



# Sustainability Report 2025

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# CEO Introduction

I am pleased to present our 2025 Sustainability Report – a reflection of our unwavering commitment to ethical banking and responsible growth. This report not only documents the progress we have made across Environmental, Social, and Governance (ESG) pillars, but also reaffirms our dedication to continuous improvement and long-term value creation.

At AlRayan Bank, sustainability is not a standalone initiative; it is embedded in our purpose, our culture, and our operations. From maintaining carbon neutrality and promoting inclusive workplace practices, to supporting vulnerable customers and upholding the highest standards of governance, we strive to make a meaningful difference in everything we do.

**Our journey is guided by our values – Trusted, Empowered, Able, and Motivated** – and by the belief that banking should serve both people and the environment around us. We are proud of the strides we have taken, but we recognise that there is always more to do. As we look ahead, we remain committed to deepening our impact, embracing innovation, and working collaboratively with our stakeholders to build a more sustainable future.

Thank you for taking the time to explore our progress.



**Giles Cunningham**  
CEO, AlRayan Bank  
July 2025

A handwritten signature in black ink, appearing to read 'Giles Cunningham', followed by a long horizontal line.

# Section 1: Introduction

## Welcome to the AlRayan Bank UK Sustainability Report 2025

At AlRayan Bank UK, our purpose is rooted in ethical banking and long-term value creation. As the United Kingdom's oldest and most successful Sharia-compliant bank, we are proud to lead with integrity, offering a unique model of banking that aligns with both our customers' values and our commitment to sustainability.

This Sustainability Report highlights our key initiatives, organised under the pillars of Environmental, Social, and Governance (ESG), showcasing our commitment to responsible and ethical growth.

## A Legacy of Ethical Banking

Specialising in Structured Real Estate finance and Premier Banking, and offering a select range of savings products through our Digital Banking platform and third-party partners, we continue to grow responsibly while staying true to our principles. As part of AlRayan Bank Q.P.S.C. (formerly Masraf AlRayan), we are guided by a vision that places environmental and social responsibility at the heart of our operations.

## Sharia Compliance: A Foundation of Trust

Sharia-compliant banking is, by its very nature, an ethical system – one that builds partnership, transparency, and shared prosperity. We do not engage in speculative

financial instruments; instead, our investments are backed by tangible assets such as property and metals. Our dedicated Sharia Compliance Department and independent Sharia Supervisory Committee ensure that every product and service we offer remains fully aligned with Islamic finance principles.

## Our ESG Journey: From Vision to Action

In 2023, we launched our first Environmental, Social, and Governance (ESG) strategy, marking a significant milestone in our sustainability journey. Building on the progress outlined in our inaugural 2024 Sustainability Report, our 2025 ESG Strategy is an evolution that reflects our growing ambition and deepening commitment to responsible banking.

## Driving Sustainable Growth

Our vision is clear: to embed ESG principles across every facet of our business, driving sustainable growth, ethical decision-making, and positive contributions to society and the environment. Our ESG Committee plays a central role in advancing this agenda, providing the structure and oversight needed to implement meaningful change.

## Responding to Climate Risk

We also recognise the critical importance of climate change. That's why Climate Change Risk remains a standing item on our Board Risk Committee's agenda, ensuring it is consistently evaluated as part of our broader ESG framework.







# **Welcome To The AlRayan Bank UK Sustainability Report 2025**



# Section 2: Environment



## Carbon Neutrality: A Milestone in Our Environmental Commitment

AlRayan Bank UK has proudly maintained carbon neutrality since 2022 – an achievement that reflects our deep commitment to environmental responsibility and sustainable business practices.

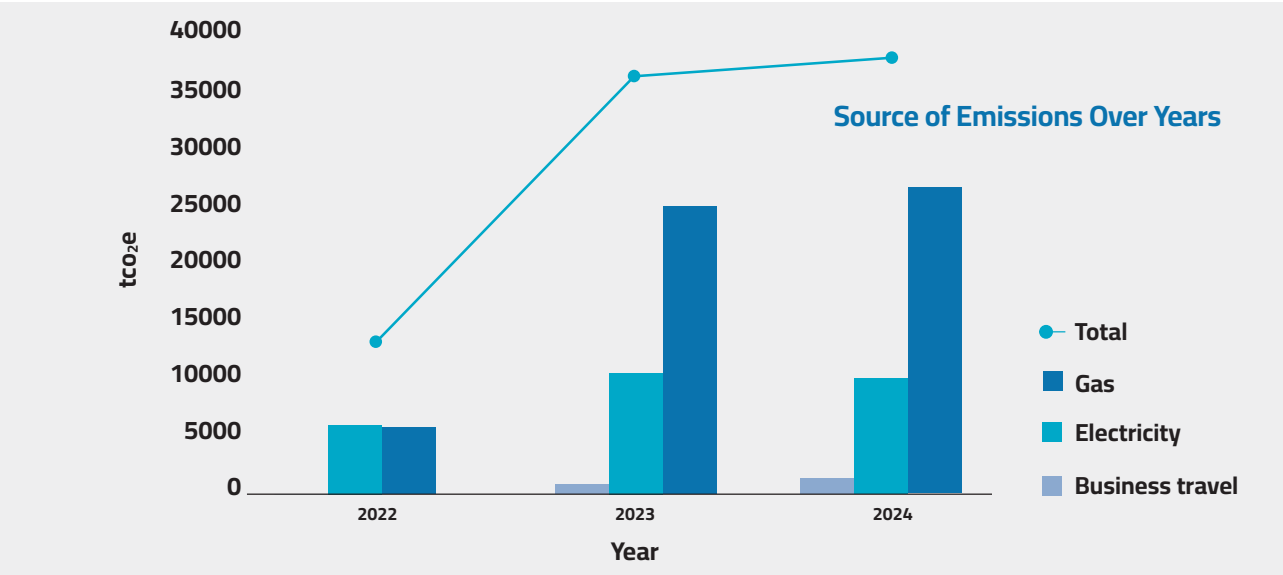
We continue to report comprehensively on all relevant emission sources, in line with the Companies Act 2006. Our partnership with Carbon Neutral Britain ensures our emissions are calculated using the GHG Protocol and UK

Government conversion factors, providing transparency and accuracy.

### Our carbon footprint includes:

- ▶ Scope 1 and 2 emissions from our UK-based premises.
- ▶ Scope 3 emissions from business travel, including private car use, air travel, and public transport.

Through verified offsetting schemes, we've neutralised our operational emissions. Additionally, colleagues have saved nearly 11,000 kg of CO<sub>2</sub> through our Electric Car Scheme – demonstrating how individual choices can drive collective impact.



### Growth in EV Adoption

12 cars ordered and delivered	381,000 total committed miles
10,960 kg CO <sub>2</sub> e SAVINGS	3,726 kg* Scope 3 CO <sub>2</sub> REDUCTION

### Compare Rail Miles and CO<sub>2</sub> Savings

338,334 kg CO<sub>2</sub> SAVED in 2024

VS

59,202 in 2023



# Carbon Neutrality: A Milestone In Our Environmental Commitment

## Driving Change: Our Electric Car Scheme

Now in its second year, our Electric Car Scheme continues to grow. In 2024, 12 electric vehicles were ordered – up from 9 in 2023.

### Electric vehicles offer clear environmental and economic benefits:

- ▶ Zero tailpipe emissions, reducing air pollution.
- ▶ Lower running costs and reduced maintenance.
- ▶ Quieter operation, contributing to lower noise pollution.

With 69.5% of employees exploring quotes, interest is rising. We expect further uptake in 2025, supported by internal campaigns and the installation of EV charging points at our Birmingham office.

### Scheme Highlights:

- ▶ 12 cars ordered and delivered.
- ▶ 381,000 total committed miles.
- ▶ 10,960 kg CO<sub>2</sub>e savings.
- ▶ 3,726 kg\* Scope 3 CO<sub>2</sub> reduction.

Source: THE ELECTRIC CAR SCHEME – ANNUAL IMPACT & TAX REPORT 2024/2025

\* CO<sub>2</sub> emissions saved calculated based on the Distance Based Impact methodology

## EV Charging: Supporting the Transition

To further support low-carbon commuting, we've installed EV charging points at our Birmingham office. These are available to all colleagues, whether or not they've joined the EV scheme.

This investment removes a key barrier to EV ownership and encourages more colleagues to make the switch – reinforcing our commitment to sustainable transport.

## Encouraging Greener Travel Choices

We continue to promote environmentally friendly travel across the Bank. One key initiative is encouraging rail over road for business journeys as switching from a petrol car to a train for medium-length journeys can reduce emissions by approximately 80% (source: UK Government, Department for Energy Security and Net Zero 2022).

In 2024, colleagues travelled over 105,000 miles by rail, avoiding approximately 38,334 kg of CO<sub>2</sub> – equivalent to 1,761 trees absorbing carbon for a year.

### Year-on-Year Progress:

Year	Rail Miles Instead of Car	CO <sub>2</sub> Saved
2024	105,604	38,334 kg
2023	59,202	21,490 kg

This 78% increase in rail travel reflects a growing commitment to reducing our environmental footprint.

Pedalling Towards a Greener Future

Our Cycle to Work Scheme supports healthier lifestyles and greener commuting. Colleagues can save up to 42% on bikes, clothing, and equipment, with costs spread over 12 months.

Cycling offers numerous benefits:

- Improves physical and mental well-being.
- Reduces carbon emissions and congestion.
- Supports a cleaner, healthier environment.

Every journey by bike is a step towards a more sustainable future and we aim to increase participation in 2025 through targeted internal campaigns.

Reducing Paper

Since 2019, we’ve reduced paper usage by 75%. In 2024 we used 736,870 A4-equivalent sheets – a 50% drop from 2023.

Key initiatives include:

- Paperless bank statements as the default.
- Quarterly statements for many savings accounts via the Nominated Account project.

While some one-off printed communications will remain necessary, we continue to prioritise digital channels wherever possible. Looking ahead, we plan to expand our use of digital delivery methods, including push notifications, email, SMS, and digital welcome letters. Although a temporary increase in paper usage is anticipated in 2025 due to the Bank’s re-brand, the long-term trend remains firmly downward, reflecting our ongoing commitment to reducing our environmental footprint.



Data from our external print suppliers shows a consistent downward trend in paper usage across customer communications, product literature, and internal operations.

100% Renewable Energy

All of our electricity is sourced from 100% renewable energy providers, including wind, solar, and hydroelectric sources.

This decision aligns with our sustainability goals and supports the UK’s transition to a low-carbon economy. By choosing clean energy, we reduce our carbon footprint and contribute to the growth of the renewable energy sector.

100% Renewable Sources  
(wind, solar, hydro)

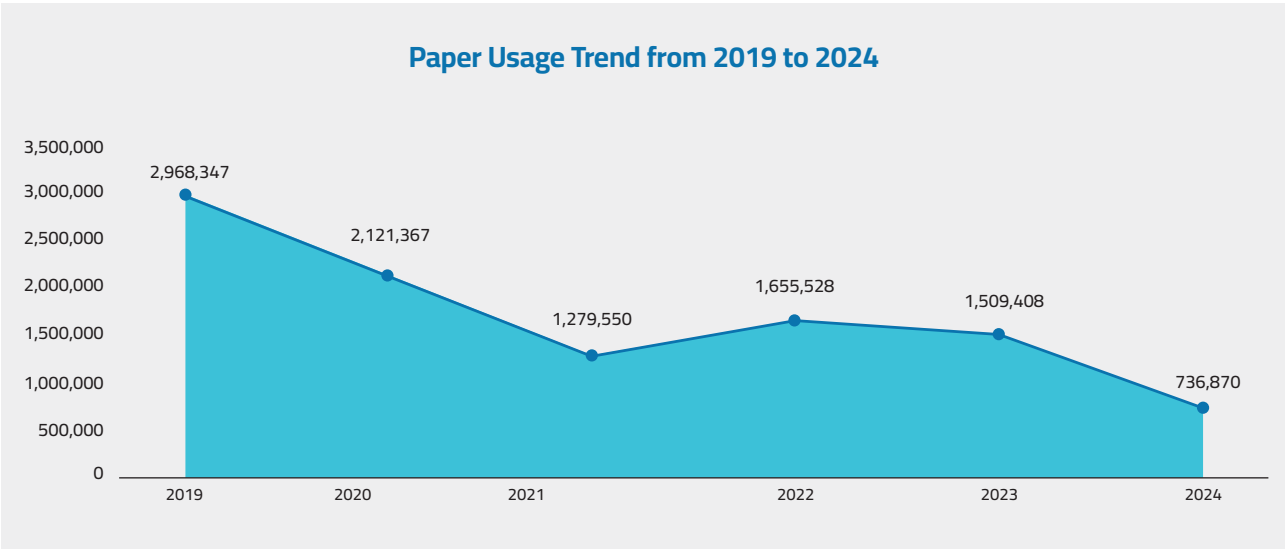


Fruit Baskets Delivered and Trees Planted

FREE  
fresh fruit  
baskets

=

Planting of  
522 trees  
in Malawi



This data, from the Bank’s main external print suppliers, covers customer communications such as statements, welcome letters, and product literature. While not exhaustive, it reflects overall paper usage trends.



# Empowering Everyday Sustainability

## Recycling in the Workplace

We are committed to responsible waste management across our operations. Both our London and Birmingham offices are equipped with multiple recycling stations, allowing colleagues to easily separate waste into paper, plastic, card, and general waste. These facilities support our wider sustainability goals by promoting everyday habits that reduce landfill waste and encourage recycling.

## Healthy Choices, Positive Impact

We provide free fresh fruit baskets weekly at our London and Birmingham offices, alongside free coffee – ensuring healthy options are always available.

Supplied by Fruitful Office, each basket delivered results in one tree planted in Malawi. In 2024, our fruit consumption led to the planting of 522 trees, supporting reforestation, biodiversity, and sustainable livelihoods.

This initiative is a simple yet powerful example of how working with local suppliers to provide everyday workplace benefits can align with our ESG goals - nurturing both people and the planet.

## Sustainable and Inclusive by Design

In 2025, we introduced new Mastercard debit cards made from 100% recycled and recyclable materials – a reflection of our commitment to reducing plastic waste.

We are proud to display the official Mastercard "100% Recycled" marque, supporting a more circular economy.

These cards also feature tactile accessibility elements to support customers with vision impairments – ensuring our products are inclusive and accessible to all.



# Section 3: Social

## Our People – Building a Culture of Belonging and Well-being

At AlRayan Bank, our people are the foundation of our social impact. We are committed to building and maintaining a workplace culture that not only attracts and retains talented individuals but also empowers them to thrive. Through inclusive policies, meaningful engagement, and a strong focus on well-being and development, we create an environment where colleagues feel valued, supported, and inspired to contribute to a shared purpose.



## A Workplace Where People Thrive

We are delighted to report an employee engagement rate of 87% – a figure that significantly exceeds both the UK average and UK financial services average. This exceptional result is a testament to the positive, inclusive, and empowering environment we have cultivated. Our colleagues consistently highlight the following as key contributors to their satisfaction:

- ▶ Supportive and collaborative teams.
- ▶ Clear and inspiring communication of the Bank's vision.
- ▶ Flexible working arrangements that support work-life balance.
- ▶ A fair and motivating bonus scheme.
- ▶ Strong leadership at all levels.

## Well-being in Action

Our Well-being Group, comprised of volunteers from across the Bank, plays a vital role in promoting mental and physical health, as well as social cohesion. In 2024, several stand-out initiatives were launched:

- ▶ **Walk to Qatar:** In celebration of National Walking Month, colleagues tracked their steps with the collective goal of walking the distance from our London Head Office to our Group Head Office in Doha.
- ▶ **Painting for Mindfulness:** Creative sessions in London and Birmingham offered colleagues a chance to unwind, connect, and express themselves through art.
- ▶ **AlRayan Bake-Off:** A friendly baking competition brought teams together over cakes, biscuits, and camaraderie, strengthening interdepartmental relationships.



## Emotional Safety and Psychological Empowerment

Our annual engagement survey reveals that colleagues are proud to work at AlRayan Bank. This pride stems from a culture where emotional and psychological safety are prioritised. Our "Creating a Culture of Emotional Inclusive" workshops empower individuals to define and shape the environment they need to thrive – both professionally and personally.



## Supporting Mental and Physical Wellness

We recognise the growing importance of mental health and have trained Mental Health First Aiders in both our London and Birmingham offices. These colleagues provide confidential support and guidance to anyone facing challenges.

In addition, we offer annual health screenings for all employees. These one-to-one sessions with healthcare professionals help identify early signs of potential health issues. Participation in 2024 was strong, reflecting the value our colleagues place on proactive health management.

## Celebrating Success

Each year, we host a Gala Dinner to celebrate our collective achievements. In 2024, the event was held at the iconic Banking Hall in London, and in 2025, at the luxurious Grove Hotel in Hertfordshire. The Bank covers all costs, including travel and accommodation. Feedback from the 2025 event showed that 100% of attendees felt more positive about the Bank as a result.

## Diversity, Equity & Inclusion (DEI)

We are committed to building a diverse and inclusive workplace. Progress has been made in increasing representation at senior levels, and we continue to address gender pay gaps through:

- ▶ Inclusive recruitment and selection processes.
- ▶ Support for hybrid working.
- ▶ Leadership and development programmes.

**We are proud members of Women in Banking and Finance (WIBF), with our colleagues actively participating in and hosting events that promote gender equality in financial services.**



AlRayan Bank colleagues celebrate the Bank's annual Gala Dinner in 2025.



## Ethnicity and Gender Diversity

The Bank continues to demonstrate exceptional strength in ethnic diversity across all levels of the organisation, and we are making meaningful progress in gender representation.

- ▶ Ethnic minority representation exceeds 50% across the Bank, with 66% of our Executive Committee identifying as part of an ethnic minority group.
- ▶ Female representation stands at over 30% across the Bank, and just over 28% at Board level.

We recognise that diversity and inclusion are ongoing commitments. We remain dedicated to fostering a workplace that reflects the communities we serve - where everyone feels valued, respected, and empowered to thrive.



## Investing in the Future

Our commitment to nurturing future talent is reflected in several initiatives:

- ▶ **Graduate Scheme:** In 2023 and 2024, five graduates joined the Bank in various roles.
- ▶ **Internship Scheme:** Launched in 2025, this programme offers undergraduates practical experience and guidance from seasoned professionals.
- ▶ **Mentoring Scheme:** In partnership with Women in Banking and Finance (WIBF), the Bank offers a mentoring programme that enables colleagues to participate as either mentors or mentees.
- ▶ **Future Leaders Programme:** Designed to identify and develop emerging talent, this initiative pairs high-potential individuals with experienced mentors for coaching and support.



## Volunteering and Community Engagement

Launched in 2024, our volunteering scheme allows colleagues to take an additional paid day off to support causes close to their hearts. Whether individually or as a team, our people have made a meaningful impact across a range of charitable organisations.



## Enhanced Benefits

We offer a comprehensive and competitive benefits package, including:

- ▶ Competitive salary and discretionary bonus.
- ▶ Non-contributory pension scheme.
- ▶ Private health insurance.
- ▶ 30 days annual leave with buy/sell options up to five days.
- ▶ Death in service cover.
- ▶ Electric car and cycle-to-work schemes.
- ▶ Generous family leave policies.
- ▶ Annual health screening.

## Planning ahead with confidence

At AlRayan Bank, we're proud to offer a highly competitive 12% non-contributory pension scheme, empowering our colleagues to plan confidently for their financial futures. This generous benefit reflects our commitment to long-term well-being and is one of the most valued aspects of our employee offering.

With an impressive 98% participation rate, our scheme significantly outperforms the UK average of 88% (source: UK Government Analysis of Future Pension Incomes, 2025). This strong uptake highlights the trust our colleagues place in the scheme and the value it brings to their financial planning.

## "Exceptional Strength In Ethnic Diversity"



# How Our Charitable Giving Is Making A Global Impact





**“For Every Account Opened,  
The Bank Donates 0.1%  
Of The Balance Directly  
To The Charity”**

# educate a child international

At AlRayan Bank, we believe that education is one of the most powerful tools for transforming lives. That's why it sits at the heart of our charitable giving strategy. Our official charity partner, **Educate A Child International**, is a UK-based organisation committed to ensuring every child, regardless of background or circumstance, has access to quality education.

In 2024, we deepened our support by launching the **Educate A Child International Fixed Term Deposit**, a 36-month savings product with a purpose. For every account opened, the Bank donates **0.1% of the balance** directly to the charity. This innovative product allows our customers to grow their savings while contributing to a cause that's changing lives around the world.

But our commitment doesn't stop there. Throughout the year, our colleagues actively support Educate A Child International through a variety of fundraising initiatives - from charity walks to bake sales - demonstrating the passion and generosity that defines our culture. Together, we're helping to create brighter futures for children who need it most.

One such story is that of **Maimouna Bagayoko**, a 10-year-old girl from a rural community in Mali. Maimouna lives with albinism, a rare genetic condition that affects pigmentation and can lead to serious health challenges, including vision problems and increased risk of skin cancer. In her community, Maimouna also faced social stigma and discrimination. Her father, unsure of her prospects, was reluctant to send her to school.

But Maimouna's story took a hopeful turn thanks to her mother, **Djenebou**, who fought tirelessly for her daughter's right to an education. With support from Educate A Child International, inclusive classrooms were built in her village, designed to be safe and welcoming for all children. Today, Maimouna is thriving in school - learning, growing, and building the future she deserves.

Her journey is a powerful reminder of what's possible when compassion meets action. Through our partnership with Educate A Child International, we're not just funding education, we're helping to unlock human potential, one child at a time.



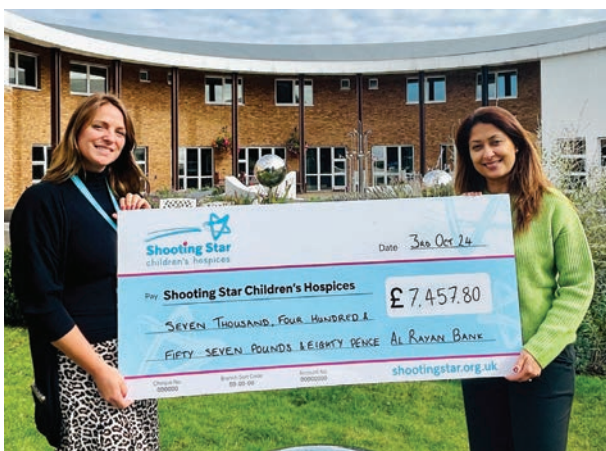


# How Our Charitable Giving Is Making A Local Impact

In addition to this flagship initiative, we donated **£74,578** to ten local UK-based charities in 2024, each receiving **£7,457.80**. These charities were selected by our colleagues, ensuring the process was inclusive and representative of causes that matter to our teams. Beneficiaries included:



These donations included **£1,046.55** from customers who chose to donate small balances from closed accounts – a testament to the shared values between the Bank and its customers.



## Our Customers

We place our customers at the heart of everything we do, striving to understand and respond to their changing needs. By actively listening through regular feedback, analysing data, and engaging with the markets we serve, we ensure our products and services remain inclusive, accessible, and genuinely useful.

## Consumer Duty

Our commitment to Consumer Duty is reflected in our focus on delivering meaningful outcomes for all retail customers. We design our offerings with real-life needs in mind, ensuring that the information we provide is clear, timely, and easy to understand. We support our customers in making informed financial decisions and continuously monitor the impact of our services, making improvements wherever they are needed.

## Supporting vulnerable customers

We understand that vulnerability can affect anyone, often in ways that are not immediately visible. That's why we take a proactive approach to identifying and supporting customers who may be at risk. Our front-line teams receive specialist training to recognise signs of vulnerability and respond with empathy and care.

We offer tailored support, including help with financial hardship and mental health challenges, and work closely with charities and other organisations to extend our reach and impact. For customers experiencing financial difficulty, we provide a range of compassionate and flexible solutions. For example, in the case of Home Purchase Plans (HPPs) – our Sharia-compliant alternative to traditional mortgages – we offer forbearance options to help customers manage their payments during periods of hardship.

In our savings products, we also support customers facing genuine financial difficulty or unfortunate life events by releasing funds from Fixed Term Deposits (FTDs) early. These measures reflect our commitment to treating all customers fairly and with dignity, especially during challenging times.

## Customer protection

Protecting our customers is fundamental to how we operate. We uphold rigorous standards in data privacy and cybersecurity, ensuring that personal information is handled with the utmost care. Our complaint handling processes are transparent and fair, and we take a firm stance against fraud and financial crime. Ethical marketing and responsible sales practices underpin our approach, reinforcing the trust our customers place in us.

## Living our values

At AlRayan Bank, our values are more than just words – they are the foundation of who we are and how we work. While many organisations claim to be values-led, we live and breathe our principles every day. In 2022, our colleagues came together to define the values that truly represent us. The result was the creation of our **TEAM values: Trusted, Empowered, Able, and Motivated** – a set of guiding principles that have shaped our culture ever since. Each quarter, we celebrate those who exemplify these values through our Values Champion programme. Colleagues nominate and vote for individuals who have demonstrated outstanding commitment to a specific value, reinforcing a culture of recognition, respect, and shared purpose.

### Trusted to do the right thing

- ▶ We always act with integrity
- ▶ We put our customers first
- ▶ We honour our commitments

### Empowered to own

- ▶ We embrace change with confidence
- ▶ We take responsibility for our actions
- ▶ We seek support when needed

### Able to deliver

- ▶ We draw strength from collaboration
- ▶ We foster a culture of 'no blame' and 'no egos'
- ▶ We remain resilient in the face of challenges

### Motivated to succeed

- ▶ We are passionate about what we do
- ▶ We are committed to learning and growth
- ▶ We celebrate each other's achievements



# Section 4: Governance

**“We conducted a comprehensive analysis  
of our real estate financing portfolio”**





## Our Commitment to Environmental, Social and Governance (ESG) Principles

Our ESG Policy is central to our sustainability and responsible banking strategy. It defines roles and responsibilities across the organisation and outlines how we manage ESG-related risks, including those linked to climate change. The policy aligns with industry best practices and government objectives to support a net zero economy by 2050.

It also provides a framework for integrating climate risk into our long-term strategy, ensuring sustainability is embedded in decision-making and risk assessments. To support this, AlRayan Bank has established a management-level ESG Committee, which operates as a subcommittee of the Executive Committee and reports directly to the Board.

The Committee includes representatives from Commercial, Risk, Finance, People, and Operations, ensuring a broad and balanced perspective. As of publication, ESGC members include Chair Harpreet Dhillon; Ben Collins, Marklew Rice, David Citrullo, Helen Trott, Freddie Blake, Anna Pickering, Marilyn Fairholme, Amit Yadav, and Amira Youssef. Guests include Cathy Lewis and Raheel Malik.

A key focus of the Committee is assessing the Bank's greenhouse gas (GHG) emissions, categorised under the Greenhouse Gas Protocol:

- ▶ **Scope 1:** Direct emissions from owned or controlled sources.
- ▶ **Scope 2:** Indirect emissions from purchased electricity.
- ▶ **Scope 3:** All other indirect emissions across the value chain.

In 2024, we published our inaugural Sustainability Report, reaffirming our commitment to transparency and accountability. This document marks the second in what we intend to establish as an annual reporting cycle.

## Understanding and Managing Climate-Related Financial Risk

As a real estate finance provider, we recognise the financial risks posed by climate change to the properties we finance. These include physical risks such as flooding, subsidence, and coastal erosion, as well as transition risks linked to evolving energy efficiency regulations. Such changes could affect customers' ability to refinance or let properties, impacting their financial resilience.

To better understand these risks, we conducted a comprehensive analysis of our real estate financing portfolio. The findings indicated that the overall impact of climate change on our existing property security is currently negligible. However, we remain vigilant. Our standard financing procedures include property surveys and mandatory insurance coverage for climate-related damage, such as flooding, to protect both our customers and the Bank.

We also apply strict criteria to residential letting properties, requiring compliance with Energy Performance Certificate (EPC) standards at the point of financing. These criteria are regularly updated in line with regulatory changes to ensure continued compliance and risk mitigation.



## Our Social Governance Commitments

AlRayan Bank is committed to upholding the highest standards of social responsibility and ethical employment practices. We recognise that our people are our greatest asset and are dedicated to fostering a fair, inclusive, and respectful workplace.

### Modern Slavery and Human Trafficking

In compliance with the UK Modern Slavery Act 2015, we publish an annual Modern Slavery Statement outlining the steps we take to prevent slavery and human trafficking in our operations and supply chains. We maintain a zero-tolerance approach and conduct due diligence on suppliers to ensure ethical practices throughout our value chain.

### Living Wage Commitment

We are proud to be a Living Wage employer, ensuring that all employees and contracted staff receive at least the UK Living Wage, as defined by the Living Wage Foundation. This reflects our belief in fair compensation and economic dignity for all workers.

### Equal Opportunities and Anti-Discrimination

We uphold the principles of fairness, respect, and inclusivity in every aspect of our operations. We are committed to maintaining a workplace free from discrimination, where all individuals are treated with dignity.

In 2024, we delivered comprehensive, company-wide training on preventing sexual harassment, reinforcing our zero-tolerance stance and ensuring compliance with the latest UK legislative requirements. We also offer a variety of training programmes to build a more inclusive culture, including:

- ▶ Cultural awareness training.
- ▶ DE&I workshops led by external experts.
- ▶ Inclusive recruitment coaching for hiring managers.
- ▶ Mental health and well-being sessions.

These initiatives reflect our ongoing commitment to creating a safe, supportive, and empowering environment for all colleagues.

### Health, Safety and Well-being

We comply with the Health and Safety at Work Act 1974 and maintain robust policies to ensure a safe and supportive working environment. Our well-being programmes include mental health support, flexible working arrangements, and access to confidential counselling services.

### Employee Rights and Engagement

We uphold all statutory employment rights under UK law, including fair contracts, protection against unfair dismissal, and the right to parental leave. We also encourage open dialogue through regular employee engagement surveys and feedback mechanisms.

### Whistle blowing and Ethical Conduct

Our Whistle blowing Policy provides a secure and confidential channel for employees to report concerns about unethical or unlawful behaviour. We are committed to protecting whistleblowers from retaliation and ensuring that all reports are investigated thoroughly.

### Board-Level ESG Training

The ESG Committee is currently developing a comprehensive ESG training programme tailored for Board members. This initiative is designed to ensure senior leadership remains informed of current and emerging ESG-related regulations, legislation, and best practices.

By embedding ESG awareness and strategic insight at the highest level of governance, we demonstrate a clear and ongoing commitment to responsible leadership and sustainable decision-making. This proactive approach reinforces the importance of ESG considerations in shaping long-term value and resilience across the business.

### Promoting Transparency and Preventing Green washing


AlRayan Bank is committed to clear, accurate, and transparent communication. We take concerns around green washing seriously and ensure that all ESG-related statements are substantiated by verifiable evidence. Our robust internal sign-off process ensures compliance with all relevant FCA and ASA regulations.

### Looking Ahead

In 2025, we will introduce sustainability training for colleagues across the Bank. This initiative will empower individuals to make environmentally and socially conscious choices both at work and at home, complementing our broader training programmes.

We are also exploring the development of a green finance product tailored to the sectors we serve. This will involve detailed market research and competitor analysis to ensure we meet emerging customer needs while supporting the transition to a greener economy.

As outlined earlier in this report, we will continue to expand our use of digital delivery methods for customer communications, including push notifications, email, SMS, and digital welcome letters.



**“AlRayan Bank  
is committed to  
clear, accurate,  
and transparent  
communication...  
all ESG-related  
statements are  
substantiated by  
verifiable evidence”**







# Section 5: ESG Activities in Qatar

## ESG Activities in Qatar: an overview

The following summary is not a comprehensive report of AlRayan Bank QPSC's (formerly Masraf AlRayan QPSC) ESG activities. However, it provides a snapshot of the importance placed on ESG across the Group's entire structure and operations.

AlRayan Bank QPSC (formerly Masraf AlRayan), the parent of AlRayan Bank UK, continues to demonstrate a strong commitment to Environmental, Social, and Governance (ESG) principles across its operations in Qatar. As a pioneering Islamic financial institution, the Group has embedded sustainability into its core strategy, aligning with Qatar's National Vision 2030 and the UN Sustainable Development Goals.

### Key highlights include:

- ▶ **Innovative Finance:** AlRayan Bank QPSC became the first Islamic bank globally to complete an ESG KPI-linked repurchase agreement, in partnership with HSBC. This follows the launch of its Sustainable Finance Framework in 2022, which enables the issuance of green and social Sukuk and loans.
- ▶ **Global Leadership:** AlRayan Bank QPSC is the first Islamic institution in Qatar to join the Partnership for Carbon Accounting Financials (PCAF), enhancing transparency in measuring financed emissions.
- ▶ **Recognition and Awards:** In 2024, AlRayan Bank QPSC received accolades including Best ESG Bank and Best CSR Bank in Qatar, reflecting its leadership in sustainable finance and community engagement.
- ▶ **Environmental Initiatives:** AlRayan Bank QPSC's Lusail headquarters is GSAS 4 certified, featuring solar panels and water recycling systems. It has also introduced EV charging stations and achieved high digital transaction rates, reducing its environmental footprint.
- ▶ **Social Impact:** Through CSR programmes, AlRayan Bank QPSC supports education, inclusion, and charitable causes, allocating 2.5% of net profits to social initiatives. It also champions Qatarisation and employee well-being.
- ▶ **Governance and Risk:** ESG governance is overseen by a dedicated committee reporting to the CEO and Board. AlRayan Bank QPSC integrates ESG risk into its operations and adheres to Qatar Central Bank's ESG guidelines.

This overview illustrates AlRayan Bank QPSC's proactive and structured approach to ESG, reinforcing its role as a responsible financial leader in the region. For full details, please visit [alrayan.com](https://alrayan.com).



# Conclusion

**The 2025 Sustainability Report marks a significant chapter in AlRayan Bank's ESG journey. Over the past year, we have taken bold and meaningful steps to embed sustainability into the heart of our business – and the results speak for themselves.**

We have maintained carbon neutrality, expanded our Electric Car Scheme, and significantly reduced our paper usage. Our commitment to renewable energy and workplace recycling continues to drive environmental progress. Socially, we have created a culture of belonging, well-being, and empowerment, with an employee engagement rate of 87% and a host of initiatives that support mental health, diversity, and professional development.

Governance remains a cornerstone of our approach. From climate risk assessments and ethical employment practices to transparent reporting and anti-green washing measures, we have strengthened our foundations for responsible banking.

These achievements are not just milestones – they are a testament to the dedication of our colleagues, the trust of our customers, and the strength of our values. We are proud of the progress we have made, but we are not complacent. Our ambition is to go further, to innovate, and to lead by example in shaping a more sustainable financial future.

**Together, we are building a bank that is not only commercially successful, but also socially and environmentally responsible.**



An aerial photograph showing a winding asphalt road that curves through a dense, lush green forest. The road has white lane markings and a few vehicles, including a white truck and several cars, are visible. To the right of the forest, a body of water with blue ripples is visible. The overall scene is a mix of deep green forest and bright blue water, with the road acting as a path through the landscape.

**Thank You For Reading This  
Report And For Being Part  
Of This Journey With Us**



# Meet The ESG Committee

At the heart of our sustainability journey is the Bank's ESG Committee, a passionate and committed group driving forward our environmental, social, and governance agenda. The Committee ensures that we embed sustainability into our operations wherever possible, meet all legal and regulatory obligations, and champion a culture of responsibility and inclusion.

We're pleased to introduce the team behind the progress, pictured here proudly supporting Educate a Child International – the Bank's official Charity partner.

## Chair of the Committee

- ▶ Harpreet Dhillon, Chief People & Sustainability Officer

## Guest Members

- ▶ Cathy Lewis, Non-Executive Director (Not pictured)
- ▶ Raheel Malik, Head of Internal Audit (Not pictured)

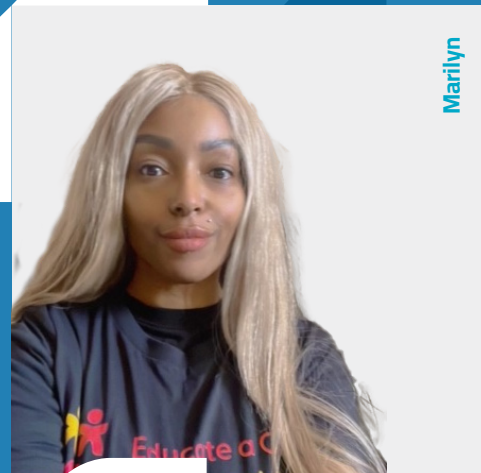
## Committee Members

- ▶ Marklew Rice, Head of Product Management
- ▶ Ben Collins, Head of Marketing & Communications
- ▶ David Citrullo, Head of Real Estate & Banking Operations
- ▶ Helen Trott, Company Secretary
- ▶ Freddie Blake, Senior Prudential Risk Manager
- ▶ Anna Pickering, Senior Product Manager
- ▶ Marilyn Fairholme, Senior Project Manager
- ▶ Amit Yadev, Senior Finance Manager – Financial Planning, Analysis & Accounts Payable
- ▶ Amira Youssef, PA to CEO & Executive Committee
- ▶ Maia McPherson, Treasury Analyst (Not pictured)
- ▶ Matthew Floyd, Banking Graduate (Not pictured)





Helen



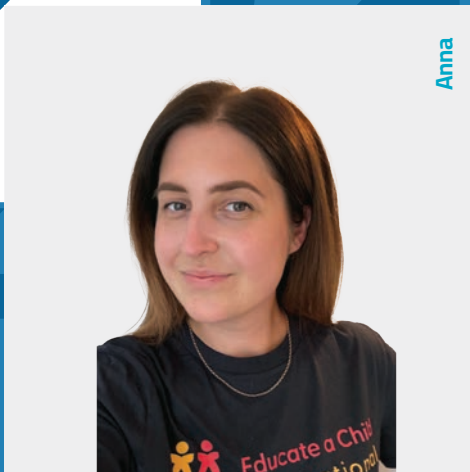
Marilyn



Freddie



Amit



Anna



Amira

**Together, we're committed to making a meaningful difference  
– within the Bank, in our communities, and for the planet**





**ALRAYAN  
BANK**