversity and inclusion are fundamental to building a resilient, innovative, and future-ready organization. We are committed to fostering a workplace that values diversity of thought, background, and experience, while ensuring equal opportunities for all employees.

Our approach to diversity and inclusion is embedded within our human resource policies and practices, which are designed to promote fairness, consistency, and merit-based decision-making across recruitment, development, and compensation. We aim to create an inclusive environment where individuals feel respected, supported, and empowered to contribute to the Group's success and reach their full potential.

As of 2025, the Group's workforce reflects a diverse composition, with male employees representing 74% and female employees accounting for 26% of the total workforce. This distribution highlights continued participation across both genders, supporting a balanced and inclusive organizational structure.

Beyond overall representation, Al Baraka Group continues to support diversity across different organizational levels. In 2025, female representation stands at 33% at the entry level, 58% at the mid-management level, and 8% at the executive level, reflecting participation across the talent pipeline and leadership structure.

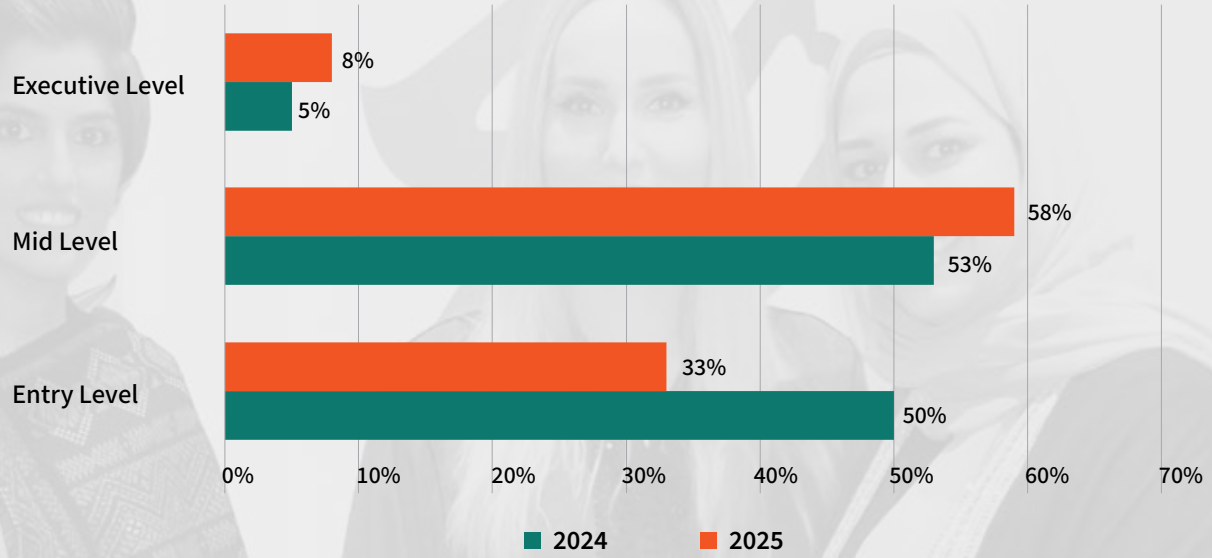
Compared to 2024, female representation in leadership roles improved from 5% to 8% while representation at the mid-management level improved from 53% to 58% demonstrating continued progress in strengthening gender diversity across the organization. The Group continues to encourage diversity across all levels, supporting the development of a balanced workforce and inclusive leadership over time.

Gender Representation by Employment Level

	Entry Level		Mid-Level		Executive Level	
Year	*Male*	*Female*	*Male*	*Female*	*Male*	*Female*
2024	50%	50%	47%	53%	95%	5%
2025	**67%**	**33%**	**42%**	**58%**	**92%**	**8%**

Workforce Diversity and Inclusion (cont.)

Female Diversity by Employment Level 2024 and 2025



Gender Pay Parity

Al Baraka Group remains committed to maintaining fair and transparent compensation practices across the organization. In 2025, the female-to-male pay ratio stood at 0.47, reflecting the distribution of roles and responsibilities within the workforce. Compensation practices are regularly reviewed to ensure alignment with internal policies, market standards, and principles of fairness and equity.

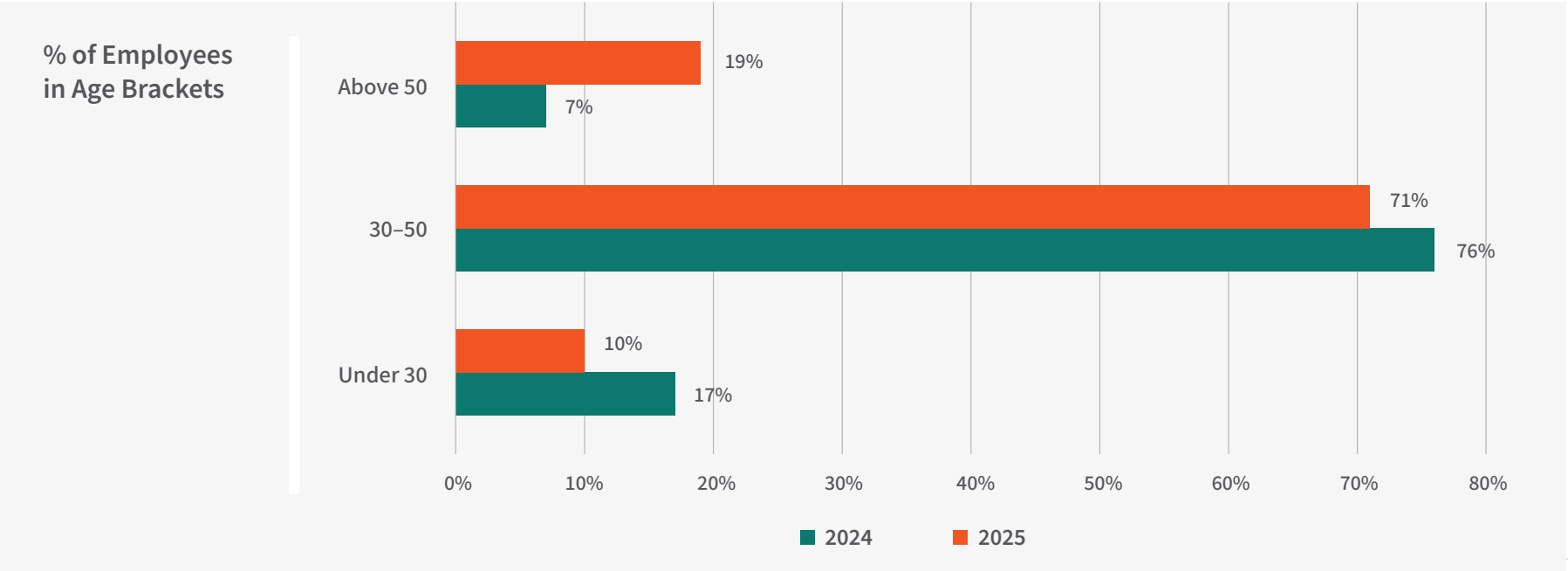
Gender Pay Parity	Metric	2024	2025
	Female to Male Pay Ratio	0.48	**0.47**

Age Diversity

Our workforce reflects a balanced blend of experience and age diversity, enabling both innovation and the effective transfer of institutional knowledge. This mix supports a wide range of perspectives while ensuring continuity and operational strength at the Group.

In 2025, the majority of employees, approximately 71% were aged between 30 and 50, representing a strong base of experienced professionals. Employees above 50 years accounted for 19%, bringing valuable expertise and leadership, while those under 30 years made up 10%, contributing to the development of emerging talent.

Age Group	2024	2025
Under 30	17%	**10%**
30–50	76%	**71%**
Above 50	7%	**19%**



This distribution reflects a well-rounded workforce that combines experience with evolving talent, enabling the Group to adapt effectively to changing business needs while maintaining a strong foundation of expertise.

Ethical Workplace and Responsible HR Practices

Ethics and integrity form the foundation of Al Baraka Group's human resource management framework and are central to the way we conduct our business. As a values-driven institution operating in accordance with Shari'a principles, we are committed to fostering a culture that promotes accountability, transparency, and responsible behavior across all levels of the organization.

We place strong emphasis on employee well-being, work-life balance, and career progression. Our workplace practices are designed to support employee satisfaction and engagement through a combination of structured HR policies, development opportunities, and a positive work environment that promotes mutual respect and collaboration. In line with our commitment to sustainable workforce management, we continue to strengthen employee engagement through open communication channels, performance feedback mechanisms, and initiatives that encourage participation and inclusion. These efforts contribute to a motivated and high-performing workforce that remains aligned with the Group's long-term strategic priorities.

Code of Business Conduct and Ethics

Our Code of Business Conduct and Ethics serves as a cornerstone of our HR framework, establishing clear standards of behavior and guiding employees in their day-to-day responsibilities. The Code provides comprehensive guidance across key areas, including ethical conduct, compliance with applicable laws and regulations, non-discrimination, conflict of interest management, protection of company assets, and the appropriate use of whistleblowing mechanisms.

This Code is supported by a robust suite of internal policies and procedures that ensure ethical principles are consistently embedded into operational processes and decision-making. Employees are expected to always act in the best interests of the Group, uphold the highest standards of professionalism, and contribute to a workplace culture built on trust, integrity, and mutual respect.

To ensure effective implementation, Al Baraka Group places strong emphasis on continuous awareness and accountability. All employees are required to complete mandatory annual Code of Conduct training and formally acknowledge their compliance with the Code. This requirement is fully integrated into performance management processes, reinforcing ethical behavior as a key component of employee evaluation and development.

In 2025, the Group maintained 100% completion rates for both Code of Conduct training and whistleblowing awareness training, demonstrating a high level of engagement and adherence to ethical standards across the organization. Furthermore, there were no confirmed ethical violations reported during the year, reflecting the effectiveness of the Group's governance framework and its proactive approach to promoting ethical conduct.

Metric	2024	2025
Code of Conduct Training Completion	100%	**100%**
Whistleblowing Training Coverage	100%	**100%**

The Group continues to strengthen its ethical culture through ongoing awareness initiatives, regular policy reviews, and strong oversight mechanisms. By embedding ethics into all aspects of our operations, we reinforce our commitment to responsible business practices and sustain the trust of our stakeholders.

Fostering Ethical Employment Practices

The Group follows a structured and transparent approach to recruitment and employment. Candidates are provided with clear and comprehensive information regarding their roles, responsibilities, and compensation, and are given the opportunity to engage in open discussions on key employment terms. This ensures that employment agreements are based on mutual understanding, fairness, and informed consent.

All employment arrangements are governed by standardized human resource policies that define working conditions, employee benefits, and rights, ensuring consistency and compliance across the organization. These policies are regularly reviewed and updated to reflect evolving regulatory requirements and best practices.

We also place strong emphasis on employee engagement and consultation. Employees are encouraged to communicate openly with management and are consulted on material operational changes that may affect their roles or working conditions. This participatory approach supports a culture of trust, transparency, and collaboration, and ensures that employee perspectives are considered in decision-making processes.

Currently, no employees at Al Baraka Group's Head Office are covered by a collective bargaining agreement. However, all employees retain the right to do so in accordance with applicable Bahrain private sector labor laws. In Bahrain, the General Federation of Bahrain Trade Unions (GFBTU) represents workers' interests and promotes constructive labor relations across the Kingdom. ABG respects employees' rights to freedom of association, and employees are free to join trade unions in accordance with applicable labor laws and regulations.

Upholding Human Rights and Ethical Labor Standards

Al Baraka Group is committed to upholding the highest standards of labor practices and respecting internationally recognized human rights across all aspects of its operations. We strictly adhere to all applicable labor laws and regulatory requirements of the Kingdom of Bahrain, while aligning our practices with global principles that promote fairness, dignity, and equal opportunity in the workplace.

Our approach to human rights is embedded within our policies, procedures, and day-to-day operations, ensuring that all employees are treated with respect and integrity throughout their employment lifecycle. We maintain a zero-tolerance stance towards all forms of child Labor, forced Labor, and discrimination, reinforcing our commitment to ethical employment practices and a safe, inclusive working environment. While we do not currently have standalone policies addressing these aspects, we will consider developing them in due course.

Non-Discrimination and Anti-Harassment

Al Baraka Group is firmly committed to maintaining a workplace that is free from all forms of discrimination, harassment, and unfair treatment. We uphold the principles of equal opportunity and dignity for all employees, irrespective of gender, nationality, religion, age, or any other personal characteristic. These commitments are embedded within our Code of Business Conduct and Ethics, which explicitly prohibits discriminatory behaviour and outlines the responsibilities of all employees and Board members in fostering a respectful and inclusive working environment.

Our practices are fully aligned with the Kingdom of Bahrain's Labor Law, which provides protections against workplace discrimination and sets clear standards for fair treatment in employment. Employees who experience or witness any form of harassment or discriminatory conduct are encouraged to raise concerns through the Group's whistleblowing mechanism or directly with the Human Resources function, with full assurance of confidentiality and protection from retaliation. All reported concerns are investigated promptly and impartially, with appropriate remedial action taken where required. In 2025, no discrimination or harassment complaints were recorded.

Employee Engagement and Retention

At Al Baraka Group, we recognize that employee engagement is a key driver of organizational performance, productivity, and long-term sustainability. We are committed to fostering a workplace culture that promotes open communication, collaboration, and mutual respect, ensuring that employees remain motivated, engaged, and aligned with the Group's strategic objectives.

Our approach to employee engagement is supported by structured human capital practices that focus on continuous development and meaningful participation. These include performance management systems that provide clear objectives and regular feedback, as well as development programs that support both professional growth and organizational alignment. Through these initiatives, we aim to enhance employee satisfaction, strengthen productivity, and create long-term career pathways within the organization.

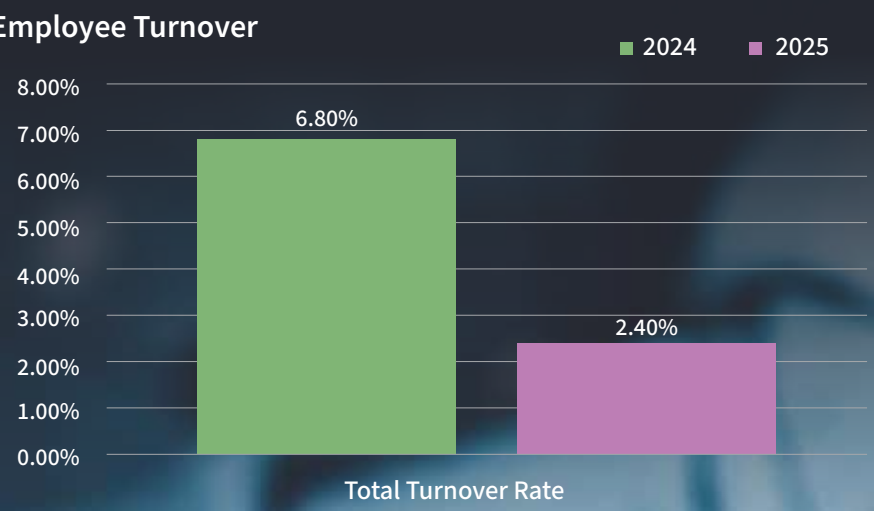
We actively promote a culture of transparency and inclusion, where employees are encouraged to share feedback, contribute ideas, and participate in initiatives that support organizational improvement. Engagement is further reinforced through internal communication channels, collaborative working environments, and recognition initiatives that acknowledge employee contributions and encourage high performance.



In 2025, Al Baraka Group recorded a total employee turnover rate of 2.4%, reflecting a high level of workforce stability and sustained employee engagement. This marks a strong retention profile compared to 6.8% in 2024, demonstrating the continued effectiveness of the Group's engagement strategies and human capital management practices.

Employee Turnover

Metric	2024	2025
Total Turnover Rate	**6.8%**	**2.4%**



The Group's strong retention levels contribute to operational continuity, knowledge retention, and the preservation of institutional expertise. A stable workforce enables the organization to maintain consistent performance while supporting long-term strategic execution. Looking ahead, Al Baraka Group remains focused on further enhancing employee engagement through targeted initiatives that support well-being, continuous learning, and career development. By strengthening these areas, we aim to sustain a positive work environment and continue building a resilient and high-performing workforce.



Employee Turnover by Age and Gender

The low level of employee turnover during the year was attributed to the departure of one female employee within the 30–50 age group. As a result, 100% of the recorded turnover for the period relates to female employees within the age bracket of 30-50 years old.

Employee Engagement Initiatives 2025

In 2025, Al Baraka's HR strategy centred on a holistic approach to employee experience, merging professional growth with comprehensive well-being. A primary focus was the "Social" pillar of the ESG framework, highlighted by the launch of Wellness Sessions and health screenings designed to support mental and physical resilience. This was complemented by the "Happy Thursdays" initiative, which fostered a positive corporate culture through informal networking and milestone celebrations, effectively breaking down departmental silos and strengthening internal community bonds.

Simultaneously, the Group prioritized talent development through targeted training programs that aligned with CBB regulatory standards and digital transformation goals. Significant investment was made in leadership development and the enhancement of the HR system to empower staff through self-service capabilities.

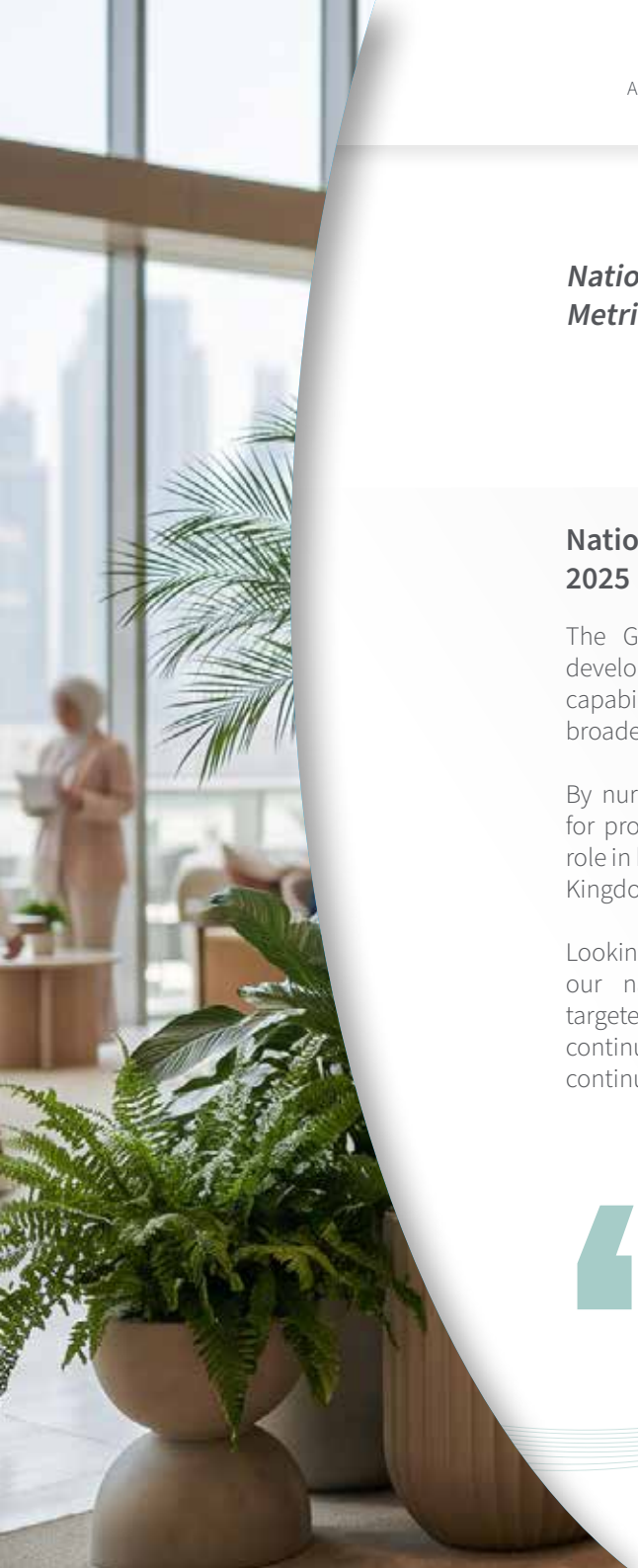
Supporting National Talent Development

Al Baraka Group remains strongly committed to supporting the Government of Bahrain's Bahrainization agenda and contributing to the development of national talent. We recognize our role in advancing the Kingdom's long-term economic vision and workforce sustainability.

As a responsible financial institution, we align our human capital strategy with national priorities by actively promoting the employment, development, and retention of Bahraini nationals.

Our approach focuses on creating meaningful and sustainable career opportunities for local talent while equipping employees with the skills, knowledge, and experience required to succeed in an evolving financial services landscape.

Through structured training programs, mentorship initiatives, and clearly defined career development pathways, we support the continuous growth of national employees and enable them to take on progressively strategic roles within the organization.



Nationalization Metrics

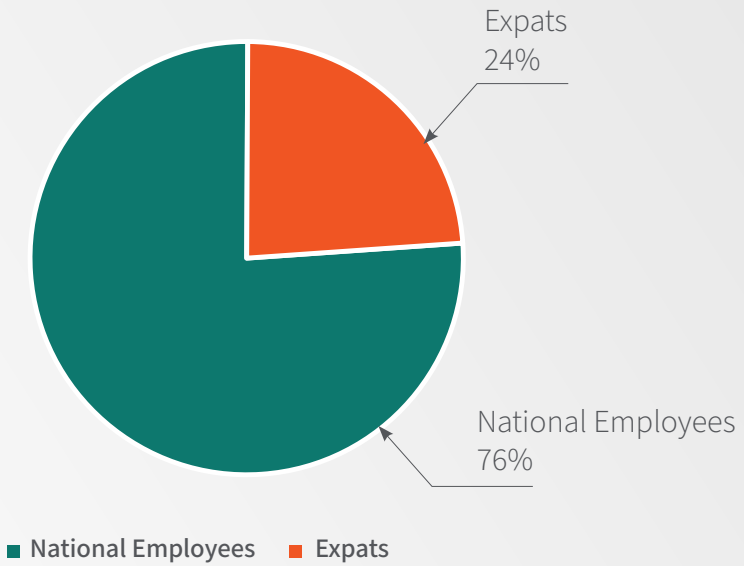
Metric	2024	2025
Total National Employees	34	**32**
Nationalization Rate	77%	**76%**

Nationalization 2025

The Group's continued investment in national talent development contributes to the strengthening of local capabilities within the financial sector and supports broader economic diversification efforts.

By nurturing local expertise and providing opportunities for professional growth, Al Baraka Group plays an active role in building a resilient and future-ready workforce in the Kingdom of Bahrain.

Looking ahead, we remain focused on further enhancing our national talent development initiatives through targeted training, leadership development programs, and continuous engagement, ensuring that Bahraini nationals continue to play a key role in the Group's long-term success.



In 2025, Al Baraka Group maintained a strong national workforce presence, with 32 Bahraini employees, representing a nationalization rate of 76%, reflecting continued alignment with Bahrainization objectives.



Employee Health and Safety

The health, safety, and well-being of our employees are fundamental to maintaining a productive, resilient, and high-performing workforce. At Al Baraka Group, we are committed to providing a safe, secure, and supportive working environment that prioritizes employee protection while fostering a culture of care, responsibility, and well-being.

Our Approach

Our approach to health and safety is guided by comprehensive policies, procedures, and risk management practices designed to prevent workplace incidents and promote continuous awareness. These frameworks are embedded within our daily operations and are regularly reviewed to ensure alignment with applicable regulatory requirements and best practices. We place strong emphasis on proactive risk management, with continuous monitoring of workplace conditions and the implementation of preventive measures to safeguard employees. This includes maintaining clear safety protocols, conducting periodic assessments, and ensuring that all employees are informed of their roles and responsibilities in maintaining a safe working environment.

Our Focus on Emergency Preparedness and Well-Being

Emergency preparedness remains a key component of our safety framework. The Group conducts regular training sessions and awareness programs covering fire safety, evacuation procedures, first aid, and crisis management, ensuring that employees are equipped to respond effectively to potential risks and unforeseen situations. These initiatives reinforce a culture of preparedness and resilience across the organization.

In addition to physical safety, we are equally committed to promoting the overall well-being of our employees. We support work-life balance through structured HR practices, foster a positive and inclusive work environment, and encourage a culture of mutual respect and collaboration. By prioritizing employee well-being, we aim to enhance engagement, productivity, and long-term organizational sustainability.

Health and Safety Performance 2025

In 2025, Al Baraka Group maintained a strong health and safety performance, with zero lost-time injuries, zero fatalities, and zero workdays lost due to workplace incidents, consistent with performance in previous years. This reflects the effectiveness of our proactive safety measures and the strong safety culture embedded across the organization.

The Group's continued zero-incident record demonstrates its commitment to maintaining high standards of workplace safety and protecting employee well-being. This consistent performance highlights the strength of our governance frameworks, employee awareness, and proactive approach to risk management.

Metric	2023	2024	2025
Lost Time Workplace Injuries	0	0	0
Fatalities as a result of workplace injury	0	0	0
Workdays Lost due to Workplace Injuries	0	0	0



Employee Talent Development

Al Baraka Group is committed to building a future-ready workforce by investing in the continuous learning and professional development of its employees. We recognize that enhancing employee capabilities is essential to sustaining long-term growth, strengthening organizational resilience, and supporting the Group's strategic objectives.

Our Approach

Our approach to learning and development is centered on fostering a culture of lifelong learning, where employees are encouraged to continuously enhance their skills, expand their knowledge, and adapt to evolving business and regulatory environments. This is achieved through structured training programs, coaching initiatives, and clearly defined career development pathways that support both individual growth and organizational performance.

Performance management systems play a key role in this process, providing regular feedback and enabling employees to identify development areas and opportunities for progression. These systems ensure that learning and development efforts are closely aligned with business needs, while also supporting employee engagement and long-term career advancement.

Employee Training and Development Metrics

In 2025, the Group continued to invest in employee training and capability building. The average training hours for full-time employees stood at 8.98 hours, while part-time employees recorded an average of 7.5 hours.

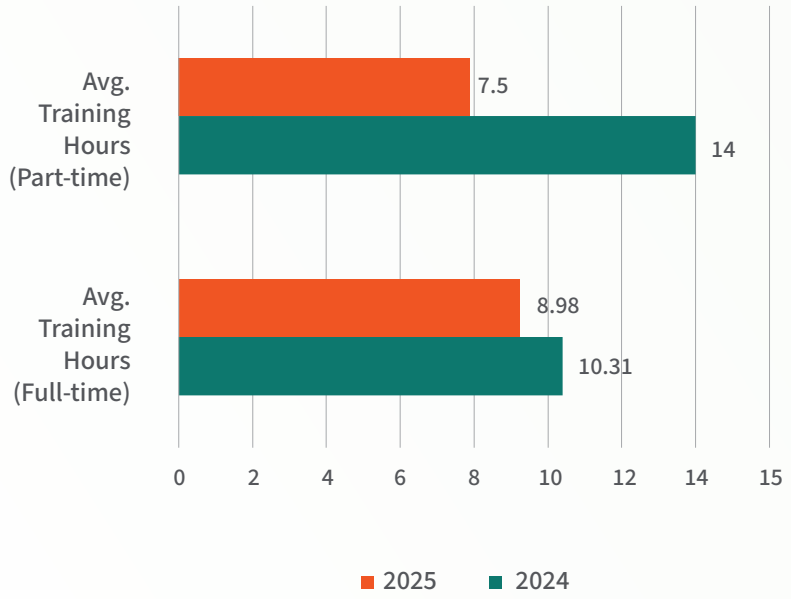
Training participation remained strong across the workforce, with male employees recording 13.19 average training hours, and female employees recording 12.5 hours, reflecting a more balanced and inclusive approach to workforce development.

Metric	2024	2025
Average Training Hours (Full-time)	10.31	**8.98**
Average Training Hours (Part-time)	14	**7.5**
Average Training Hours (Male)	13.08	**13.19**
Average Training Hours (Female)	4.5	**12.5**

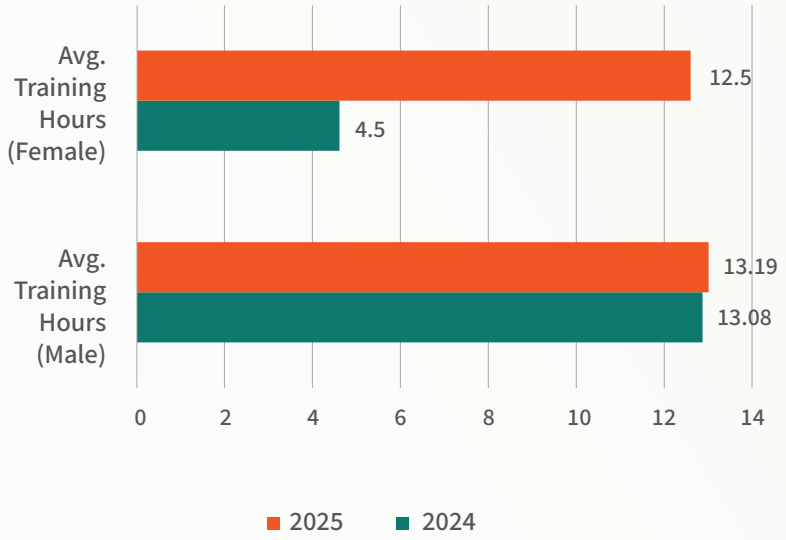


Employee Training and Development Metrics (cont.)

Average Training Hours by Employment Type



Average Training Hours by Gender



The significant increase in female training participation highlights the Group's continued efforts to promote inclusive development and ensure equal access to learning opportunities across all employee groups.



Al Baraka Academy

A key driver of these efforts is Al Baraka Academy, which continues to play a central role in strengthening employee capabilities across the organization.

The Academy delivers a wide range of training programs covering critical areas such as Shari'a, risk management, governance, compliance, finance, operations, and technical skills, ensuring a comprehensive and well-rounded approach to employee development.

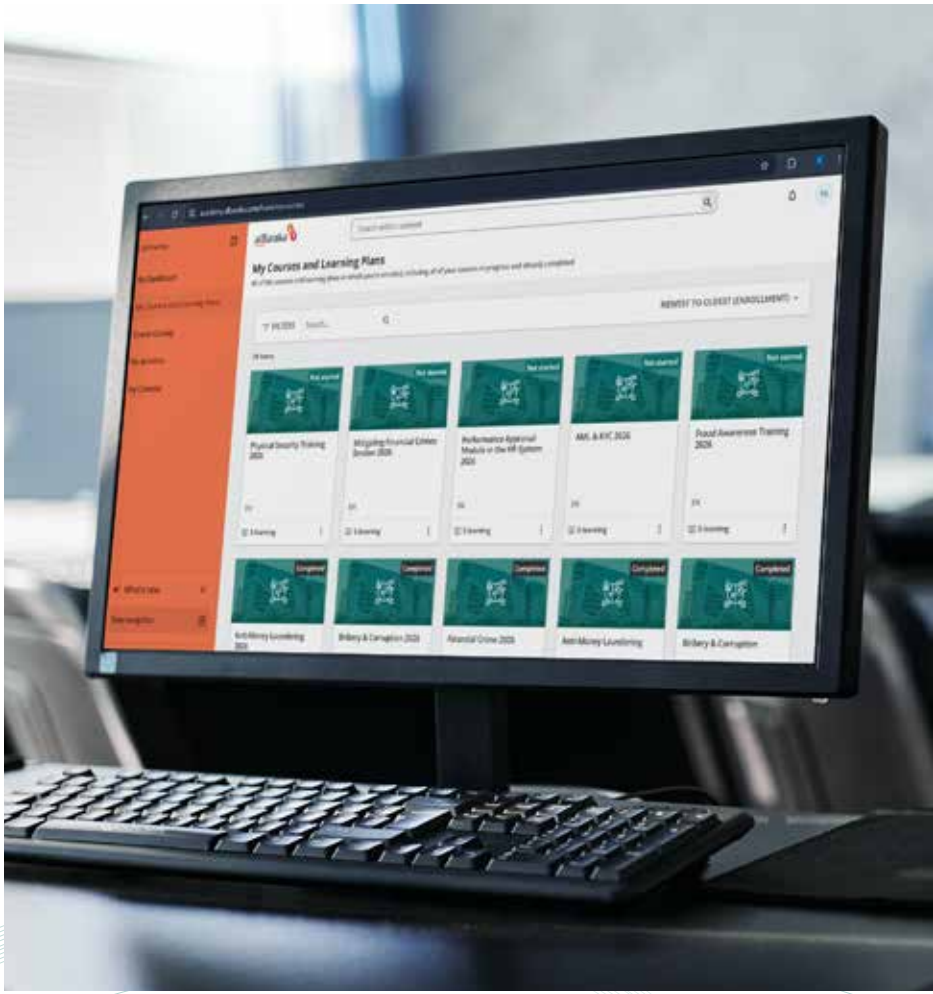
Through a structured portfolio of training programs, Al Baraka Academy equips employees with the knowledge and skills required to adapt to evolving business needs, assume new responsibilities, and contribute effectively to the Group's long-term objectives.

The programs are carefully designed to promote adaptability, innovation, and resilience, enabling employees to navigate an increasingly dynamic financial landscape.

These programs cover a wide range of critical areas, including Shari'a, Operations, Finance, Risk Management, Corporate Governance, Compliance, and interpersonal skills, ensuring a well-rounded approach to employee development.

As a flagship initiative, Al Baraka Academy reflects the Group's ongoing investment in human capital and its commitment to fostering a culture of continuous learning, operational excellence, and professional integrity.

Looking ahead, the Academy will continue to expand its offerings and enhance learning delivery methods to support a future-ready workforce equipped to meet emerging challenges with confidence and agility.



Corporate Social Responsibility and Community Impact

Sustainability and social responsibility are deeply embedded in Al Baraka Group's vision and business model, reflecting our commitment to creating long-term value for the communities in which we operate. Guided by our core values and the principles of Islamic finance, we strive to contribute to inclusive growth, social development, and economic empowerment across our markets.



Our Social Responsibility Efforts are Focused on Several Key Areas

- Supporting **economic and social development** through initiatives that promote financial inclusion and community resilience
- Advancing **education and talent development** by investing in learning opportunities and capacity building
- Promoting **sustainable practices** that contribute to long-term societal well-being
- Encouraging **cultural and scholarly contributions,** particularly in the field of Islamic finance

Through the Al Baraka Social Responsibility Program, we implement a structured and strategic approach to community engagement, ensuring that our initiatives deliver meaningful and lasting impact. The program is designed to address key social priorities while aligning with both local community needs and global sustainability objectives, including the United Nations Sustainable Development Goals (SDGs).

A key component of our approach is the promotion of financial inclusion, which we support through micro finance initiatives across our subsidiaries. These initiatives play an important role in empowering under-served communities by improving access to financial services and supporting small businesses and entrepreneurship.

Through initiatives like Al Baraka Day, the Group continues to serve as a key platform for employee engagement and community outreach. Through this initiative, employees actively participate in social programs that support education, community development, and social welfare, reinforcing the Group's commitment to making a positive impact.

In 2025, Al Baraka Group along with its subsidiaries reported USD 46,095 as total community investment on Al Baraka Day, reflecting its continued commitment to supporting social initiatives and community development programs.

> ***"Our employees are actively participating in many social programs across many sectors."***

Zakat and Charitable Contributions

Al Baraka Group (ABG) remains steadfast in its commitment to social responsibility through the effective distribution of Zakat and charitable donations. These contributions are directed toward supporting vulnerable communities and addressing critical needs, including education, healthcare, poverty alleviation, and disaster relief.

Zakat is calculated based on the Group's final financial results in accordance with AAOIFI Shari'a Standard No. 35 and Accounting Standard No. 39. The calculation is reviewed and approved by the ABG Unified Shari'a Supervisory Board, as disclosed in the Annual Report, and subsequently endorsed by the Annual General Meeting (AGM).

Following the AGM's approval, the Zakat and Donations Committee develops a plan for distributing the Zakat funds across the approved categories of beneficiaries.

The Zakat and Donations Committee was established pursuant to shareholders' authorization empowering Executive Management to distribute Zakat on their behalf. In line with this mandate, the committee is also responsible for overseeing and governing donations. In forming the committee, management considered several key factors aimed at strengthening governance practices, enhancing transparency in the distribution process, and ensuring compliance with Shari'a principles and procedural controls. These measures support effective oversight and uphold standards of integrity, transparency, and sound management.

The committee is chaired by the Group Chief Executive Officer and includes members from the Shari'a, Compliance, Treasury, and Finance departments, along with an observer from the Internal Shari'a Audit department.



The Zakat paid in 2025 was US$ 504,865 and it was distributed as the following:

Zakat in 2025

USD 504,865

0.04% of our Total Operating income

Description	USD
Philanthropic Contribution for Poor and Needy (mainly through ABG subsidiaries)	350,000
Scholarships	50,000
Medical Support by purchasing medical equipment for hospitals and contribution to Cancer foundation	104,600
Others	265
Total	**504,865**

Our
Ethical Governance

At Al Baraka Group, strong governance forms the cornerstone of sustainable growth, financial resilience, and long-term value creation. We recognize that maintaining the trust and confidence of our stakeholders requires a robust governance framework that promotes ethical leadership, accountability, and transparency across all levels of the organization.

Our governance approach is built on clearly defined roles and responsibilities spanning the Board of Directors, Board Committees, Executive Management, and employees, ensuring effective oversight, sound decision-making, and alignment with the Group's strategic objectives. This structured framework enables disciplined management of risks and opportunities, while embedding the principles of sustainability and Shari'a compliance into our operations.



Governance Structure and Oversight Model

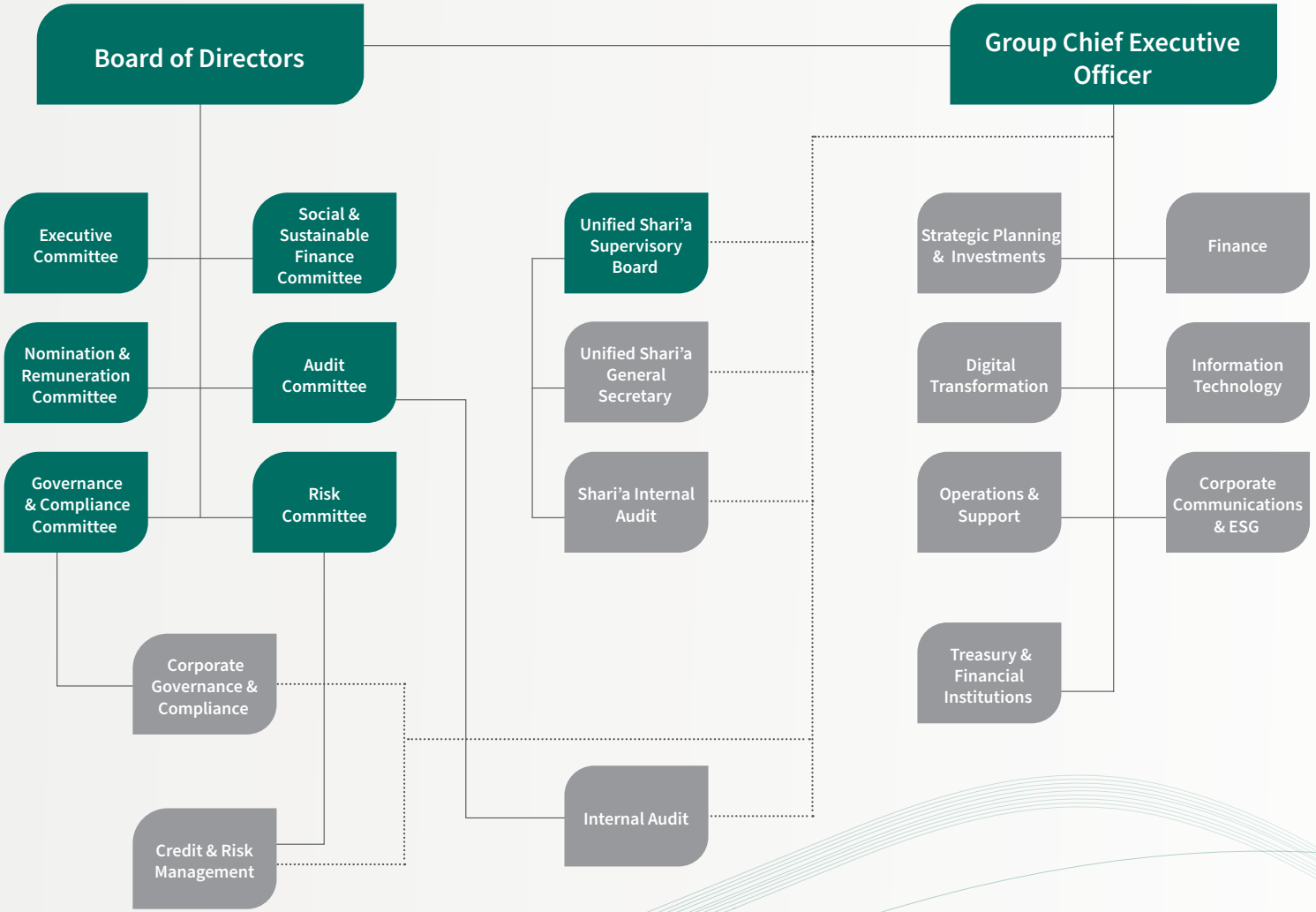
Al Baraka Group operates through a well-established and integrated governance structure designed to ensure clear accountability, effective oversight, and balanced decision-making across all levels of the organization. This structure reflects the Group's commitment to strong corporate governance, aligning strategic direction with operational execution while embedding risk management, compliance, and ethical conduct into all business activities.

At the apex of this framework, the Board of Directors retains overall responsibility for setting the Group's strategic direction, approving policies, and overseeing risk management and performance. The Board is supported by a number of specialized committees, including the Executive Committee, Nomination and Remuneration Committee, Governance & Compliance Committee, Audit Committee, Risk Committee, and Social & Sustainable Finance Committee. Each committee is entrusted with specific oversight responsibilities, enabling focused review, informed decision-making, and enhanced governance effectiveness.

In parallel, the Unified Shari'a Supervisory Board plays a central role in ensuring that all Group activities, products, and services remain fully compliant with Islamic Shari'a principles. The governance structure is further strengthened by control functions, including Internal Audit, Corporate Governance & Compliance, and Credit & Risk Management, which provide oversight, monitoring, and assurance. These functions operate with clear reporting lines and independence, ensuring that risks are effectively identified, assessed, and managed.



> ***Our governance structure is well designed for a strong conduct into all business activities.***


Board of Directors
Group Chief Executive Officer
Executive Committee
Social & Sustainable Finance Committee
Nomination & Remuneration Committee
Audit Committee
Governance & Compliance Committee
Risk Committee
Corporate Governance & Compliance
Credit & Risk Management
Unified Shari'a Supervisory Board
Unified Shari'a General Secretary
Shari'a Internal Audit
Internal Audit
Strategic Planning & Investments
Finance
Digital Transformation
Information Technology
Operations & Support
Corporate Communications & ESG
Treasury & Financial Institutions
Functional Reporting
Administrative Reporting

Board Composition

The Board of Directors plays a central role in guiding the Group's strategy, overseeing performance, and ensuring alignment with regulatory and ethical standards. It is responsible for approving business strategies, monitoring risk exposure, and safeguarding the interests of shareholders and stakeholders.

The roles of Chairman, Vice-Chairman, and Group Chief Executive Officer continue to be held by separate individuals, ensuring appropriate segregation of duties and strengthening governance effectiveness.



Shaikh Abdullah Saleh Kamel
Chairman
Non-Executive



Mr. Mohamed Ebrahim Alshroogi
Vice Chairman
Independent



Dr. Khaled Abdulla Ateeq
Member
Independent



Mr. Houssem Ben Haj Amor
Group CEO and Board
Executive Member



Mr. Abdul Elah Abdul Rahim Sabbahi
Member
Executive



Mr. Tawfig Shaker Mufti
Member
Non-Executive



Mrs. Dalia Hazem Khorshid
Member
Independent



Mr. Naser Mohamed Al Nuwais
Member
Independent



Mr. Fahd bin Ibrahim Al Mufarrij
Member
Independent



Mr. Masood Ahmed Al Bastaki
Member
Independent



Mr. Saud Saleh Al Saleh
Member
Non-Executive



Dr. Ziad Ahmed Bahaa-Eldin
Member
Independent

**The above-mentioned Board members were elected in the Annual General Assembly held on 22nd March 2023 for a 3-year term.*
**There was no reported non-compliance with Board Composition in 2025.*
The details on Board Members qualifications and meeting attendance is available on the company website.

Board Diversity and Representation

Al Baraka Group recognizes that diversity at the Board level is an important driver of effective governance, contributing to enhanced decision-making, broader perspectives, and stronger oversight. A diverse Board supports the Group's ability to respond to evolving business challenges while ensuring balanced and well-informed strategic direction.

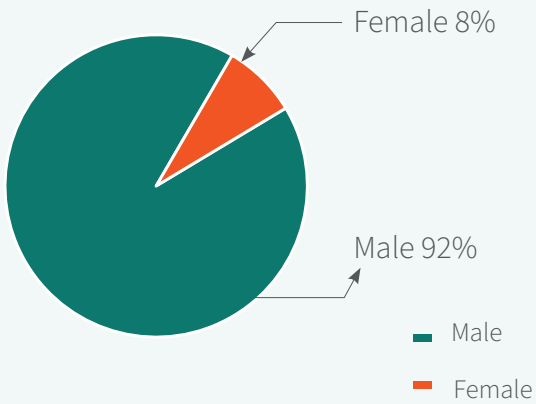
The Group remains committed to promoting diversity across its leadership structure, including diversity of experience, background, and perspective. This approach supports the development of a governance framework that reflects a wide range of insights and strengthens the Board's overall effectiveness.

Gender Diversity

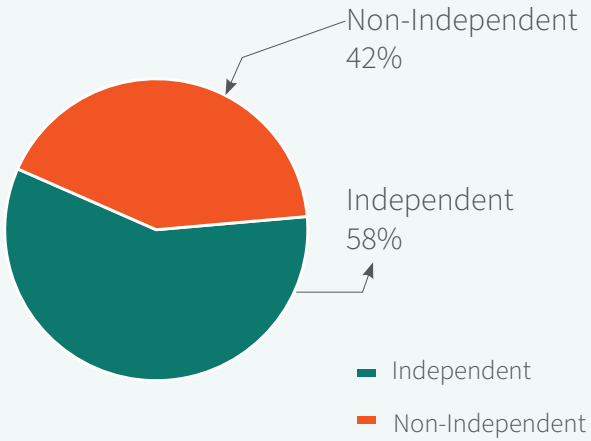
We are proud to have female representation at the Board level, with 1 female board member representing 8% of the Board.

The Group is committed to promoting equal opportunities across all levels of the organization and continues to focus on fostering an inclusive environment.

Gender Representation at Board Level



Board Independence



Beyond gender representation, the Group continues to benefit from a Board composed of members with diverse professional expertise, industry experience, and regional knowledge. This diversity strengthens the Board's ability to provide effective oversight, guide strategic initiatives, and support sustainable growth. Al Baraka Group remains committed to further strengthening diversity within its leadership structure as part of its broader governance and sustainability objectives, ensuring that its Board continues to reflect best practices in corporate governance and supports long-term value creation.

With seven independent directors out of a total of twelve, the Board maintains a majority independent representation of 58%, reflecting a strong governance structure anchored in objectivity and accountability.

It also reinforces transparency and strengthens the overall decision-making process, ensuring that strategic directions are guided by diverse and independent perspectives.

Unified Shari'a Supervisory Board

Al Baraka Group operates in full compliance with Islamic Shari'a principles, ensuring that all financial and operational activities uphold fairness, transparency, and ethical conduct.

Member	Position
Shaikh Dr. Saad Bin Nasser Al Shithry	Chairman
Shaikh Dr. Abdullatif Al Mahmood	Vice-Chairman
Shaikh Dr. Al Ayachi Al Saddig Fiddad	Member
Shaikh Abdulla Bin Sulieman Al Mannea	Member
Shaikh Yousif Hassan Khalawi	Member

Board Level Committees

To enhance governance efficiency and oversight, the Board has established several specialized committees with clearly defined mandates, including the Executive Committee, Nomination and Remuneration Committee, Audit Committee, Risk Committee, Compliance & Governance Committee, and the Social & Sustainable Finance Committee.

Each committee plays a vital role in supporting the Board by focusing on key areas such as strategy, financial reporting, risk management, compliance, and sustainability.

This structured approach enables effective oversight of critical functions, facilitates detailed review of complex matters, and strengthens overall accountability and governance discipline across the Group.

Board Committee	Mandate	Board Chairman and Members
Executive Committee	• Making recommendations to the Board for approval concerning the Group's overall strategies and business plan. • Recommending and reviewing any significant changes to the Group's strategies, business plan, capital or organizational structure, assets, or investments.	**Chairman** Shaikh Abdullah Saleh Kamel (Non-Executive) **Members** Mr. Mohamed Ebrahim Alshroogi (Vice Chairman, Independent Director) Mrs. Dalia Hazem Khorshid (Independent Director) Dr. Ziad Ahmed Bahaa-Eldin (Independent Director) Mr. Abdul Elah Abdul Rahim Sabbahi (Executive Director) Mr. Houssem Ben Haj Amor (Executive Director)

Board Level Committees (cont.)

Board Committee	Mandate	Board Chairman and Members
Nomination and Remuneration Committee	• Considering all material elements relating to the remuneration policy, including the approval of the remuneration of the Directors based on their attendance at Board and Committee meetings. • Recommending to the Board the level of remuneration for Executive Management members and other employees under an approved performance-linked incentive structure. • Conducting an annual evaluation of the performance of the Board, Board Committees, and the Group Chief Executive Officer. • Ensuring that, when an issue relating to the personal interest of a Director is discussed, the interested Director withdraws from the meeting and abstains from voting. • Identifying qualified candidates for the Board, Group Chief Executive Officer, Chief Financial Officer, Board Secretary, and other executive officers (except for the Head of the Internal Audit Department, Head of Risk Management, and Head of Compliance, who must be recommended by other committees in accordance with Central Bank of Bahrain rule book),and making recommendations accordingly. • Inducting, educating, and orienting new Directors, and conducting seminars and training programs for Board members.	**Chairman** Mr. Mohamed Ebrahim Alshroogi (Independent Director) **Members** Mrs. Dalia Hazem Khorshid (Independent Director) Mr. Saud Saleh Al Saleh (Non-Executive Director)

> ***We remain committed to promoting diversity across our leadership structure***

Board Level Committees (cont.)

Board Committee	Mandate	Board Chairman and Members
Audit Committee	• Ensuring an effective internal auditing environment and continuous internal controls monitoring. • Reviewing internal audit reports, external auditors' management letters, and central bank inspection reports. • Overseeing the Group's accounting policies, financial controls, reporting, and disclosure procedures. • Addressing matters related to financial control, internal and external audits, risk management, and regulatory compliance. • Approving annual audit plans and ensuring coordination between internal and external auditors. • Monitoring the independence, qualifications, and performance of external auditors and recommending their appointment, retirement, and remuneration. • Reviewing annual and interim financial statements for Board approval and assessing provisions and consultant reports. • Ensuring appropriate control systems are in place for risk identification, financial monitoring, and legal compliance. • Make recommendations to the Board regarding the appointment, retirement and remuneration of the external auditors and the appointment of the Head of the Group's Internal Audit Department.	**Chairman** Mr. Fahd bin Ibrahim Al Mufarrij (Independent Director) **Members** Mr. Naser Mohamed Al Nuwais (Independent Director) Mr. Tawfig Shaker Mufti (Non-Executive Director)
Risk Committee	• Determining the Group's risk appetite based on the recommendations of the Board Risk Committee. • Setting acceptable levels of risk to which the Group may be exposed and approving management's strategy for managing risk. • Ensuring that management takes necessary steps to identify, measure, monitor, and control risk. • Overseeing the Group's risk management systems, practices, and procedures. • Ensuring effective risk identification, management, and compliance with internal guidelines and external requirements. • Reviewing issues identified by the Internal Audit and Compliance departments of the Group and its subsidiaries, such as weaknesses or breakdowns in controls.	**Chairman** Dr. Khaled Abdulla Ateeq (Independent Director) **Members** Mr. Masood Ahmed Al Bastaki (Independent Director) Mr. Tawfig Shaker Mufti (Non-Executive Director)

Board Level Committees (cont.)

Board Committee	Mandate	Board Chairman and Members
Compliance & Governance Committee	• Ensuring robust compliance, Anti-Money Laundering, and corporate governance framework across the Group. • Promoting a strong compliance and governance culture within the Group. • Ensuring efficient procedures, processes, and controls for Anti-Money Laundering, Countering Financing of Terrorism, International Sanctions, Foreign Account Tax Compliance Act, and Common Reporting Standards. • Periodically reviewing governance controls and systems to identify and address any weaknesses. • Ensuring compliance with local legal legislation and regulatory norms in all countries of operation. • Maintaining high compliance standards that are compatible with international standards.	**Chairman** Dr. Khaled Abdulla Ateeq (Independent Director) **Members** Mr. Masood Ahmed Al Bastaki (Independent Director) Dr. Ziad Ahmed Bahaa-Eldin (Independent Director) Mr. Yousif Hassan Khalawi (Unified Shari'a Supervisory Board Representative)
Social & Sustainable Finance Committee	• Leading the Al Baraka Social & Sustainable Finance Program. • Overseeing the formulation of policies and strategies by Executive Management. • Ensuring ABG and its subsidiaries become a model Islamic banking group, offering sustainable and socially responsible services in line with Shari'a objectives. • Adhering to the spirit of Islamic finance, with Social & Sustainable Finance as a key feature. • Demonstrating commitment to Social & Sustainable Finance by setting quarterly and annual targets for Executive Management.	**Chairman** Mr. Naser Mohamed Al Nuwais (Independent Director) **Members** Mr. Abdul Elah Abdul Rahim Sabbahi (Executive Director) Mr. Saud Saleh Al Saleh (Non-Executive Director)

Details regarding the number of meetings held and attendance for each Board Committee are available on the Company's website.

Currently, 100% of committee chair positions are held by male Board members. Of the six Board Committees, five are chaired by Independent Directors, while one is chaired by a Non-Executive Board member, reflecting a strong level of independence in committee leadership.



Compliance Management

Al Baraka Group is committed to maintaining the highest standards of regulatory compliance and ethical business conduct, recognizing that a strong compliance culture is essential to safeguarding stakeholder trust and ensuring long-term sustainability. As a regulated financial institution, we operate in full alignment with the regulatory framework of the Central Bank of Bahrain (CBB), which governs key areas including capital adequacy, risk management, liquidity, and corporate governance.

Compliance within the Group extends beyond adherence to regulatory requirements; it is embedded into our organizational culture and day-to-day operations. We adopt a proactive and disciplined approach to compliance, ensuring that all business activities are conducted in accordance with both the letter and spirit of applicable laws and regulations. This approach reflects our commitment to integrity, transparency, and responsible financial practices.

Our compliance culture is built on three core principles

1. **Adherence** to both the letter and spirit of **regulations**

   Employees are expected not only to comply with formal regulatory requirements but also to uphold the underlying intent of those regulations, ensuring ethical and responsible decision-making.

2. **Commitment** to ethical business **conduct**

   The Group promotes a culture of integrity, where ethical considerations are integrated into all business activities, supported by internal policies, codes of conduct, and governance frameworks.

3. **Empowerment** of employees to uphold compliance **standards**

   Employees are provided with the necessary training, tools, and guidance to identify, manage, and report compliance-related risks, reinforcing accountability across all levels of the organization.

This culture is supported by a structured compliance framework, including dedicated compliance functions, ongoing training programs, and continuous monitoring mechanisms. Regular reviews and internal controls ensure that compliance risks are effectively identified and mitigated, while maintaining alignment with evolving regulatory expectations.

In 2025, Al Baraka Group maintained a strong compliance record, with zero regulatory fines and no material compliance breaches. This reflects the effectiveness of the Group's governance framework, internal controls, and proactive compliance management practices.

By embedding compliance into its culture and operations, Al Baraka Group ensures that it remains well-positioned to navigate an evolving regulatory landscape while maintaining the trust of its stakeholders.



Compliance Governance and Control Environment

To ensure effective compliance oversight and a strong control environment, Al Baraka Group maintains an independent and well-structured Group Compliance function. This function operates with clear authority and independence, reporting directly to the Board Compliance & Governance Committee, thereby ensuring objective oversight and alignment with the Group's governance framework.

The Group Compliance function plays a central role in safeguarding the organization against regulatory and compliance risks. It is responsible for establishing and maintaining a comprehensive compliance framework that ensures all business activities are conducted in accordance with applicable laws, regulations, and internal policies. This centralized function is supported by dedicated compliance teams across the Group's subsidiaries, enabling consistent implementation of compliance policies and procedures across diverse jurisdictions. This structure ensures that regulatory requirements are addressed both at the Group level and within local operating environments, while maintaining a unified approach to compliance management.

The responsibilities of the Group Compliance function include:

Identifying and assessing compliance risks

This involves proactively monitoring the regulatory landscape and evaluating potential risks that may impact the Group's operations.

Monitoring regulatory adherence

Ongoing monitoring and testing are conducted to ensure that business activities remain compliant with applicable laws and internal standards.

Reporting compliance risks and incidents

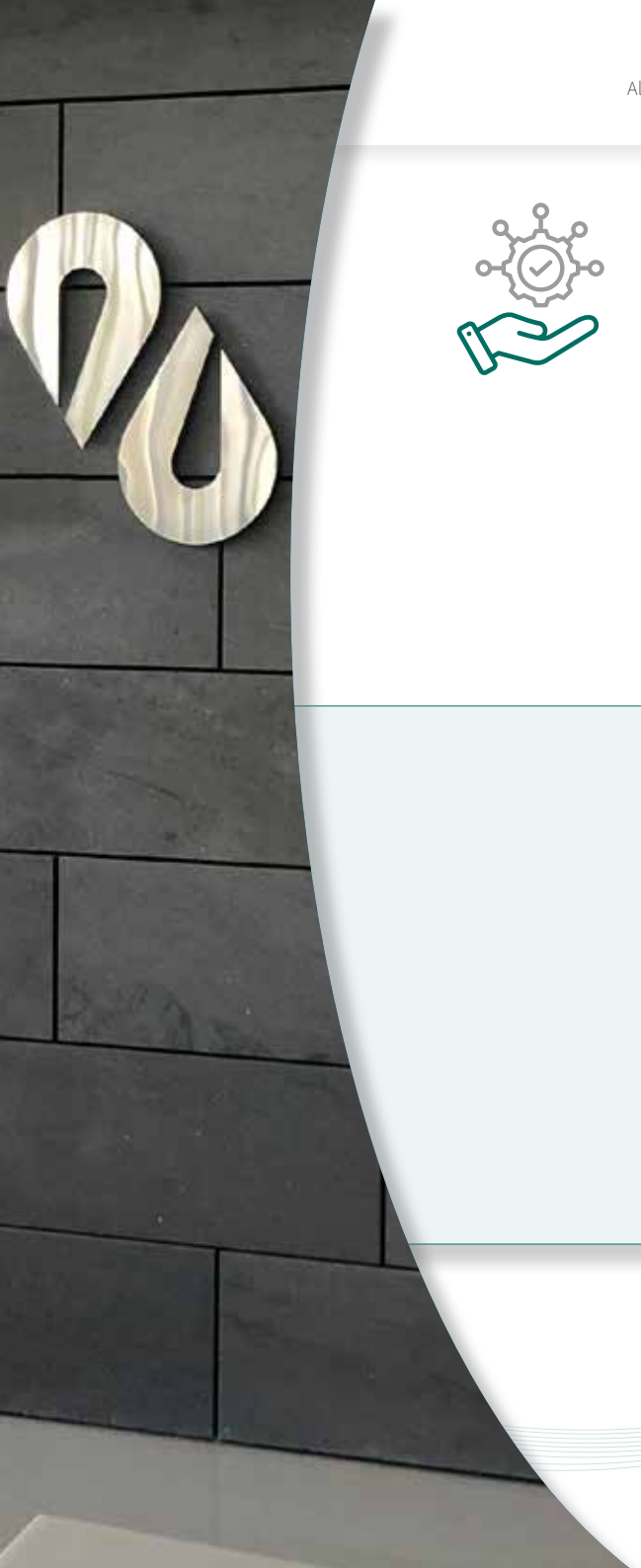
The function ensures timely reporting of compliance-related issues to senior management and the Board, supporting transparency and accountability.

Providing guidance and advisory support

Continuous guidance is provided to management and staff to support informed decision-making and promote a strong compliance culture.

In addition to these responsibilities, Al Baraka Group continues to strengthen its compliance capabilities through ongoing investment in advanced systems, automated monitoring tools, and employee training programs. These enhancements improve the efficiency of compliance processes, support real-time risk identification, and ensure that employees remain well-informed of their compliance obligations.

Through this structured and proactive approach, the Group reinforces its control environment, enhances regulatory readiness, and ensures that compliance remains an integral part of its governance and operational framework.



Ethics, Integrity and Governance Culture

At Al Baraka Group, ethical conduct and strong governance are central to building stakeholder trust and supporting long-term sustainability. As a responsible Islamic financial group, we embed integrity, accountability, and transparency across all levels through a comprehensive framework of policies, procedures, and internal controls.

Our approach is guided by both global corporate governance standards and the principles of Islamic Shari'a, which emphasize fairness, honesty, and social responsibility. These values shape our decision-making and define how we engage with customers, employees, regulators, and the wider community.

Training our Employees and Board Members

We ensure that all employees and Board members adhere to well-defined codes of conduct and governance policies that clarify responsibilities and provide guidance on ethical challenges, conflicts of interest, and compliance matters.

To reinforce this, we conduct continuous training and awareness programs, ensuring 100% employee participation in Anti-Money Laundering and Code of Conduct training.

Robust Internal Controls and Effective Monitoring

Regular policy reviews, along with strong internal controls and monitoring mechanisms, ensure alignment with evolving regulations and best practices. This is supported by a strong compliance culture that promotes both individual accountability and collective responsibility, encouraging employees to act with integrity and sound judgment in all business activities.

Through this integrated approach, Al Baraka Group strengthens its governance culture, ensuring that ethical principles are not only defined but consistently practiced, thereby reinforcing stakeholder confidence and enabling sustainable growth.



Key Ethics and Governance Policies

Al Baraka Group upholds robust ethics and corporate governance policies that reflect our commitment and ensure our operations align with the highest standards of corporate governance.

Code of Business Conduct and Ethics

The Group has implemented a Code of Business Conduct and Ethics, along with other internal policies and guidelines, to ensure compliance with all applicable laws, rules, and regulations governing its operations.

This Code applies to all employees as well as the Board of Directors. To promote transparency and accountability, all approved persons are required to submit annual conflict-of-interest declarations, which are incorporated into the Code of Conduct.

In addition, the Group has established formal complaint handling procedures, ensuring that all complaints are managed in accordance with the requirements of the Central Bank of Bahrain (CBB).

Employees and Board members are required to fully understand, adopt, and consistently uphold the principles set out in the Code in their daily activities. The Code promotes ethical decision-making, encouraging individuals to act with honesty, exercise sound judgment, and consider the broader impact of their actions on stakeholders and the organization.

“100%

of employees completed annual training on Code of Business Conduct and Ethics.”



Anti-Bribery and Corruption (“ABC”) Programme

Al Baraka Group maintains a comprehensive Anti-Bribery and Corruption (ABC) Programme, reflecting its zero-tolerance approach to bribery, corruption, and unethical practices. As a financial institution operating under both regulatory requirements and Islamic ethical principles, the Group recognizes that preventing corruption is essential to maintaining integrity, protecting its reputation, and safeguarding stakeholder trust.

The ABC Programme provides a structured framework for identifying, preventing, and addressing corruption risks across all levels of the organization. It establishes clear standards of conduct and outlines the responsibilities of employees, Directors, and associated persons in ensuring that all business activities are carried out with honesty, transparency, and accountability.

Bribery and corruption can take many forms, including improper payments, facilitation payments, or the offering and acceptance of gifts and benefits that may influence business decisions. The Group’s ABC framework addresses these risks by setting clear rules on acceptable behavior, defining prohibited practices, and requiring employees to exercise sound judgment in all interactions with third parties.

The programme is aligned with applicable laws, regulatory requirements, and international best practices, ensuring that the Group maintains compliance across all jurisdictions in which it operates. It applies uniformly across the organization, with all employees and Directors expected to adhere to both the letter and spirit of the policy, reinforcing a culture of ethical conduct.

Employees are required to be fully familiar with the ABC Programme and understand their roles in preventing and reporting potential instances of bribery or corruption. Regular training and awareness initiatives are conducted to ensure that employees remain informed of evolving risks and regulatory expectations. Any breach of the programme is treated with the utmost seriousness and may result in disciplinary action, including termination of employment and, where applicable, legal consequences.

To ensure consistent implementation, the ABC Programme is applied across the Group and its subsidiaries. Each subsidiary is required to adopt policies that align with the Group’s framework while also complying with local regulatory requirements. In cases where local regulations impose stricter standards, the Group adopts the higher standard to ensure full compliance.

Through this comprehensive framework, Al Baraka Group integrates anti-bribery and corruption controls into its broader governance and risk management systems. This approach reinforces its commitment to ethical business practices, strengthens its control environment, and ensures that integrity remains a defining feature of its operations.



Whistleblowing and Ethical Reporting Framework

Al Baraka Group has established a comprehensive whistleblowing and ethical reporting framework, which serves as a key mechanism for promoting transparency, accountability, and ethical conduct across the organization. This framework enables employees and external stakeholders to report concerns related to misconduct, unethical behavior, or regulatory non-compliance in a secure, confidential, and structured manner.

Whistleblowing refers to the reporting of suspected wrongdoing or violations of laws, regulations, or internal policies. Recognizing the importance of early detection and resolution of such issues, the Group has implemented clear procedures that allow individuals to raise concerns without fear of retaliation or adverse consequences. This supports a culture where ethical behavior is encouraged, and concerns can be addressed proactively.

The framework is designed to promote openness and trust by ensuring that all reports are handled with strict confidentiality and sensitivity. Individuals can report a wide range of issues, including financial misconduct, fraud, corruption, breaches of corporate governance, unethical conduct, or violations of internal policies and procedures. This broad scope ensures that all potential risks to the Group's integrity and reputation can be identified and addressed in a timely manner.

Oversight of the whistleblowing process is maintained by the Board Audit Committee, ensuring independent and objective supervision. Investigations are conducted in a fair and impartial manner, with appropriate escalation and resolution processes in place. This governance structure ensures that all concerns are assessed thoroughly and addressed in accordance with established policies. The Group ensures that individuals who report concerns in good faith are safeguarded against retaliation, discrimination, or any form of adverse treatment. This protection encourages employees and stakeholders to speak up with confidence and reinforces the integrity of the reporting process.

Anti-Money Laundering, Countering Financing of Terrorism, and Countering Proliferation Financing (AML/CFT/CPF)

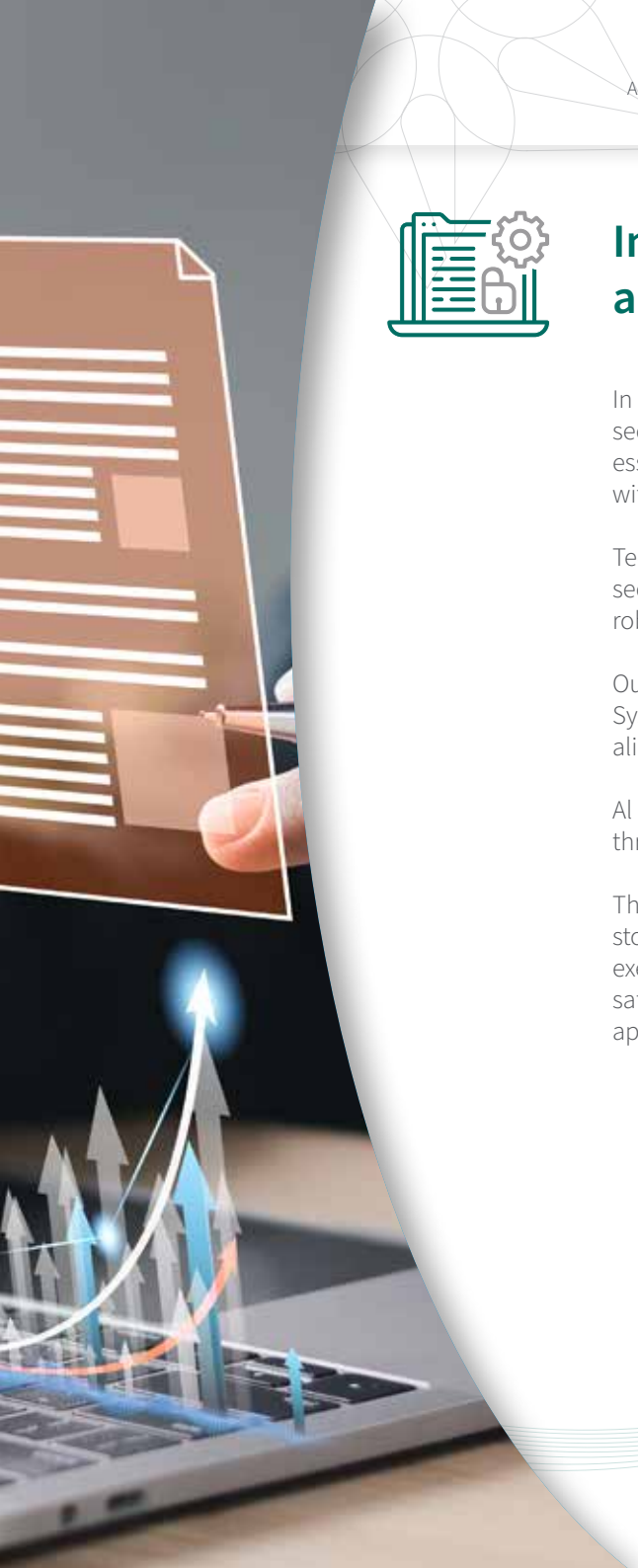
Al Baraka Group recognizes that effective management of financial crime risks is critical to maintaining the integrity of its operations and protecting the stability of the financial system. As part of its governance framework, the Group has implemented comprehensive Anti-Money Laundering (AML), Countering the Financing of Terrorism (CFT), and Countering Proliferation Financing (CPF) frameworks across all its operations.

Financial crime risks, including money laundering, terrorist financing, and the misuse of financial systems for illicit purposes, pose significant threats to financial institutions. To address these risks, Al Baraka Group has established structured policies, procedures, and controls designed to prevent, detect, and respond to suspicious activities in a timely and effective manner.

The Group's AML/CFT/CPF frameworks are aligned with applicable laws and regulatory requirements, as well as internationally recognized standards, including those issued by the Financial Action Task Force (FATF) and the Basel Committee on Banking Supervision. This ensures that the Group maintains a consistent and robust approach to financial crime risk management across all jurisdictions in which it operates.

Dedicated MLROs are appointed across subsidiaries to oversee AML compliance, manage reporting obligations, and act as key points of contact with regulators. Additionally, employees receive regular training to ensure they are aware of financial crime risks, reporting requirements, and their responsibilities in maintaining compliance.

Through these measures, Al Baraka Group reinforces its commitment to maintaining transparency, protecting its operations from misuse, and upholding the integrity of the financial system. The Group continues to enhance its financial crime compliance capabilities through ongoing investment in systems, technology, and employee training, ensuring readiness to address evolving risks and regulatory expectations.



Information Security and Management

In an increasingly digital and interconnected environment, Al Baraka Group places strong emphasis on technology governance, information security, and data protection as critical components of its overall governance framework. The protection of customer and organizational data is essential not only for maintaining stakeholder trust, but also for ensuring business continuity, safeguarding sensitive information, and complying with regulatory requirements.

Technology governance refers to the framework through which the Group manages its information technology systems, ensuring that they are secure, reliable, and aligned with business objectives. As financial institutions handle large volumes of sensitive financial and personal data, robust cyber security and data protection measures are essential to mitigate risks such as data breaches, cyber attacks, and unauthorized access.

Our IT policies and procedures are developed in alignment with international standards such as ISO 27001 Information Security Management System (ISMS), the NIST Cybersecurity Framework (CSF), and Control Objective PO6.3 - IT Policies Management (COBIT). These policies are aligned with the Group's commitment to secure, ethical, and Shari'a-compliant banking practices.

Al Baraka Group is committed to protecting the personal data of its customers, employees, and all individuals whose information is processed through its operations.

The Group's data privacy practices are aligned with Bahrain's Personal Data Protection Law (PDPL), which governs the collection, processing, storage, and disclosure of personal data. Key steps taken to ensure PDPL compliance include conducting data mapping and classification exercises to identify personal data holdings and processing activities; implementing appropriate technical and organizational controls to safeguard personal data against unauthorised access, loss, or disclosure; ensuring that data collection is conducted on a lawful basis with appropriate consent mechanisms where required.



Highlights of our Information Management Approach

Robust IT and Information Security Policies: This framework is supported by a comprehensive set of internal IT and information security policies and procedures covering a broad range of technology and security domains, including but not limited to access control, data protection, system security, incident management, and business continuity. These policies ensure that appropriate safeguards are implemented to protect information assets, maintain system integrity, and support the organization's operational resilience.

Effective Governance:
Oversight of technology governance is maintained through dedicated governance structures, including the appointment of an Information Security Officer and the involvement of specialized committees responsible for monitoring IT risks and performance. These structures ensure continuous risk assessment, regular system reviews, and the ongoing enhancement of controls to address evolving cyber security threats.

Employee Awareness:
Employee awareness also plays a critical role in maintaining data security. All employees are required to adhere to strict confidentiality and data protection requirements and are required to complete information security protocols, ensuring that data protection is embedded into day-to-day operations.



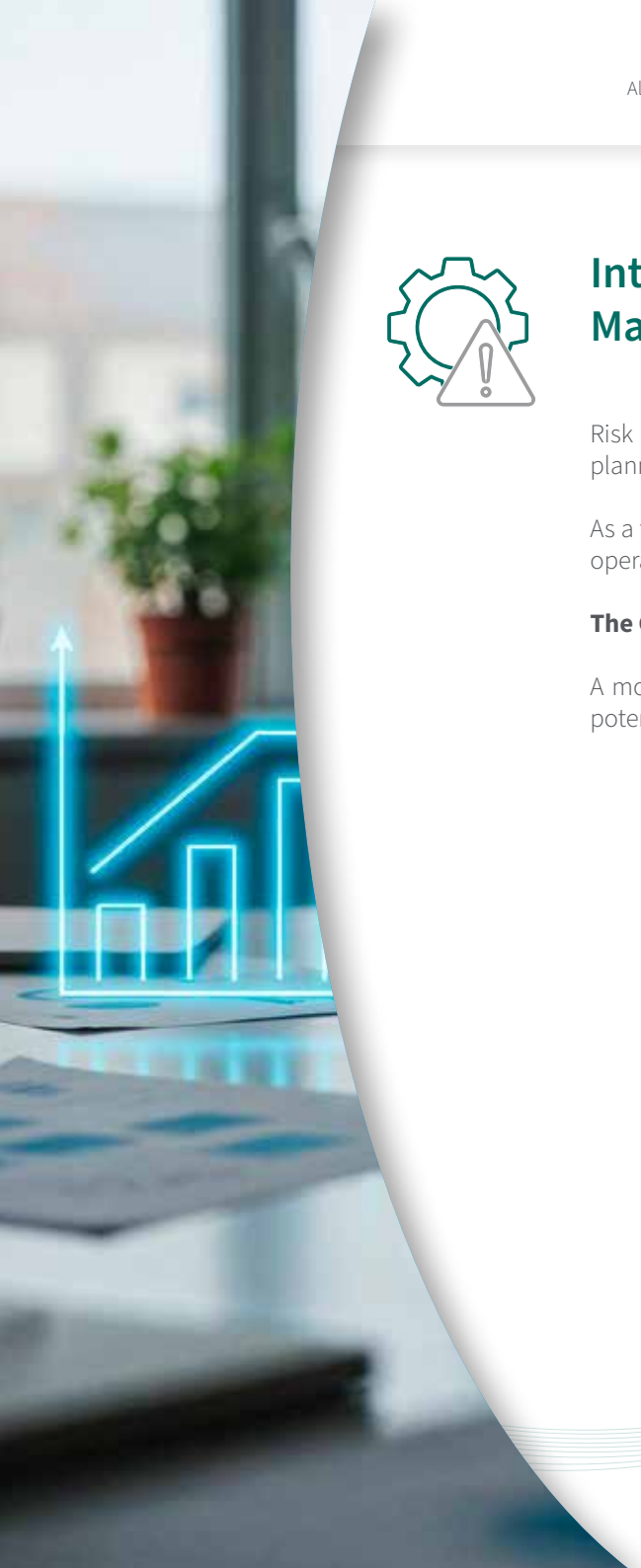
Information Security Performance

Through its continued investment in technology, systems, and employee awareness, Al Baraka Group reinforces its commitment to safeguarding sensitive information, maintaining operational resilience, and upholding the trust of its customers and stakeholders.

In 2025, Al Baraka Group maintained a strong data protection record, with zero reported data breaches and zero customer privacy incidents, consistent with performance in 2024. This reflects the effectiveness of the Group's IT governance framework and its proactive approach to managing cyber security risks.

> ***Our IT policies are set to protect our information assets and maintain system integrity***

Metric	2024	2025
Reported cases of Breach of Customer Privacy	0	**0**
Confirmed Incidents of Leaks, Theft or Loss of Customer Data	0	**0**



Integrated Risk Management Approach

Risk management is a core component of Al Baraka Group's governance framework and is fully integrated into its strategic planning and day-to-day decision-making processes.

As a financial institution, the Group is exposed to a range of risks that must be effectively managed to ensure financial stability, operational resilience, and long-term sustainability.

The Group maintains a moderate risk profile as part of its ongoing strategy.

A moderate risk profile indicates a balanced approach, where the Group is willing to accept a moderate level of risk for the potential of higher returns. We thoroughly evaluate the risk and return implications of our operations on an ongoing basis.



Risk Governance and Management

This structured and integrated approach enables the Group to proactively identify potential risks, monitor exposures in real time, and implement timely mitigation measures. It also supports a culture of risk awareness across the organization, ensuring that all employees understand their role in managing risk. Through its robust risk management framework, Al Baraka Group enhances its ability to navigate a dynamic and evolving operating environment, supporting sustainable growth, protecting stakeholder interests, and maintaining financial stability.

Risk management is a core component of an organization's overall business framework. Strong risk management practices help the Group control its existing risk exposures while also enabling it to take on a reasonable level of risk without significantly impacting returns. As such, it plays a vital role in both financial and operational management. Enterprise Risk Management (ERM) offers a comprehensive view of the Group's risk profile and evaluates how effectively risks are being managed. It is a continuous and structured process that identifies, assesses, improves, and monitors how risks evolve over time.

To maintain the effectiveness of ABG's Risk Management Framework, the Board and Senior Management depend on well-functioning operational, monitoring, and assurance roles within the organization. As part of its governance structure, the Group adopts the "Three Lines of Defense (LOD)" model to clarify responsibilities and relationships among these functions:

1 First Line of Defense (Risk Taking):

This level includes functions that directly manage and take on risk. Business units are responsible and accountable for identifying, assessing, controlling, and mitigating risks. These typically include front-line, client-facing departments such as corporate banking, where risk-related decisions like financing are made.

2 Second Line of Defense (Risk Oversight):

This layer consists of functions that provide oversight and specialized support in risk management and compliance. It includes departments such as Compliance, Risk Management, Finance, Legal, Operations, Human Resources, and Information Technology. These functions help ensure that effective risk management practices are implemented, support operational teams in managing risks, and ensure proper risk reporting. Additionally, the Shari'a coordination function ensures that all activities and products comply with Islamic principles.

3 Third Line of Defense (Risk Assurance):

The final layer provides independent assurance, primarily through internal audit. Using a risk-based approach, internal audit evaluates how effectively risks are identified and managed across the organization. It provides assurance to the Board and Senior Management on the performance of both the first and second lines of defense. This includes reviewing all aspects of the risk management framework and organizational objectives—strategic, operational, reporting, compliance, and ethical. An independent Shari'a Internal Audit function also plays a key role at this level.



Key Sustainability Risks

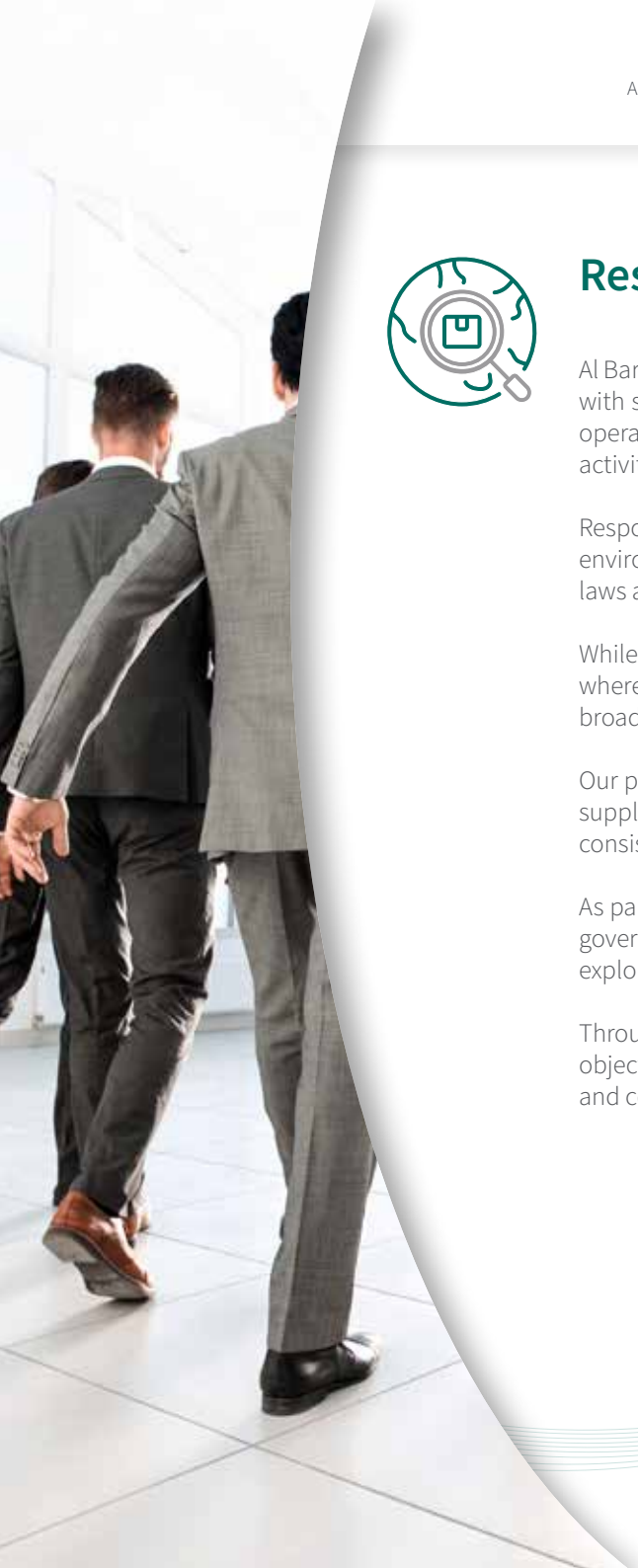
Al Baraka Group recognizes information security, cyber risk, and climate risk as key components of our broader risk landscape and continues to strengthen its approach to managing these evolving challenges. These risk assessments form part of the wider risk profile maintained by a dedicated risk management unit, ensuring an integrated and consistent approach across the Group. Further details are available in the Group's Annual Report.

Information and Cyber Security Risk:
The Group is actively enhancing its management of information and cyber security risks by continuously assessing potential threats, identifying appropriate controls, and implementing robust mitigation measures. ABG has established comprehensive IT security policies and procedures that align with leading industry standards, supporting the protection of data, systems, and operations while maintaining business resilience and stakeholder confidence.

Climate Risk:
Al Baraka Group acknowledges climate risk as an emerging sustainability concern, encompassing both financial and non-financial impacts arising from climate change and the transition to a low-carbon economy. This includes physical risks, such as extreme weather events, and transition risks, including regulatory and market changes. While no formal climate risk assessment has been conducted to date, the Group recognizes the importance of this area. Given its evolving nature and dependence on governmental policies and regulatory developments, ABG is in the process of evaluating potential exposures and will develop appropriate frameworks and management approaches in due course.

Climate risk is monitored through Al Baraka Group's Enterprise Risk Management framework as an emerging and evolving risk category. Physical risks, such as extreme weather events that could disrupt operations or affect the Group's financing portfolio and transition risks, including evolving regulatory requirements, market shifts toward low-carbon finance, and changing customer expectations are reviewed periodically at the Risk Committee level and reported to the Board.

**Further details on key risks identified by the company and their mitigation approach are available in Group Annual Report 2025.*



Responsible Sourcing and Supplier Practices

Al Baraka Group's commitment to responsible business conduct extends beyond our internal operations to include its relationships with suppliers and partners across its value chain. We recognize that our supply chain plays an important role in supporting our operations and that responsible sourcing practices are essential to maintaining ethical, sustainable, and transparent business activities.

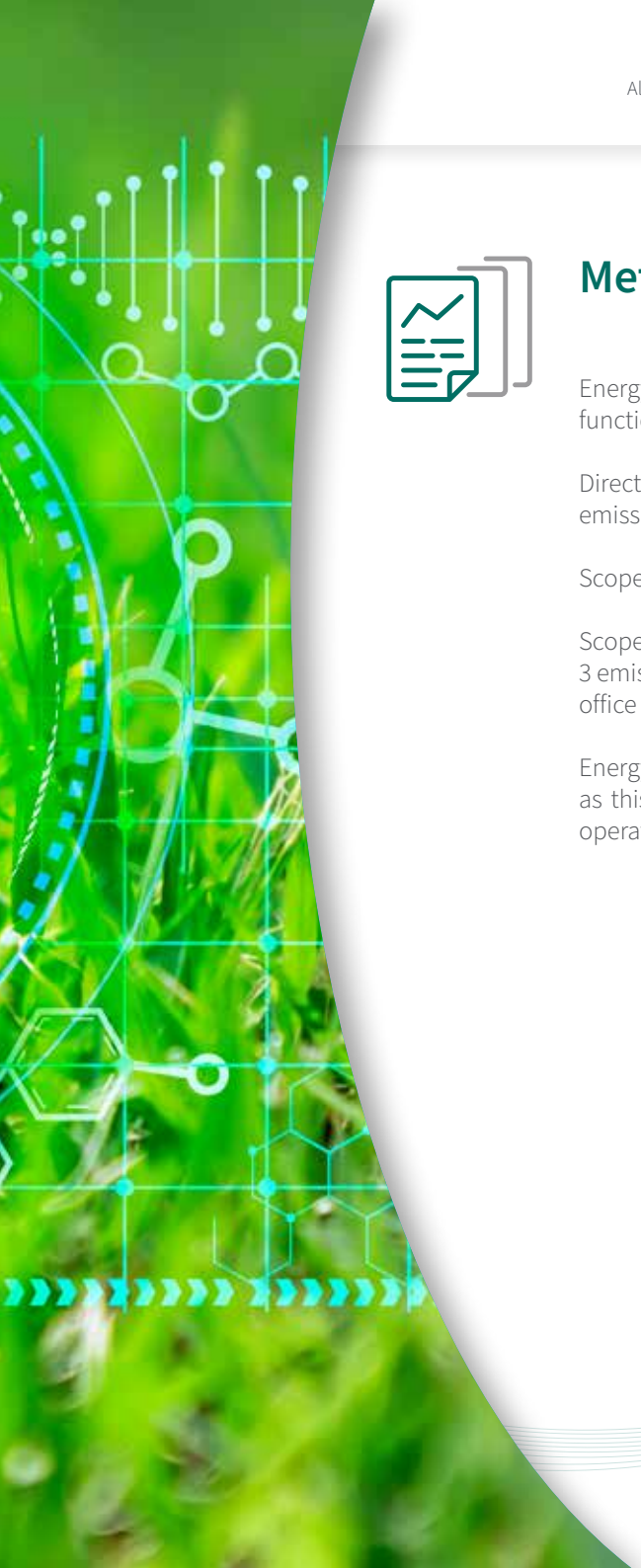
Responsible sourcing refers to the process of selecting and managing suppliers in a manner that aligns with the Group's ethical, environmental, and governance (ESG) standards. This includes ensuring that suppliers operate with integrity, comply with applicable laws and regulations, and uphold principles related to fair labor practices, environmental responsibility, and ethical conduct.

While the Group's supplier base is relatively limited compared to other industries, we prioritize engagement with local suppliers wherever possible. This approach supports national economic development, contributes to local value creation, and aligns with broader objectives related to economic inclusion and community development.

Our procurement practices are guided by internal policies and controls that promote fairness, transparency, and accountability in supplier selection and management. Suppliers are expected to adhere to the Group's ethical standards and operate in a manner consistent with its governance framework.

As part of our continuous improvement efforts, Al Baraka Group is actively assessing opportunities to further enhance its supplier governance practices. This includes strengthening due diligence processes, improving transparency in procurement activities, and exploring the integration of ESG considerations into supplier evaluation and selection.

Through this approach, the Group aims to ensure that its supply chain reflects its core values and supports its broader sustainability objectives. By promoting responsible sourcing practices, Al Baraka Group reinforces its commitment to ethical business conduct and contributes to the development of a more sustainable and accountable business ecosystem.



Methodology Note for Environmental Data

Energy data is compiled from utility invoices and fuel consumption records maintained by the Group's management function. Electricity consumption is converted to gigajoules using a conversion factor of 1 kWh = 0.0036 GJ.

Direct energy consumption reflects petrol usage in company vehicles, classified as a non-renewable source. Greenhouse gas emissions are calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard.

Scope 2 emissions are calculated using the location-based method, applying the national grid emission factor for Bahrain.

Scope 1 emissions are calculated using standard fuel combustion emission factors consistent with IPCC guidelines. Scope 3 emissions have not been calculated for the current reporting period, as the reporting boundary is limited to Bahrain head office direct operations.

Energy intensity and emissions intensity are calculated using total Bahrain head office headcount as the scaling factor, as this is the most meaningful denominator for a holding company whose energy use is directly linked to office-based operations rather than revenue-generating activities

Annexures





CBB Index

Area	KPI	Main Reporting Component(s)	Location/Response
Environmental	E.1 Environmental Oversight	1. A statement on how the company addresses its environmental impact (e.g., explain whether senior management and/or the board address sustainability issues in meetings or have dedicated committees to do so.)	Sustainability Governance (Page 19)
		2. A statement of purpose and approach of the board/ management towards sustainability matters.	Chairman Message (Page 5) Board Member & Group Chief Executive Officer Message (Page 6)
		3. A description of the following (where applicable): 3.1 Policies 3.2 Commitments 3.3 Goals and targets (e.g., a description of how management/ the board oversee progress against climate/sustainability related targets) 3.4 Responsibilities (e.g., if responsibilities are delegated to management-level positions; dedicated sustainability officer(s); Board committees etc.) 3.5 Specific actions, such as processes, projects, programs, initiatives and frequency at which the board is informed about climate/sustainability targets and processes.	Our Sustainability Strategy (Page 14)
	E.2 Energy Consumption	1. Report total energy consumed and breakdown by type: 1.1 Indirect energy consumed in the form of electricity, heating, cooling (i.e., total of energy purchases)	Energy Management (Page 25)
		1.2 Direct energy consumed, classified by renewable and non-renewable sources	Energy Management (Page 25)
		2. State the standards, techniques, assumptions, and/or calculation tools utilised	Energy Management (Page 25)

Area	KPI	Main Reporting Component(s)	Location/Response
	E.3 Energy Intensity	1. Report total energy consumed during the year divided by the selected scaling factor (e.g., sales, revenue etc.)	Energy Intensity (Page 26)
		2. State the standards, techniques, assumptions, and/or calculation tools utilised	Energy Intensity (Page 26) Methodology Note for Environmental Data (Page 68)
	E.4 Energy Mix	1. Report the percentage of energy used by source, as part of total energy consumption	Energy Mix (Page 26)
		2. Report the percentage of renewable and non-renewable energy used, as part of total energy consumption	Energy Mix (Page 26)
	E.5 Greenhouse Gas (GHG) Emissions	1.1 Total amount, in CO2 equivalents, for Scope 1	Emissions Management (Page 23-24)
		1.2 Total amount, in CO2 equivalents, for Scope 2	Emissions Management (Page 23-24)
		1.3 Total amount, in CO2 equivalents, for Scope 3 (if applicable)	Not Applicable
		2. State the standards, techniques, assumptions, and/or calculation tools utilised	Emissions Management (Page 23-24) Methodology Note for Environmental Data (Page 68)
	E.6 Emission Intensity	1. Report total annual GHG emission during the year divided by the selected scaling factor	Emissions Intensity (Page 24)
		2. State the standards, techniques, assumptions, and/or calculation tools utilised	Emissions Intensity (Page 24)
	E.7 Climate Risk Mitigation	1. Describe how your company identifies, assesses, and manages climate-related risks (including physical risks and transition risks)	Key Sustainability Risks (Page 66)
		2. Report the amount invested annually in climate-related issues (in BHD or USD) (e.g., research and product innovation)	There was no amount invested in climate related issues during the reporting year.

Area	KPI	Main Reporting Component(s)	Location/Response
	E.8 Water Usage	1. Report the total annual amount of water consumed by the organization	Water Management (Page 27)
		2. Report the total annual amount of water withdrawn by the organization	Water Management (Page 27)
		3. Report the total annual amount of water recycled/reclaimed by the organization	Water Management (Page 27)
	E.9 Waste Generation	1. Total weight of waste generated in metric tonnes , and a breakdown of this total by composition of the waste (hazardous and non-hazardous)	Sustainable Waste Management (Page 28)
		2. Description of the company's waste disposal method(s)	Sustainable Waste Management (Page 28)
		2.1 Description of the company's sustainable waste management practices (such as recycling initiatives and waste reduction strategies)	Sustainable Waste Management (Page 28)
		3. State the standards, techniques, assumptions, and/or calculation tools utilised	Sustainable Waste Management (Page 28)
	E.10 Emission Targets	1. A statement on how the company addresses its total emission	Emissions Management (Page 23-24)
		2. A statement of the board/management approach towards its total emissions, including whether it is subject to any country, regional, or industry-level emissions regulations and policies	Emissions Management (Page 23-24)
		3. A description of the following (where applicable): 3.1 Policies 3.2 Commitments 3.3 Goals and targets (e.g., a description of how management/ the board oversee progress against climate/sustainability related targets) 3.4 Responsibilities (e.g., if responsibilities are delegated to management-level positions; dedicated sustainability officer(s); Board committees etc.) 3.5 Specific actions, such as processes, projects, programs, initiatives and frequency at which the board is informed about climate/sustainability targets and processes.	Emissions Management (Page 23-24)

Area	KPI	Main Reporting Component(s)	Location/Response
Social	S.1 Total Workforce by Sex, Age-Group, and Employment Type	1. Report total number of employees currently employed within the organization	Our Workforce Profile (Page 30)
		1.1 Composition of the total workforce by sex, as percentage of the total workforce	Our Workforce Profile (Page 30)
		1.2 Composition of the total workforce by age-group (as per the GRI's employee age group categories: (a) under 30 years old, (b) 30-50 years old, and (c) over 50 years old), as a percentage of the total workforce	Age Diversity (Page 33)
		1.3 Composition of the total workforce by employment type (e.g., full-time, part-time, intern etc.), as a percentage of the total workforce	Our Workforce Profile (Page 30)
	S.2 Child and Forced Labor	1. A statement on how the organization addresses prohibition of child and or/forced labor	Fostering Ethical Employment Practices (Page 35)
		2. A statement of the board/management approach's direction, including whether it is subject to any country, regional, or industry-level regulations and policies	
		3. A description of the following (where applicable): 3.1 Policies 3.2 Commitments 3.3 Goals and targets (e.g., a description of how management/ the board oversee progress against climate/sustainability related targets) 3.4 Responsibilities (e.g., if responsibilities are delegated to management-level positions; dedicated sustainability officer(s); Board committees etc.) 3.5 Specific actions, such as processes, projects, programs, initiatives and frequency at which the board is informed about climate/sustainability targets and processes.	Given the nature of our operations in the financial services sector, child labor and forced labor are not considered material risks for ABG. Unlike Labor-intensive or industrial sectors where such risks may be more prevalent, ABG's operations are primarily office-based and do not involve activities that typically present significant exposure to these risks.

Area	KPI	Main Reporting Component(s)	Location/Response
	S.3 Employee Turnover	1. Report total annual employee turnover rate (whether voluntary or involuntary) for full-time employees during the reporting period, by sex	Employee Engagement and Retention (Page 36)
		2. Report total annual employee turnover rate (whether voluntary or involuntary) for full-time employees during the reporting period, by age-group (as per the GRI's employee age group categories: (a) under 30 years old, (b) 30-50 years old, and (c) over 50 years old)	Employee Turnover by Age and Gender (Page 37)
	S.4 Gender Pay Ratio	1. Report the median total compensation for women compared to the median total compensation for men (as a ratio)	Workforce Diversity and Inclusion (Page 32)
	S.5 Health and Safety	1. Report on the total number of injuries and fatalities occurred in each of the past three years including the reporting year	Employee Health and Safety (Page 39)
		2. Report lost days due to work injury in each of the past three years including the reporting year	Employee Health and Safety (Page 39)
		3. A description of occupational health and safety measures adopted, and how they are implemented and monitored	Employee Health and Safety (Page 39)
	S.6 Non-Discrimination	1. A statement on how the organization addresses harassment and discrimination matters	Fostering Ethical Employment Practices (Page 35)
		2. A statement of the board/management approach, including whether it is subject to any country, regional, or industry-level regulations and policies	Fostering Ethical Employment Practices (Page 35)
	S.7 Nationalisation	1. A statement of the board/management approach to increase nationalisation, including whether it is subject to any country regulations and policies	Supporting National Talent Development (Page 37-38)
	S.8 Community Investment	1. Amount invested in the community as a percentage of company revenues	Corporate Social Responsibility and Community Impact (Page 43-44) Al Baraka Day 2025: Together for Nature (Page 21)

Area	KPI	Main Reporting Component(s)	Location/Response
		2. Description of the scope and impact of its community investment initiatives	Corporate Social Responsibility and Community Impact (Page 43-44) Al Baraka Day 2025: Together for Nature (Page 21)
	S.9 Human Rights	1. A statement on how the organization addresses human rights	Fostering Ethical Employment Practices (Page 35)
		2. A statement of the board/management approach's direction, including whether it is subject to any country, regional, or industry-level regulations and policies	Fostering Ethical Employment Practices (Page 35)
		3. A description of the following (where applicable): 3.1 Policies (and if it also covers suppliers and vendors 3.2 Commitments 3.3 Goals and targets 3.4 Responsibilities	There are no specific policies, goals, target or commitments associated with human rights at this stage.
	S.10 Management Composition/Diversity	1. Report percentage of male to female metrics, as per the below categories: 1.1 Entry-level	Workforce Diversity and Inclusion (Page 31-32)
		1.2 Mid-level	Workforce Diversity and Inclusion (Page 31-32)
		1.3 Senior/Executive level positions	Workforce Diversity and Inclusion (Page 31-32)
	S.11 Development and Training	1. Report average hours of training, as per the below categories: 1.1 By Sex	Employee Talent Development (Page 40-41)
		1.2 By Employee category (Full-time, part-time, internship etc.)	Employee Talent Development (Page 40-41)
Governance	G.1 Board Composition	1. Report board size	Board Composition (Page 49)
		2. Report female board directors by number and percentage of the Board size	Board Diversity and Representation (Page 50)
		3. Report composition of the board and its committees by:	Board Composition (Page 49)

Area	KPI	Main Reporting Component(s)	Location/Response
		3.1 Executive or non-executive	Board Composition (Page 49)
		3.2 Independence	Board Diversity and Representation (Page 50)
		3.3 Tenure	Board Composition (Page 49)
		3.4 Representation (appointed or elected)	Board Composition (Page 49)
		3.5 Details of non-compliance with regulations, as well as a description of the corrective actions taken	Board Composition (Page 49)
	G.2 Collective Bargaining	1. Report total enterprise headcount covered by collective bargaining agreements (Unions) (if applicable)	Fostering Ethical Employment Practices (Page 35)
		2. Provide a description of the process by which employees negotiate their contracts with the organization to determine their terms of employment (e.g., compensation, benefits, hours, leave, occupational health and safety standards, initiatives to balance work and family etc.)	Fostering Ethical Employment Practices (Page 35)
	G.3 Whistleblowing	1. Provide a description of internal and external mechanisms for seeking advice and reporting concerns on organizational integrity	Whistleblowing and Ethical Reporting Framework (Page 60)
		2. Provide a description on awareness initiatives conducted by the organization	Whistleblowing and Ethical Reporting Framework (Page 60)
	G.4 Data Privacy	1. Provide a description of the company's Data Privacy policy	Information Security and Management (Page 61-63)
		2. Provide a statement of the steps taken to comply with Personal Data Protection Law (PDPL) rules	Information Security and Management (Page 61-63)

Area	KPI	Main Reporting Component(s)	Location/Response
	G.5 Disclosure Practices	1. Report if the company provides its sustainability data to sustainability supporting organizations such as the Global Reporting Initiative (GRI) Secretariat, United Nations (UN), CDP etc.	No, Al Baraka Group does not provide its sustainability data to sustainability reporting organizations.
		2. Report if the company focuses on specific UN Sustainable Development Goals (SDGs), including setting targets and reporting progress	Contribution to the United Nation's Sustainable Development Goals (UN SDGs) (Page 20)
		3. State whether the company publishes a sustainability report and/or how it integrates sustainability data in its disclosures	Introduction to this Report (Page 10)
	G.6 Conflict of Interest	1. Report whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to: 1.1 Cross-board membership	Code of Business Conduct and Ethics (Page 34) Key Ethics and Governance Policies (Page 58) Yes, all major conflicts of interest are disclosed
		1.2 Cross-shareholding with suppliers and other stakeholders	
		1.3 Existence of controlling shareholders	
		1.4 Related parties, their relationships, nature, transactions, and outstanding balances	
	G.7 Supplier Code of Conduct	1. Provide a description of the company's Supplier Code of Conduct	Responsible Sourcing and Supplier Practices (Page 67)
		2. Report the percentage of suppliers that comply with the company's code of conduct and the compliance assessment mechanism	Responsible Sourcing and Supplier Practices (Page 67)

Area	KPI	Main Reporting Component(s)	Location/Response
	G.8 Incentivised Pay	1. Report if executives are formally incentivised to perform on sustainability	Sustainability Governance (Page 19)
		2. Report the percentage of executive compensation tied to ESG performance metrics	Currently, there are no financial incentives linked to ESG performance.
		3. Provide a description of other links between executive performance and sustainability performance (if any)	Sustainability Governance (Page 19)
	G.9 Ethics & Anti-Corruption	1. Report if your company follows an Ethics and/or Anti-Corruption policy	Key Ethics and Governance Policies (Page 58-59)
		1.1 If yes, report the percentage of the workforce that has formally certified its compliance with the policy (provide description of certification and process)	Key Ethics and Governance Policies (Page 58-59)
		2. Provide a statement of the company's commitment towards its ethics and/or anti-Corruption policy/position	Key Ethics and Governance Policies (Page 58-59)
	G.10 Assurance	1. Provide a description of the process by which sustainability disclosures are assured or validated	Introduction to this Report (Page 10)
		1.1 Report if the company's sustainability disclosures are assured or validated by an independent third party	Introduction to this Report (Page 10)

GRI Index

GRI Content Index		
Statement of use	Al Baraka Group has reported the information cited in this GRI content index for the period 1st January 2025 to 31st December 2025 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
General Disclosures	2-1 Organizational details	About Al Baraka Group, Page 3
	2-2 Entities included in the organization's sustainability reporting	Introduction to this Report, Page 10
	2-3 Reporting period, frequency and contact point	Introduction to this Report, Page 10
	2-4 Restatements of information	Minor, non-material restatements have been made to certain 2024 workforce indicators following a review and refinement of the underlying data and/or classification methodology. Accordingly, certain comparative figures presented for 2024 may differ from those previously reported in the ESG Report 2024. The restated figures provide a more accurate and consistent basis for comparison with 2025.
	2-5 External assurance	Introduction to this Report, Page 10
	2-6 Activities, value chain and other business relationships	About Al Baraka Group, Page 3; Our Operational Footprint: Al Baraka Group Subsidiaries and Entities, Page 8
	2-7 Employees	Our Workforce Profile, Page 30
	2-8 Workers who are not employees	There are no workers that are not employees.
	2-9 Governance structure and composition	Governance Structure and Oversight Model, Page 47; Board Composition, Page 49
	2-10 Nomination and selection of the highest governance body	Board Composition, Page 49
	2-11 Chair of the highest governance body	Board Composition, Page 49
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance, Page 19
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance, Page 19
	2-14 Role of the highest governance body in sustainability reporting	Introduction to this Report, Page 10; Sustainability Governance, Page 19

	2-15 Conflicts of interest	Key Ethics and Governance Policies – Code of Business Conduct and Ethics, Page 58
	2-16 Communication of critical concerns	Whistleblowing and Ethical Reporting Framework, Page 60
	2-17 Collective knowledge of the highest governance body	Board Composition, Page 49
	2-18 Evaluation of the performance of the highest governance body	Board Level Committees – Nomination and Remuneration Committee, Page 51-52
	2-19 Remuneration policies	Board Level Committees – Nomination and Remuneration Committee, Page 51-52
	2-20 Process to determine remuneration	Board Level Committees – Nomination and Remuneration Committee, Page 51-52
	2-21 Annual total compensation ratio	Compensation related details are disclosed as part of Annual Report.
	2-22 Statement on sustainable development strategy	Chairman Message, Page 5; Board Member & Group Chief Executive Officer Message, Page 6; Our Sustainability Strategy, Page 12
	2-23 Policy commitments	Key Ethics and Governance Policies, Page 58
	2-24 Embedding policy commitments	Compliance Management, Page 55; Ethics, Integrity and Governance Culture, Page 57
	2-25 Processes to remediate negative impacts	Whistleblowing and Ethical Reporting Framework, Page 60
	2-26 Mechanisms for seeking advice and raising concerns	Whistleblowing and Ethical Reporting Framework, Page 60
	2-27 Compliance with laws and regulations	Compliance Management, Page 55
	2-28 Membership associations	Not Applicable
	2-29 Approach to stakeholder engagement	Our Stakeholder Engagement Strategy, Page 16
	2-30 Collective bargaining agreements	Fostering Ethical Employment Practices, Page 35

GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment, Page 17
	3-2 List of material topics	Materiality Assessment – Materiality Matrix, Page 18
	3-3 Management of material topics	Our Sustainability Strategy, Page 14
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Not disclosed in this report; refer to Al Baraka Group Annual Report 2025
	201-2 Financial implications and other risks and opportunities due to climate change	Key Sustainability Risks – Climate Risk, Page 66
	201-3 Defined benefit plan obligations and other retirement plans	Compensation related details are disclosed as part of Annual Report.
	201-4 Financial assistance received from government	Not Applicable
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Compensation related details are disclosed as part of Annual Report.
	202-2 Proportion of senior management hired from the local community	Supporting National Talent Development, Page 37-38
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Corporate Social Responsibility and Community Impact, Page 43-44
	203-2 Significant indirect economic impacts	Corporate Social Responsibility and Community Impact, Page 43-44
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Responsible Sourcing and Supplier Practices, Page 67
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Anti-Bribery and Corruption (“ABC”) Programme, Page 59
	205-2 Communication and training about anti-corruption policies and procedures	Anti-Bribery and Corruption (“ABC”) Programme, Page 59
	205-3 Confirmed incidents of corruption and actions taken	Code of Business Conduct and Ethics, Page 34; Compliance Management, Page 55
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	None in the reporting year.

GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management – Total Energy Consumption, Page 25
	302-2 Energy consumption outside of the organization	Energy Management – Total Energy Consumption, Page 25
	302-3 Energy intensity	Energy Intensity, Page 26
	302-4 Reduction of energy consumption	Resource Efficiency Initiatives, Page 26
	302-5 Reductions in energy requirements of products and services	Not Applicable
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management, Page 27
	303-2 Management of water discharge-related impacts	Not Applicable
	303-3 Water withdrawal	Water Management, Page 27
	303-4 Water discharge	Water Management, Page 27
	303-5 Water consumption	Water Management, Page 27
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Emissions Management, Page 23
	305-2 Energy indirect (Scope 2) GHG emissions	Emissions Management, Page 23
	305-3 Other indirect (Scope 3) GHG emissions	Not applicable – Scope 3 emissions have not yet been calculated, Page 23
	305-4 GHG emissions intensity	Emissions Intensity, Page 24
	305-5 Reduction of GHG emissions	Emissions Management, Page 23-24
	305-6 Emissions of ozone-depleting substances (ODS)	Not applicable
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainable Waste Management, Page 28
	306-2 Management of significant waste-related impacts	Sustainable Waste Management, Page 28
	306-3 Waste generated	Sustainable Waste Management, Page 28
	306-4 Waste diverted from disposal	Not Applicable

	306-5 Waste directed to disposal	Sustainable Waste Management, Page 28
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Employee Engagement and Retention; Employee Turnover by Age and Gender, Page 36-37 (employee turnover only)
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Not Applicable
	401-3 Parental leave	Employee Engagement and Retention, Page 36
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Fostering Ethical Employment Practices, Page 35
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Employee Health and Safety, Page 39
	403-2 Hazard identification, risk assessment, and incident investigation	Employee Health and Safety, Page 39
	403-3 Occupational health services	Employee Health and Safety, Page 39
	403-4 Worker participation, consultation, and communication on occupational health and safety	Employee Health and Safety, Page 39
	403-5 Worker training on occupational health and safety	Our Focus on Emergency Preparedness and Well-Being, Page 39
	403-6 Promotion of worker health	Our Focus on Emergency Preparedness and Well-Being, Page 39
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Employee Health and Safety, Page 39
	403-8 Workers covered by an occupational health and safety management system	Not Applicable
	403-9 Work-related injuries	Health and Safety Performance 2025, Page 39
	403-10 Work-related ill health	Health and Safety Performance 2025, Page 39

GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Employee Training and Development Metrics, Page 40-41
	404-2 Programs for upgrading employee skills and transition assistance programs	Al Baraka Academy, Page 42
	404-3 Percentage of employees receiving regular performance and career development reviews	Employee Training and Development Metrics, Page 40-41
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Board Diversity and Representation, Page 50; Workforce Diversity and Inclusion, Page 31-32
	405-2 Ratio of basic salary and remuneration of women to men	Gender Pay Parity, Page 32
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Non-Discrimination and Anti-Harassment, Page 35
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Upholding Human Rights and Ethical Labor Standards, Page 35
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Upholding Human Rights and Ethical Labor Standards, Page 35
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Corporate Social Responsibility and Community Impact, Page 43-44; Al Baraka Day 2025: Together for Nature, Page 21
	413-2 Operations with significant actual and potential negative impacts on local communities	No significant negative impacts identified
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Information Security Performance, Page 63

