

Leading the Way Towards a Greener Future

Sustainability Report 2022-2024



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About This Report

Reporting Period, Scope, and Boundaries

Unless otherwise indicated, this report covers Bank of Bahrain and Kuwait B.S.C. (BBK)’s ongoing three-year strategic cycle, from 1 January 2022 to 31 December 2024; the report’s boundaries encompass all our activities within the Kingdom of Bahrain, and selected overseas branches, except where specified.

Throughout this period, we have tracked key performance indicators (KPIs) aligned with our sustainability goals primarily within Bahrain. Notably, some KPIs were introduced in 2024 following the Central Bank of Bahrain (CBB) ESG Module requirements and are therefore assessed in the final year of the cycle.

Guidelines and Standards

This report aligns with Bahrain Vision 2030, underscoring our dedication to the Kingdom’s economic and sustainable development goals. It also complies with the CBB ESG Module requirements, ensuring alignment with local regulations. BBK maps its contributions to the relevant Sustainable Development Goals (SDGs) and follows the Global Reporting Initiative (GRI) framework to enhance transparency.



GHG Emissions Measurement

This year’s report introduces the measurement of our Greenhouse Gases (GHGs) emissions across Scopes 1 and 2 and selected categories of Scope 3, using the GHG Protocol for precise calculations. This addition reflects BBK’s commitment to understanding and managing our environmental impact as part of our ongoing sustainability strategy.



Sustainability Oversight

As chair of the Sustainability Committee, the Group Chief Executive (GCE), oversees the review and approval of this sustainability report. He actively monitors BBK’s progress on sustainability initiatives and provides regular updates to the Board’s Nomination, Remuneration, and Governance Committee. This process ensures strategic alignment and a board-level oversight of BBK’s ESG efforts, reinforcing the Bank’s commitment to sustainability and transparency.

Contact Us

For more information or feedback please visit us at

-  <https://www.bbkonline.com/>
-  <https://www.linkedin.com/company/bank-of-bahrain-and-kuwait/>
-  https://www.instagram.com/bbk_online/?hl=en
-  <https://www.facebook.com/bbkonline/>



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Chairperson's Message



On behalf of the Board of Directors, I am pleased to present BBK Sustainability Report for the strategic three-year cycle 2022-2024. We are immensely proud of BBK’s unwavering commitment to sustainability, which is deeply rooted in our corporate philosophy and long-term strategy. In line with Bahrain’s Vision 2030, the United Nations Sustainable Development Goals (SDGs), and the Central Bank of Bahrain’s ESG Module requirements, BBK has continually evolved its sustainability efforts; these embedding practices contribute to a resilient future for Bahrain and the broader region.

Climate change remains one of the most urgent challenges of our time, marked this year by a rise in natural disasters and environmental disruptions across the globe. At BBK, we recognize the responsibility and opportunity to act decisively. We are actively exploring ways to reduce our Greenhouse Gas (GHG) emissions, expand green financing, and support Bahrain’s net-zero commitment by 2060. We are also inspired by the broader ambitions of the GCC region, which is steadily positioning itself as a hub for sustainable transformation through national climate strategies and future-focused development models.

In addition to environmental goals, BBK is committed to enhancing social sustainability through partnerships, community initiatives, and a focus on diversity and inclusion. We continue to support investment initiatives that empower future generations and promote equitable development. These efforts are aligned with our wider vision of contributing meaningfully to both social and economic resilience. Parallel to such ventures, our sustainability strategy rests

on four sustainability pillars: strong corporate governance, responsible and responsive employment practices, fostering long-term, positive customer relationships and cultivating a deep-seated social responsibility mindset. These pillars drive our initiatives, steer our strategic decisions and enable us to navigate emerging challenges while remaining accountable to our stakeholders.

We envision responsible growth underpinned by transparency in continuous improvement and robust stakeholder engagement. By publishing detailed sustainability reports, we share our journey, measure our impact, and reinforce our commitment to accountability and excellence.

Together, with our dedicated team, valued customers, and trusted partners, we are driving meaningful change and laying the foundation for Bahrain's sustainable future. I extend my gratitude to all stakeholders for their support as we continue to build on this legacy of responsibility and innovation for the Kingdom of Bahrain.

Tariq Jaleel AlSaffar
Chairperson

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Group Chief Executive's Message



Our journey toward sustainability continues with consistent strides in integrating environmental, social, and governance principles into our daily operations. We firmly believe that adhering to our principles and embracing accountability can reinforce our profitability while making a meaningful impact and building a sustainable legacy for future generations.

We are determined to embed sustainability even deeper into our business model. Enhancing accountability and setting measurable goals will contribute to a sustainable and prosperous future for all our stakeholders. To further our commitment, we recently appointed a Chief Strategy and Sustainability officer, to ensure that Sustainability is further embedded into our strategy and core business.

The recently revised sustainability objectives align with the CBB's ESG Requirements Module, ensuring our objectives and performance meet national and international standards. Additionally, we have developed an ESG checklist for credit and investment applications, enabling us to assess clients based on their ESG efforts.

The team has taken concrete steps to make a tangible difference in the communities we serve. Our initiatives transcend individual actions, impacting entire ecosystems and industries. The recent introduction of our Climate Risk Task Force was reflected in various endeavors. Our green financing solutions have enabled multiple local businesses to make environmentally conscious choices, reflecting our dedication to fostering a green economy. This report also marks a critical step in our journey

toward environmental accountability with the calculation of our greenhouse gas emissions.

I am also pleased to share that we have expanded our digital services, including adding Google Wallet to our digital wallets. This enhanced banking experience is accessible, efficient, and environmentally friendly. Our investments in digital transformation have also reduced paper use across branches, aligning with our commitment to sustainability.

Our focus remains on operational excellence, ensuring that our business practices meet and exceed regulatory standards, and setting a benchmark for responsible corporate conduct in the financial sector and beyond.

Together, with our passionate teams, committed partners, and valued stakeholders, we are confident in our ability to lead with purpose, deliver meaningful change, and create long-term value while shaping a resilient and sustainable future for Bahrain.

Yaser Alsharifi
Group Chief Executive

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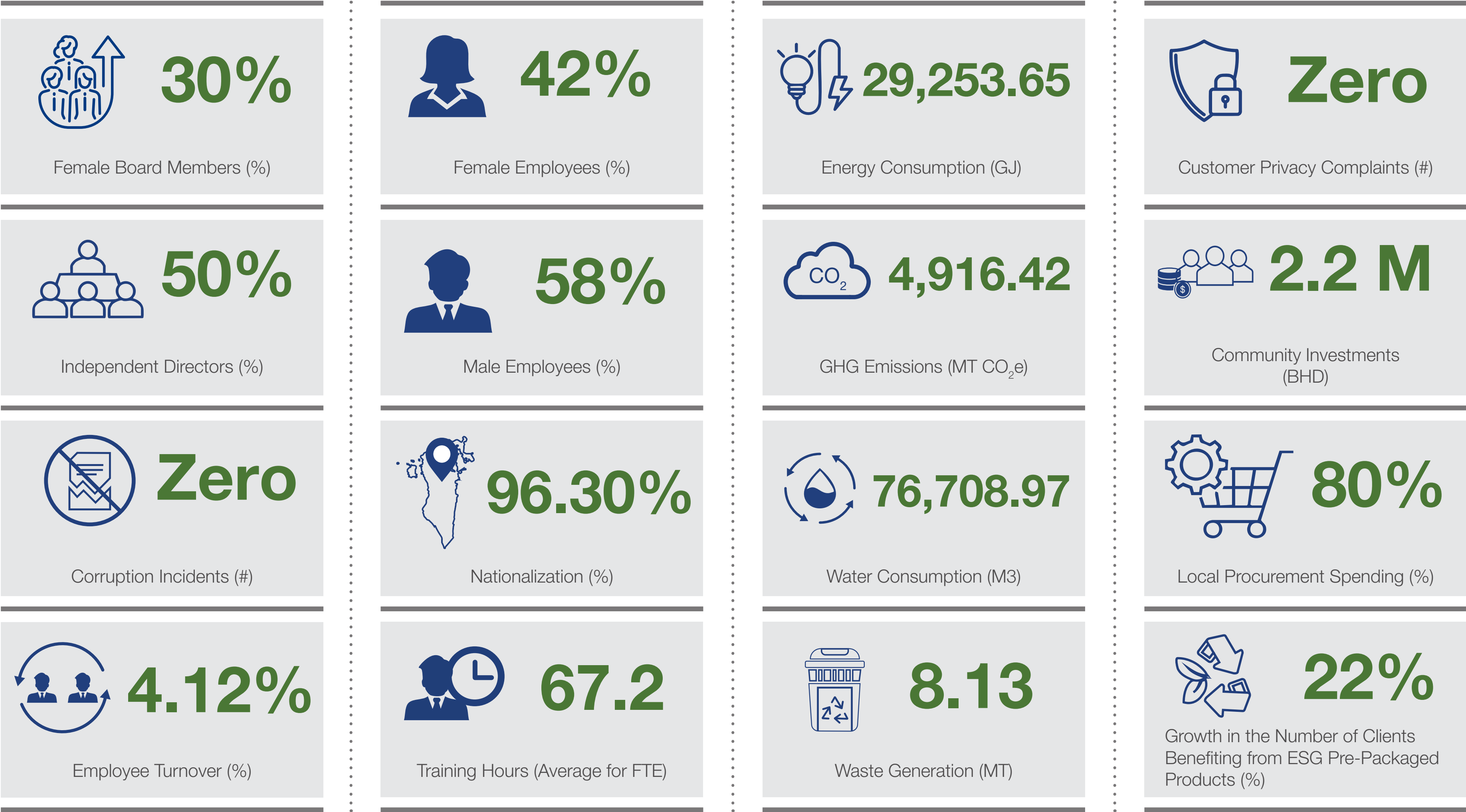
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2024 Sustainability Highlights



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Global Reach and
Diverse Solutions

Financial Highlights
and Key Metrics

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and Partnerships

Awards, Certifications
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About BBK

BBK is a leading financial group founded in 1971. With over 50 years of experience in retail, corporate, international banking, treasury, and investment services, we have established ourselves as a leading financial institution committed to innovation for clients, shareholders, and the community.

A Holistic Banking Experience

Headquartered in the Kingdom of Bahrain and listed on the Bahrain Bourse, BBK operates under a conventional retail banking license. We offer diverse products and services designed to enhance efficiency, inclusivity, and convenience for all customers. Our customer-centric approach prioritizes the varied financial needs of individuals, businesses, and institutions, demonstrating our adaptability in a rapidly changing world.

BBK has expanded its offerings through subsidiaries such as CrediMax and Invita, providing specialized customer relationship management, business outsourcing, and credit card services. Over the years, we have broadened our reach beyond Bahrain, establishing a significant international presence in Kuwait, India, the UAE, and Türkiye.



Vision

Our vision is to be the premier regional financial services enterprise that provides superior products and services of high quality through innovation, technology, and lifelong customer relationships.



Mission

The Bank will expand its overseas presence to more locations to satisfy clients' diversified needs. We believe clients are the driving force in everything we do, and we will not compromise on our absolute commitment to providing the very best in client service.

Our people are our number one asset, and they possess the highest degree of competence, integrity, and professionalism. Through our commitment to training, development, delegation, and performance-based reward systems, we instill in our people the principles of entrepreneurship, decision-making, and ownership.

We are determined to utilize cutting-edge technology, which we recognize as critical in supporting our short, medium and long-term business objectives.

Our shareholders are the source of our financial strength. They can expect continued growth and profitability and are supportive and confident in our future vision.



Values

- Creative
- Passionate
- Pioneering
- Reliable

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Global Reach and Diverse Services

Branches



- 8 Conventional Branches
- 8 Financial Malls
- 3 Digital Branches (BBKPLUS)
- 3 BBK Lite Branches

BBKPLUS is also available in 2 of the Financial Malls.

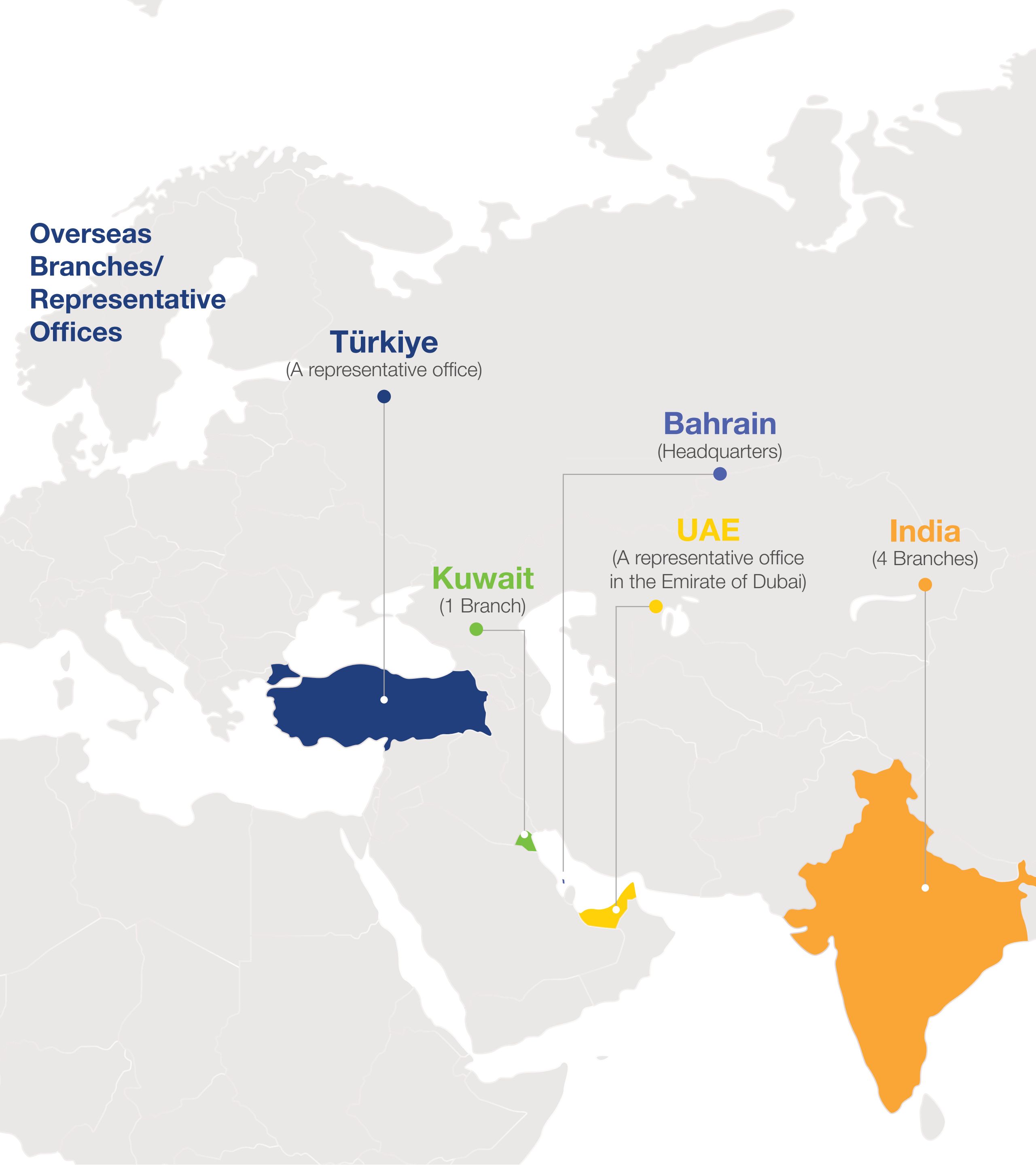
Automated Machines



109 automated machines:

- 7 Cash Deposit Machines (CDMs)
- 7 Interactive Teller Machines (ITMs)
- 12 Debit Card Issuance Machines
- 11 Bank Certificate Issuance Machines
- 72 Automated Teller Machines (ATMs) (smart, regular and drive-through ATMs)

Overseas Branches/ Representative Offices



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BBK Services



Personal Banking Services

BBK’s Personal Banking Services cater to the diverse needs of individuals by offering flexible, customer-centric solutions. Customers can easily manage their finances by using customizable accounts like Al Hayrat and Al Wajaha Premium Banking or simplified options like BBK Lite. From self-service banking via ATMs and remittance services to a wide range of loans, credit cards, and insurance options, BBK provides a secure and convenient banking experience. These offerings are complemented by investment opportunities such as mutual funds and real estate, empowering customers to confidently meet daily financial needs and long-term aspirations.



Business Banking Services

BBK’s Business Banking Services provides tailored financial solutions to drive business success. With robust offerings in Cash Management, including BanKey and POS CrediMax, and flexible lending options like working capital finance and real estate loans, BBK supports businesses in managing operations and securing growth. Trade Finance services ensure smooth international transactions, while Treasury solutions enable businesses to mitigate market risks and optimize liquidity. BBK also offers dedicated support across key sectors, empowering companies with specialized guidance and comprehensive financial tools to thrive in Bahrain’s dynamic business environment.



Wealth Management Services

BBK Privé offers a bespoke wealth management experience, combining exclusive financial and lifestyle solutions to meet clients’ unique goals. With dedicated Private Bankers, BBK Privé delivers tailored strategies for growing, managing, and protecting wealth. Services include credit products, multi-currency deposits, investment opportunities, portfolio management, and execution services. Complementary offerings such as estate planning and concierge services enhance the holistic client experience. BBK Privé’s emphasis on sustainable financial strategies ensures that clients’ legacies endure, offering confidence and adaptability in an ever-changing economic landscape.

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Financial Highlights

BBK delivered a solid financial performance for the full year ended 31st December 2024, reporting a net profit of BD 72.0 million, reflecting a 3.4% decrease from the previous year due to higher provision allocations. Total comprehensive income declined by 17.7% to BD 69.5 million, mainly due to fair value movements in debt and equity investments.

Despite these declines, BBK achieved strong growth in key areas. Net interest income reached BD 124.6 million, while other income rose significantly by 78.0% to BD 36.6 million. Loans and advances expanded by 13.0%, supporting the Bank’s strategic focus on lending.

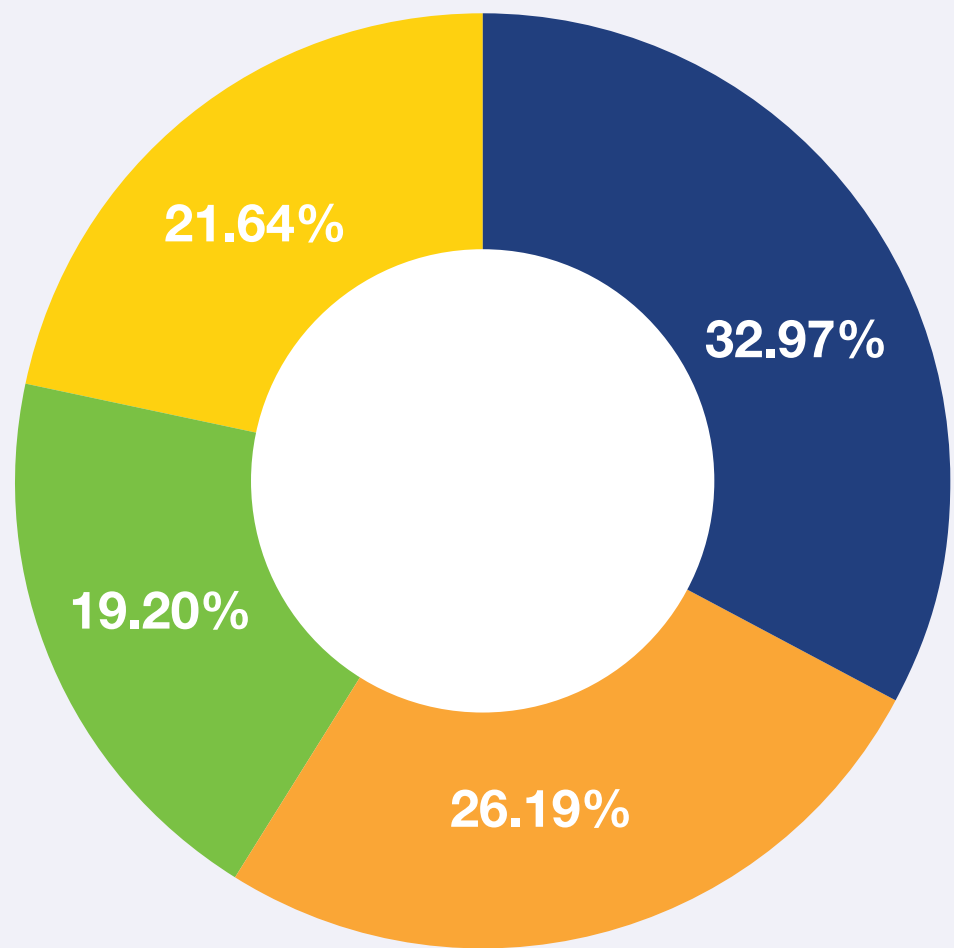
The Bank’s total assets grew by 7.5% to BD 4,193.6 million, reflecting a robust balance sheet, while customer deposits increased by 13.2% to BD 2,411.3 million, reinforcing BBK’s strong market position. Shareholders’ equity saw a modest increase of 1.6% to BD 620.8 million, ensuring financial stability. Capital adequacy remains strong at 26.5%, well above regulatory requirements.

In light of these results, the Board of Directors has recommended a cash dividend of 35 fils per share, subject to regulatory and shareholder approval. BBK remains committed to delivering value to shareholders and stakeholders through a prudent and adaptive business model. For more details, please refer to the 2024 Annual Report.

	2024	2023	2022	2021	2020
Earnings (BHD millions)					
Net interest income	124.6	133.4	102.5	82.6	80.8
Other income	36.6	20.5	35.7	34.7	37.8
Operating expenses	71.3	68.7	64.5	60.8	60.7
Net profit attributable to the owners of the Bank	72.0	74.5	64.4	53.1	52.0
Financial Position (BHD millions)					
Total assets	4,193	3,902	3,754	3,673	3,760
Loans and advances	1,794	1,588	1,614	1,607	1,556
Investments	985	907	922	983	947
Customer deposits	2,411	2,130	2,117	2,126	2,167
Total equity	624	614	599	545	515
Profitability					
Diluted earnings per share (fils)	40	41	36	29	29
Cost / income	44.3%	44.6%	46.7%	51.8%	51.2%
Return on average assets	1.8%	1.9%	1.7%	1.4%	1.3%
Return on average equity	11.7%	12.7%	11.7%	10.1%	11.4%
Capital					
Capital adequacy	26.5%	28.1%	27.3%	23.6%	21.8%
Equity / total assets	14.9%	15.7%	16.0%	14.8%	13.7%



Shareholder composition



- Social Insurance Organisation (SIO) (GOSI, Civil Pension Fund and Military Pension Fund)
- Fincorp W.L.L
- Kuwait Investment Authority (KIA)
- Public

Ratings

Moody’s Investors Service



Category	Moody’s Rating
Long-term Deposit	B2
Long-term Debt	B2
Baseline Credit Assessment	b2
Senior Unsecured	B2
Subordinate MTN	(P)B3
Outlook	Stable

Report issue date: 21 May 2024

Fitch Ratings



Category	Fitch Rating
Long-term Issuer Default Rating	B+
Short-term Issuer Default Rating	B
Viability Rating	b+
Senior Unsecured: Long Term	B+
Senior Unsecured: Short Term	B
Outlook	Stable

Report issue date: 11 December 2024



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Memberships, Associations and Partnerships

BBK is committed to driving sustainable growth and positive community impact through strategic partnerships and industry involvement. These initiatives demonstrate BBK’s dedication to operational excellence, regulatory compliance, and environmental and social responsibility.

Financial Regulatory Authorities

- Central Bank of Bahrain (CBB)

As BBK's primary regulator, the CBB provides a robust framework for financial stability and compliance with national and international banking standards, This ensures that we uphold our responsibilities as a trusted financial institution.



Banking Associations

- Bahrain Association of Banks (BAB)

BBK’s membership in BAB allows us to advocate for the interests of the banking sector in Bahrain, staying informed on regulatory developments and industry best practices that shape the sector’s growth.



- Kuwait Banking Association (KBA)

BBK’s associate membership in KBA enables regional engagement, contributing to policy dialogue and integration within GCC financial markets.



Market Listings and Financial Transparency

- Bahrain Bourse

Listed on the Bahrain Bourse, BBK is committed to maintaining high standards of transparency and accountability, reinforcing its leadership role within Bahrain’s banking sector.



Strategic Business Partnerships

- DP World Trade Finance

This partnership broadens BBK’s global reach, enabling the company to provide efficient trade finance solutions to Bahrain, Kuwait, the UAE, India, and Türkiye clients.



- Tamkeen

BBK partners with Tamkeen to promote the growth of Bahrain’s private sector, offering tailored financing to support startups and established businesses, contributing to productivity and job creation.



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Technology and Innovation Partnerships

- Technology and Innovation Hubs

Collaborating with technology hubs, BBK made significant advancements in digital banking, enhancing customer experience through innovative products and services.

- Nasmaakum Application

Through its partnership with the Nasmaakum application, BBK provides real-time sign language interpretation, reinforcing its commitment to accessibility and inclusive service.



Academic Institutions

- Academic Collaborations

BBK partners with academic institutions to foster research and development in banking and finance. These collaborations contribute to our growth by integrating cutting-edge academic insights into our operations and strategies.

- Bahrain Institute of Banking and Finance (BIBF)

BBK partnered with BIBF to nurture talent and support gender diversity through initiatives like the “Women on Board” program and the “Grow” internship program for emerging banking professionals.



Environmental Initiatives

- National Initiative for Agriculture Development (NIAD)

As part of its environmental commitment, BBK participates in the NIAD’s “Forever Green” national tree-planting campaign, which supports biodiversity and green spaces in Bahrain.



- E-Waste Campaign

BBK’s E-Waste campaign for customers and staff promotes responsible disposal and recycling of electronic waste, contributing to environmental sustainability.

Non-Governmental Organizations (NGOs)

- Community Development Partnerships

BBK collaborates with NGOs on initiatives, reinforced by an annual budget for community projects in charity, culture, education, philanthropy, and sports.

Programs and Initiatives include:

- Crown Prince International Scholarship Fund
- Isa Bin Salman Education Charitable Trust Pledge
- Royal Fund for Fallen Servicemen Pledge
- Support for Gaza

Awards, Certifications, and Recognitions

2024

- Best Practices in Sustainable and Responsible Banking Award from World Business Outlook.
- Most Secure Online Banking Provider Award from World Business Outlook.
- Elite Quality Recognition from J.P. Morgan Bank for outstanding performance in straight-through-processing (STP) transfers in 2023.
- Best Retail Bank Bahrain 2024 Award from World Economic Magazine.

2023

- Elite Quality Recognition from J.P. Morgan Bank for exceptional STP transfer performance in 2022.
- Best Retail Bank Bahrain 2023 Award from World Economic Magazine.
- Best Corporate Governance Banking - Bahrain 2023 Award from Global Business Outlook.
- ISO 22301:2019 Certification for Business Continuity Management, achieved for 10 consecutive years.
- Top 50 Most Valuable Banks in the Middle East in 2023 by Forbes Middle East.

2022

- Best Bank in Terms of Digital Services from the World Union of Arab Banks.
- Outstanding Digital Customer Experience Strategy Award from The Digital Banker.
- Compliance and Banking Management Ethics Award from the International Excellence Foundation.





Outstanding Digital CX Strategy



Best Retail Bank 2023 & 2024



Best Corporate Governance



“Best Practices in Sustainable and Responsible Banking” and “Most Secure Online Banking Provider”

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Sustainability Commitment

BBK recognizes sustainability to be a contemporary advantage affecting society and the environment. This opportunity comprises multiple Environmental, Social, and Governance (ESG) aspects, such as climate change, community investment, human rights, anti-corruption, and board formation. The Bank acknowledges the importance of considering the ESG implications of its activities and understands that its ESG responsibilities are best fulfilled by embedding the Bank’s core values into its policies, procedures, and practices to support its people, society, and the world.

In alignment with this commitment, BBK has developed an **ESG Position Statement** to outline its approach to sustainability across all areas of its operations. This Position Statement establishes our commitment to integrating ESG considerations

into our business framework and decision-making processes where applicable.

Key focus areas of the ESG position statement include responsible use of natural resources, fostering transparent customer relations, ensuring data privacy, promoting employee training and development, advancing equal opportunity, and supporting community investment. This Statement, endorsed by senior management reflects BBK’s dedication to creating a positive social and environmental impact while maintaining strong governance standards and ethical practices.



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Sustainability Framework

At BBK, sustainability is not just a goal but a fundamental aspect of our corporate strategy. Our approach to responsible banking is guided by four key pillars: **Good Corporate Governance, Responsible and Responsive Employer, Long-Term Positive Customer Relationships, and Social Responsibility Mindset.** These pillars are central to building a sustainable future, ensuring that sustainability permeates all aspects of our operations and decision-making processes. Each pillar is aligned with specific themes and topics that support our comprehensive sustainability framework.



Good Corporate Governance

Good corporate governance is at the core of BBK’s approach, emphasizing integrity, transparency, and accountability in all our operations. Our commitment to data security and customer privacy ensures that customer information is protected and handled with the highest standards of confidentiality. We also prioritize anti-corruption measures, ensuring our business practices are fair and ethical. Effective risk management is another key aspect as we strive to minimize risks and comply with relevant regulations. Through business ethics and compliance, we set a high integrity standards in our interactions with customers, stakeholders, and regulators.



Long-Term Positive Customer Relationships and Experiences

BBK strives to foster responsible customer relationships by providing valuable financial services that meet their needs. Our focus on digitalization and innovation allows us to enhance customer experience through cutting-edge technologies, making banking more efficient and accessible. We also emphasize responsible banking by ensuring that our financial products and services align with sustainable development goals. Moreover, we actively promote financial inclusion and accessibility, working to provide underserved communities with access to banking services and responsible financing and investment practices that prioritize sustainability.

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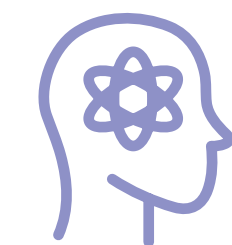
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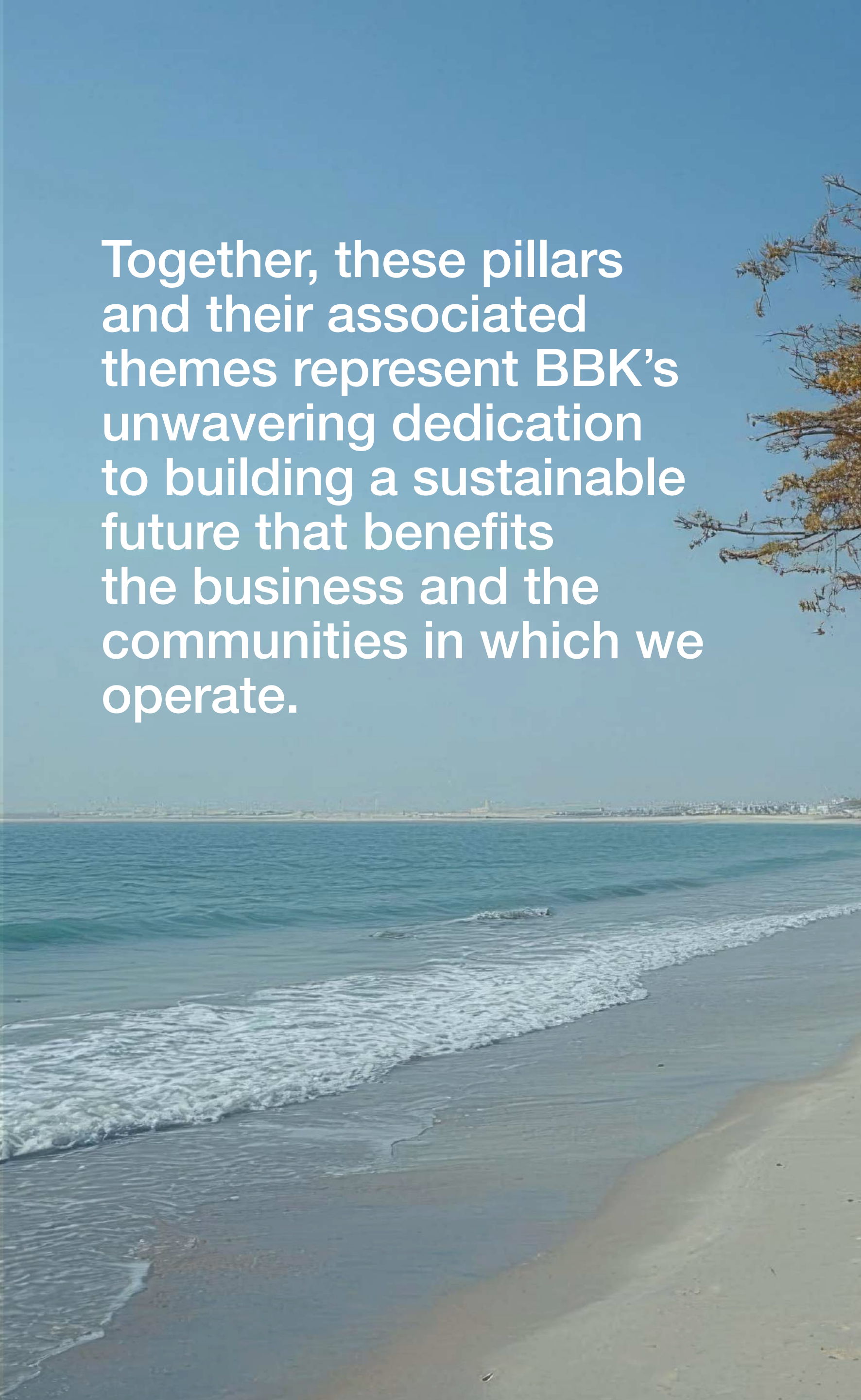
Responsible and Responsive Employer

BBK recognizes the importance of creating an inclusive and supportive work environment as an organization. We offer comprehensive employee training and development programs to ensure our workforce is well-equipped to meet the challenges of a rapidly evolving industry. Our talent management strategy focuses on attracting, retaining, and nurturing top talent, ensuring that our employees have opportunities for growth and career advancement. We embrace workforce diversity and inclusion, fostering a workplace where everyone is valued. Additionally, we uphold equality and fairness in the workplace, ensuring that every employee is respected and has equal access to career development opportunities.



Social Responsibility Mindset

BBK is dedicated to reducing its environmental impact by addressing climate change and environmental sustainability through our operations and investments. We actively seek to positively impact society through our core business and community engagement initiatives. Furthermore, our responsible procurement practices ensure that we source goods and services in a manner that supports sustainability and ethical business practices, reinforcing our commitment to social responsibility.



Together, these pillars and their associated themes represent BBK’s unwavering dedication to building a sustainable future that benefits the business and the communities in which we operate.

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BBK Sustainability Framework

Good Corporate Governance

Conducting business with integrity

- Data security and customer privacy
- Prevention of money laundering/terrorism financing

Managing risk and compliance

- Business ethics and compliance
- Risk management



Long-term Positive Customer Relationships & Experiences

Responsible Banking

- Financial inclusion and accessibility
- Responsible financing and investing

Serving customers

- Responsible relationship with customers
- Digitalization and innovation



Responsible & Responsive Employer

Creating an inclusive workplace

- Workforce diversity and inclusion
- Equality and fairness in the workplace

Developing & Protecting People

- Employee training and development
- Talent management



Social Responsibility Mindset

Creating value

- Positive impact on society
- Responsible procurement

Minimizing Environmental Impact

- Climate change and environmental impact



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Sustainability Governance

The Sustainability Management Committee, chaired by the Group GCE, plays a central role in driving and overseeing the implementation of BBK’s ESG policies and initiatives. Reporting directly to the Board’s Nomination, Remuneration and Governance (NRG) Committee, the committee ensures that BBK’s sustainability efforts align with its strategic goals. Quarterly sustainability KPIs and action plan updates are shared with the NRG Committee, and a comprehensive internal report is presented at the end of the financial year. The committee is also tasked with ensuring that sustainability initiatives are effectively integrated across the bank’s operations, fostering a culture of continuous improvement.

To support the committee’s efforts, the Chief Strategy and Sustainability Officer and the Sustainability Manager oversee a dedicated sustainability department under the committee’s supervision. This department manages five working teams, each comprising various departments across BBK. These include Compliance, Internal Audit, Corporate Secretary, Information Security, Risk Management, Corporate Communication, Human Resources, Corporate

Banking, Retail Banking, Treasury, Data Analytics, SME Banking, Marketing, Customer Service, Business Development, Financial Control, International Banking, Procurement, Information Technology, Investments, Credit Assessment, and Business Planning. Each working team is led by a department head who contributes to the bank’s sustainability KPIs.

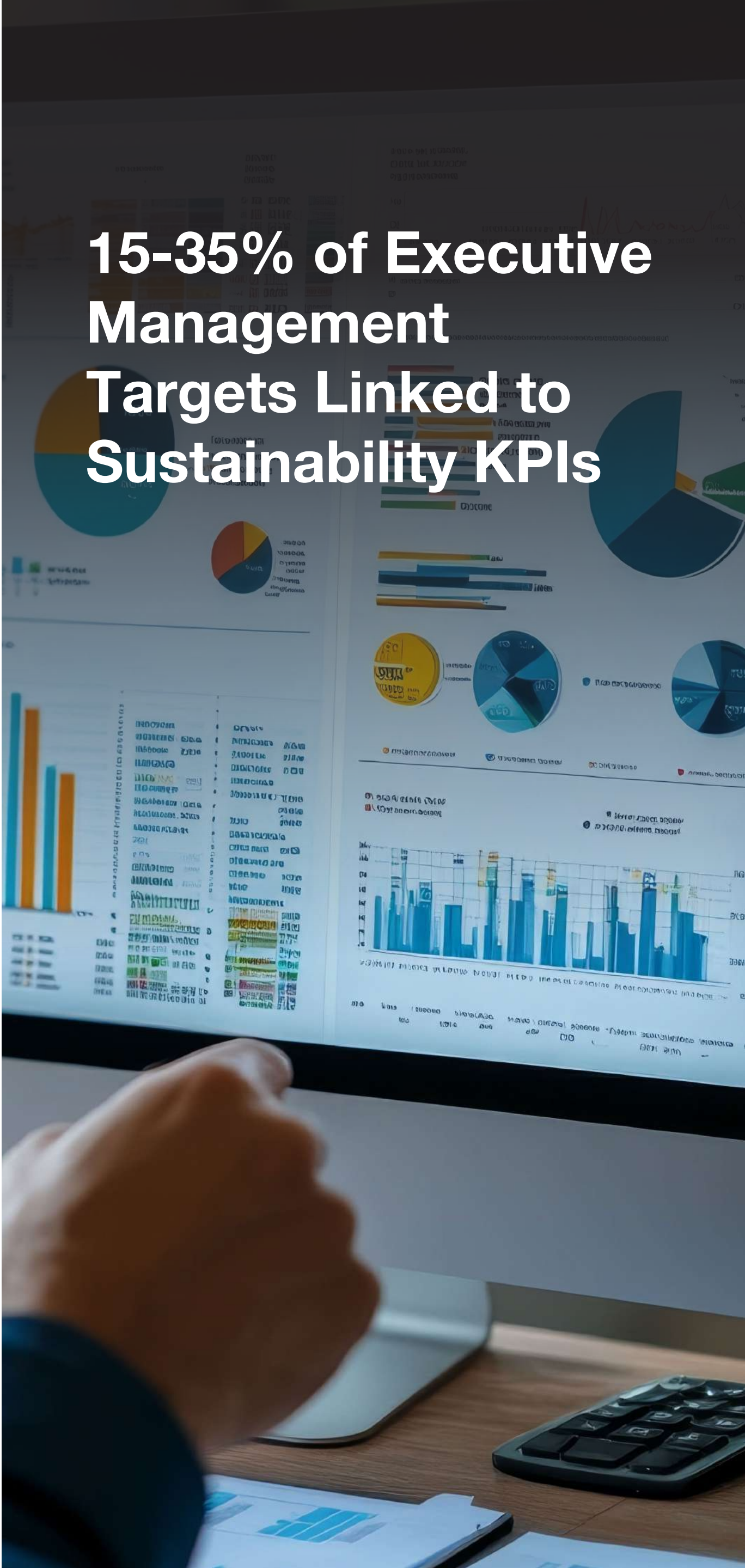
A key aspect of BBK’s sustainability governance is its performance measurement system.

The Sustainability Manager requests quarterly reports from working group heads to calculate and report their results, which are verified and uploaded to a shared scorecard. This scorecard is then presented to the Sustainability Management Committee. Furthermore, 15-35% of the Bank’s executive management targets are tied to sustainability KPIs, reinforcing BBK’s commitment to community welfare and its role in providing environmentally responsible products and services that enhance people’s lives.

In 2023, BBK established a dedicated Climate Risk Working Group to address climate challenges, reflecting the bank’s

commitment to environmental responsibility and alignment with CBB guidelines. The working group focuses on advancing green financing, ensuring that proceeds from these initiatives contribute positively to environmental sustainability.

It brings together representatives from key departments, including Risk Management, Business Planning, Corporate Banking, International Banking, Investments, and Credit Assessment, to collaboratively integrate climate risk considerations into BBK’s operations and product offerings. This initiative is part of BBK’s broader strategy to meet customer financial needs while promoting a sustainable and resilient future.



15-35% of Executive Management Targets Linked to Sustainability KPIs

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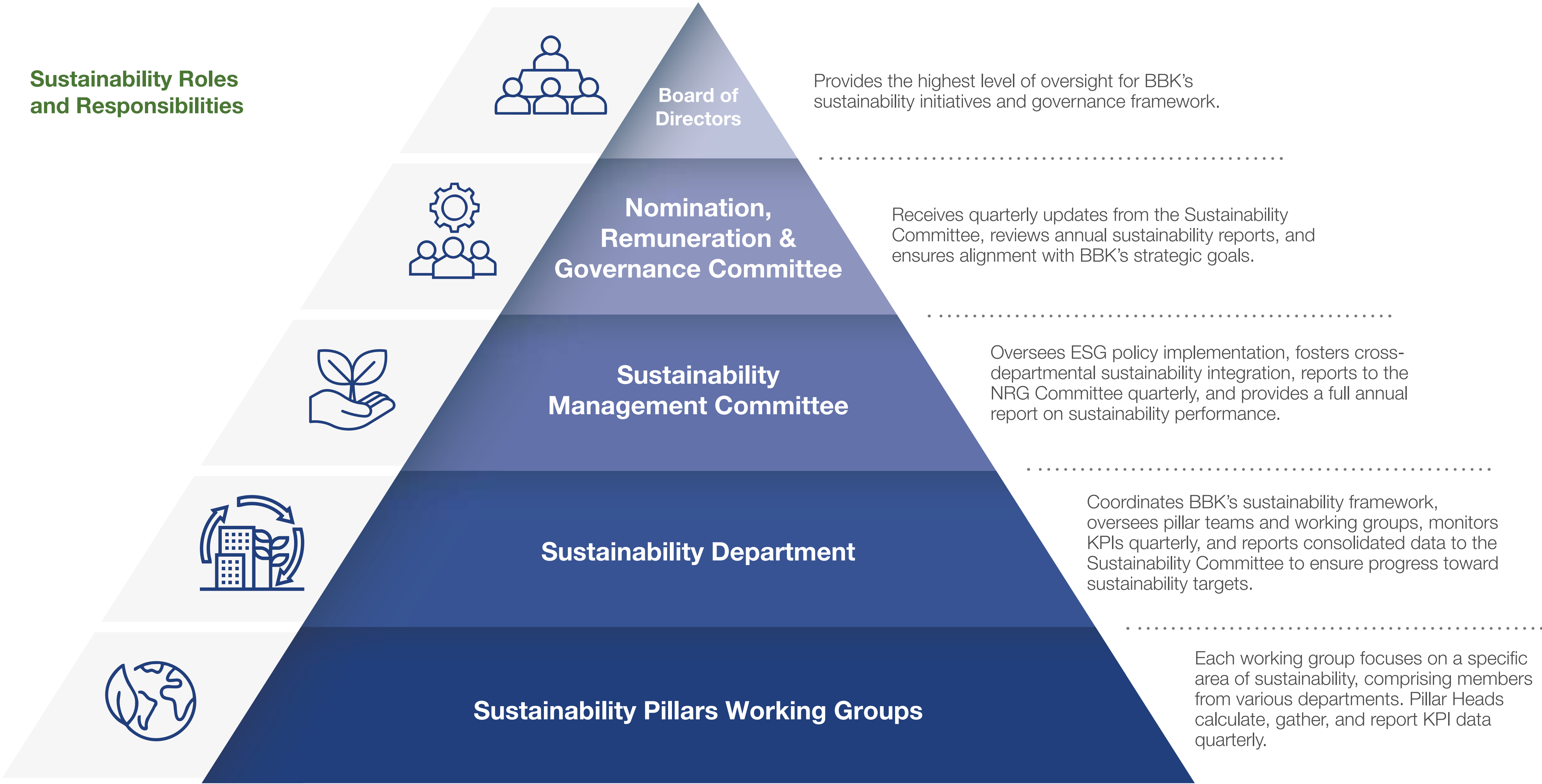
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**Sustainability Roles
and Responsibilities**



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Alignment with National and International Goals

As a leading financial institution in Bahrain, BBK is pivotal in advancing national and international sustainability objectives. BBK’s commitment to responsible banking practices aligns with Bahrain’s Economic Vision 2030, which sets a roadmap for a sustainable, fair, and competitive economy, government, and society. This alignment positions BBK to support Bahrain’s aspirations by promoting ethical governance, environmental stewardship, and community welfare.

Our sustainability pillars support Bahrain’s national goals and contribute to the SDGs. These global goals address essential challenges in economic development, social inclusion, and environmental conservation providing a framework for BBK to broaden its impact on pressing international challenges. By mapping its material topics against Bahrain’s Economic Vision 2030 and the SDGs, BBK demonstrates It is committed to building a sustainable future that benefits the local community and the broader global landscape.

The following table outlines how BBK’s sustainability pillars align with the specific aspirations of Bahrain Vision 2030 and key SDGs, underscoring its integrated approach to sustainable development.



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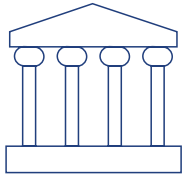
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Good Corporate Governance

Conducting Business With Integrity

Data Security and Customer Privacy



2.3 A predictable, transparent, and fairly enforced regulatory system facilitates economic growth.

3.4 A safe and secure environment.



Anti-Corruption



2.3 A predictable, transparent, and fairly enforced regulatory system facilitates economic growth.



Managing Risk and Compliance

Business Ethics and Compliance



2.3 A predictable, transparent, and fairly enforced regulatory system facilitates economic growth.



Risk Management



2.1 The Government focuses on developing high quality policies.



Long-Term Positive Customer Relationships and Experiences

Responsible Relationship With Customers

Responsible Relationship with Customers



3.1 A high standard of social assistance gives all Bahrainis an equal start.

3.2 All Bahraini nationals and residents have access to quality healthcare.

3.3 A first-rate education system enables all Bahrainis to fulfill their ambitions.



Digitalization and Innovation



1.1 Bahrain stimulates growth by enhancing productivity and skills.

1.3 Bahrain transforms the economy in the long term by capturing emerging opportunities.



Responsible Banking

Financial Inclusion and Accessibility



1.3 Bahrain transforms the economy in the long term by capturing emerging opportunities.

3.1 A high standard of social assistance gives all Bahrainis an equal start.



Responsible Financing and Investment



1.2 Bahrain diversifies and builds the economy by focusing on existing high-potential sectors.

2.4 The sustainability of government finances is strengthened by reducing dependence on oil revenues to fund current expenditures.

2.5 A world-class infrastructure links Bahrain to the global economy.

3.5 Bahraini nationals and residents enjoy a sustainable and attractive living environment.



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Responsible and Responsive Employer

Creating an Inclusive Workplace

Employee Training and Development



3.3 A first-rate education system enables all Bahrainis to fulfill their ambitions.



Talent Management



3.2 All Bahraini nationals and residents have access to quality health care.



Developing and Protecting People

Workforce Diversity and Inclusion



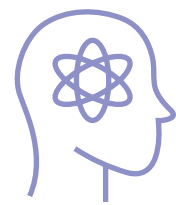
3.1 A high standard of social assistance gives all Bahrainis an equal start.



Equality and Fairness in the Workplace



3.1 A high standard of social assistance gives all Bahrainis an equal start.



Social Responsibility Mindset

Minimizing Environmental Impact

Climate Change and Environmental Impact



2.1 The Government focuses on developing high-quality policies.

2.4 The sustainability of government finances is strengthened by reducing dependence on oil revenues to fund current expenditures.

3.5 Bahraini nationals and residents enjoy a sustainable and attractive living environment.



Creating Value

Positive Impact on Society



3.1 A high standard of social assistance gives all Bahrainis an equal start.

3.2 All Bahraini nationals and residents have access to quality health care.

3.3 A first-rate education system enables all Bahrainis to fulfill their ambitions.

3.4 A safe and secure environment.



Responsible Procurement



2.3 A predictable, transparent, and fairly enforced regulatory system facilitates economic growth.

3.5 Bahraini nationals and residents enjoy a sustainable and attractive living environment.



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Stakeholder Engagement & Materiality

Stakeholder Identification

Stakeholder Engagement Mechanisms

Materiality Process

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Stakeholder Identification

We recognize that our key stakeholders are critical in our decision-making and operations. The primary stakeholder groups influencing BBK’s operations and being influenced by our business activities include the following:



1

Customers

We are committed to remaining close to our customers by providing technology-enabled, secure banking solutions. Their needs include accessible digital banking options, quick and responsive service, resilient data security, risk protection, competitive rates, and responsible lending choices.



4

Government and Regulators

Compliance and ethical behavior are woven into BBK’s corporate culture. We ensure full regulatory adherence and contribute to Bahrain’s national vision for sustainable development through strong governance. Our sustainability practices and reporting align with regulatory requirements, helping us meet sustainability objectives and engage with regulators effectively.

Our employees are the backbone of our success. By fostering a nurturing, family-based culture, we support their growth through training opportunities, competitive benefits, and open communication. This approach helps us attract and retain talent, positioning BBK as an employer of choice.



2

Employees

Social responsibility is a core part of BBK’s philosophy. We actively engage in initiatives that promote inclusivity, eco-friendly practices, and access to quality services, fostering sustainable community development and supporting the environment through our actions.



5

Communities



3

Shareholders and Investors

Building shareholder value is at the heart of our strategy. We prioritize financial sustainability, strong corporate governance, and digital innovation, earning the trust and support of our shareholders. In addition, we encourage investment in sustainable business practices, ensuring that long-term value creation aligns with sustainability goals.



6

Suppliers

We value long-term relationships with suppliers who align with our principles of transparency, integrity, and ethical conduct. We engage with suppliers through a fair selection process and clear communication channels, ensuring that they adhere to the standards set out in our Supplier Code of Conduct.

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Stakeholder Engagement Mechanisms

Building upon the foundation established in our initial Sustainability report, we have diligently maintained and expanded our methods to engage with stakeholders. Our commitment to transparent, timely, and relevant communication remains steadfast, addressing their evolving needs and expectations. We recently introduced additional elements, such as the ESG checklist, to enrich our engagement approach. Below are the strategies we utilize to engage with each stakeholder group, tailored to their specific needs and expectations:

Stakeholder Group	Needs and Expectations	Methods of Engagement
<div>Customers</div> <div></div>	<ul style="list-style-type: none">• Accessible and user-friendly digital banking solutions• Quick and responsive customer service• Resilient data security and privacy systems• Protecting customers’ interests from risks• Competitive rates and fees• Responsible lending	<ul style="list-style-type: none">• Social media• ATMs, ITMs, Cash Deposit Machines, Debit Card Issuance Machines, and Branches• Online banking, BBK mobile app, BanKey, BBK Business, SMS banking, and telebanking• BBK customer service• Annual report• BBK website (www.bbkonline.com)• ESG checklist
<div>Employees</div> <div></div>	<ul style="list-style-type: none">• Training and career development opportunities• Incentive and performance-based rewards• Competitive salaries and benefits• Diverse and inclusive work environment• Open communication channels with management	<ul style="list-style-type: none">• Human Resources team• Training and development programmes• Incentive and performance-based reward system• Whistleblowing policy• Code of Conduct• Bulletin board• Team building events
<div>Shareholders and Investors</div> <div></div>	<ul style="list-style-type: none">• Outstanding financial results• Transparency and disclosure• Strong corporate governance• Digital innovation and transformation• Resilient business continuity plan• Investment in sustainable business	<ul style="list-style-type: none">• Annual report and sustainability report• Quarterly, semi-annually, and annual financial statements• Annual general meeting (AGM)• BBK website (www.bbkonline.com)• Online query form• Investor Presentation Conference Call

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Stakeholder Group	Needs and Expectations	Methods of Engagement
<div>Government and Regulators</div> <div></div>	<ul style="list-style-type: none">• Compliance with legal and regulatory requirements• Preventing financial crime• Supporting the national vision for sustainable development• Adherence to sustainability regulations	<ul style="list-style-type: none">• Policies and regulations• Annual report and sustainability report• Audit and Compliance Committee
<div>Communities</div> <div></div>	<ul style="list-style-type: none">• Employment opportunities with a focus on gender equality• Inclusive and accessible products and services• Charity work and donations• Support for accessible and quality education• Responsible lending and investing practices	<ul style="list-style-type: none">• Philanthropy• Community development programs (e.g., healthcare, education, sports and cultural preservation)• Social media• Investing in talents (nationalization)
<div>Suppliers</div> <div></div>	<ul style="list-style-type: none">• Timely payments• Fair and transparent selection processes• Clear and open communication channels	<ul style="list-style-type: none">• Procurement department• Supplier Code of Conduct• Supplier ESG Assessment• Fair bidding and tendering

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Materiality Assessment Process

At BBK, our materiality assessment process is designed to ensure that we focus on issues of the highest relevance to our business and internal and external stakeholders. By actively identifying, assessing, prioritizing, validating, and reviewing material topics, we drive positive impact and address risks and opportunities that align with our sustainability objectives. Our materiality assessment process includes the following essential steps:

1

Identify

First, we interviewed internal stakeholders, creating a comprehensive list of potential material issues. This list was then benchmarked against industry peers and aligned with global standards, including the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), United Nations Principles for Responsible Banking (UN PRB), Bahrain Vision 2030, the CBB ESG Requirements Module, and the Bahrain Bourse ESG Guide. By grounding our approach in BBK’s sustainability framework, we refined these issues to focus on those most relevant to our sustainability impact, driving sustainable development throughout the Kingdom of Bahrain.

2

Assess

The identified issues were assessed based on their relevance to BBK’s operations and potential impact on stakeholders. This evaluation step allowed us to analyze each issue’s significance systematically.

3

Prioritize

We subsequently prioritized the assessed issues based on their significance to our internal and external stakeholders. This prioritization ensures that our strategy addresses the most material topics and upholds our commitment to transparency, helping us manage ESG factors critical to BBK’s long-term objectives.

4

Validate

To validate the prioritized list, we collaborated with a sustainability consultant who provided their assessment and recommendations. This external input added objectivity and ensured that our process reflected the industry’s best practices and addressed broader sustainability trends effectively.

5

Review

Finally, BBK’s sustainability management team reviewed the validated list, ensuring it remains robust and adaptable to evolving stakeholders’ needs. This review guarantees that our materiality assessment continues to align with BBK’s sustainability objectives and reflects the dynamic nature of our operating environment.



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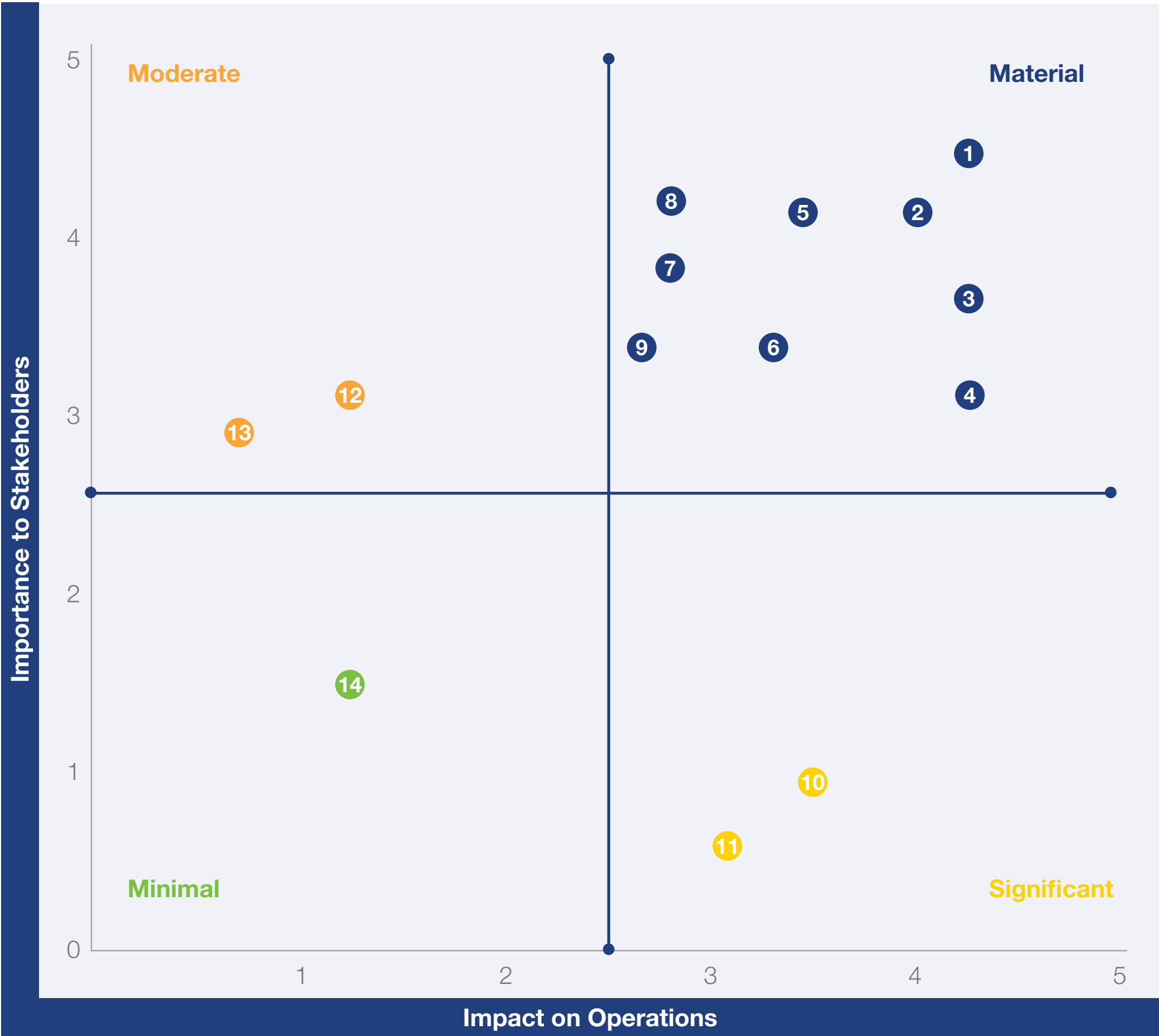


Materiality Assessment Matrix

To align with the CBB requirements, our findings have been translated into actionable insights by categorizing identified issues in a materiality matrix. These issues are positioned across four quadrants based on their impact and importance. This matrix serves as a visual representation of our assessment, guiding us in concentrating our efforts and allocating resources. The quadrants in the matrix are defined as follows:

- Material:** High-impact, high-priority issues essential to our operations and the communities we support. These topics are prominently featured in our sustainability report and form the core of our sustainability strategy.
- Significant:** High-impact issues with comparatively lower stakeholder priority. These topics are carefully monitored and managed, though immediate disclosure may not be necessary.
- Moderate:** These are lower-impact issues that remain highly important to stakeholders. We monitor them to maintain strong relationships with them and ensure alignment with their expectations.
- Minimal:** Issues with relatively low impact and priority. These receive minimal focus but are observed for potential risks or emerging opportunities.

1 Business Ethics & Compliance	6 Employee Training & Development	11 Financial Inclusion & Accessibility
2 Data Security & Customer Privacy	7 Diversity, Equality & Fairness in the Workplace	12 Climate Change & Environmental Impact
3 Customer Experience	8 Workforce Wellbeing	13 Community Empowerment & Engagement
4 Sustainable Finance	9 Business Continuity	14 Responsible Procurement
5 Talent Attraction, Engagement & Retention	10 Digitalization & Innovation	



Sustainability Performance & Progress

Good Corporate Governance



Responsible and Responsive Employer



Long-Term Positive Customer Relationships and Experiences



Social Responsibility Mindset



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Pillar 1: Good Corporate Governance

- Corporate Governance Framework
- Business Ethics and Compliance
- Risk Management and Business Continuity
- Information Security

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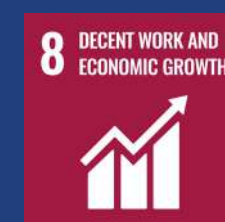
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Corporate Governance Framework

BBK is committed to maintaining the highest standards of corporate governance and fostering trust, accountability, and value creation for its stakeholders. Our governance framework, aligned with the CBB requirements, ensures robust oversight, ethical conduct, and regulatory compliance.

Governance Structure

The bank’s governance structure is designed to provide adequate oversight while adapting to our evolving needs. Key features include:

Leadership Structure:

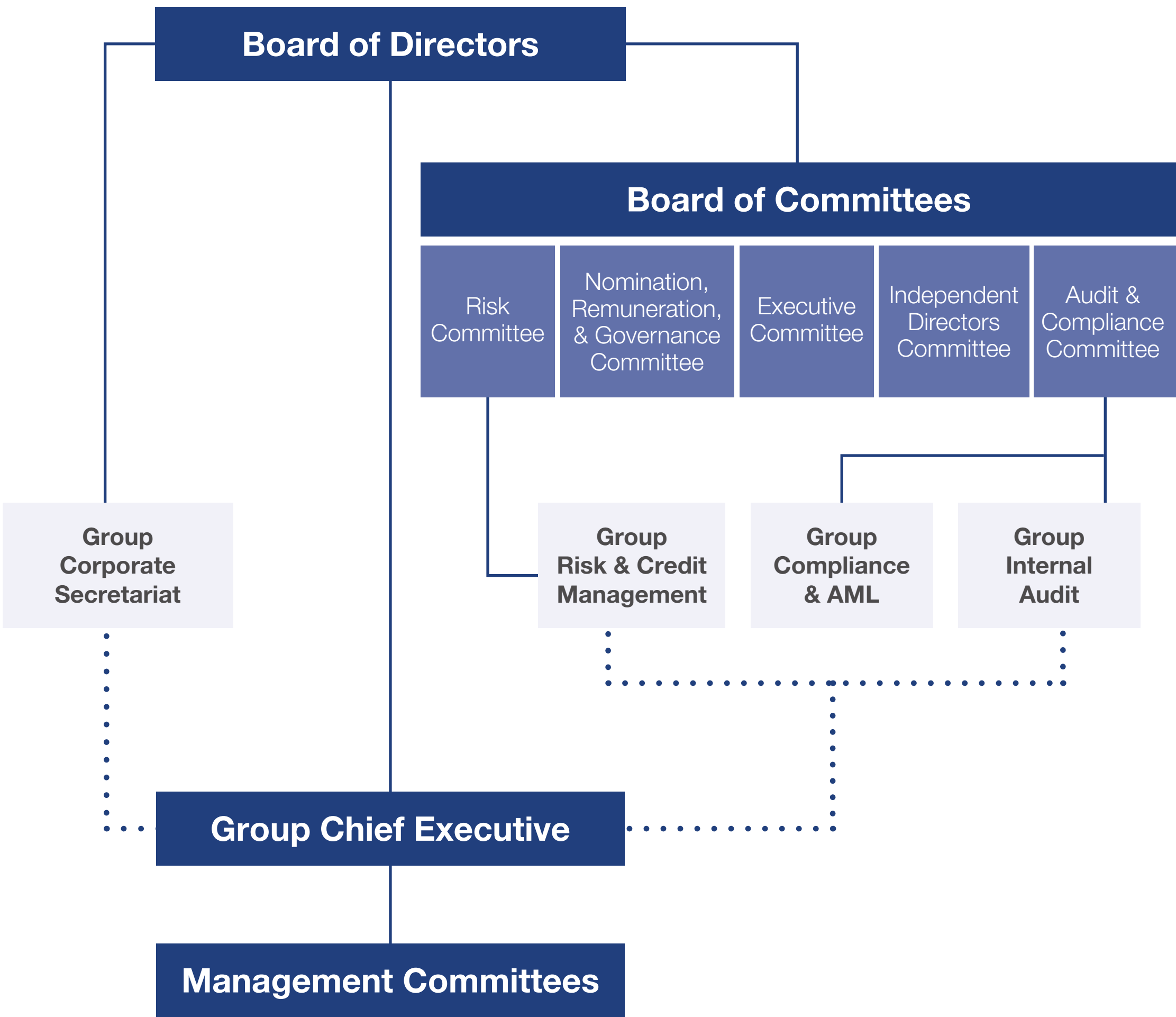
The roles of the Chairperson and the GCE are held by separate individuals to ensure independence and effective governance. The Chairperson leads the Board of Directors, which oversees the governance and strategic guidance, while the GCE is responsible for executing strategies, managing daily operations, and ensuring regulatory compliance.

Board of Directors Committees:

The Board delegates specific responsibilities to its committees, which operate under clearly defined terms of reference. These committees ensure focused oversight and decision-making.

Independent Oversight:

Critical functions, including Risk Management, Compliance, and Internal Audit, operate independently, ensuring objective monitoring and accountability.



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Board Committees

The Board has established committees to enhance governance and decision-making:

- **Executive Committee:** Reviews, approves and directs the executive management on matters raised to the board of directors.
- **Audit and Compliance Committee:** Oversees internal audit, compliance programs, and adherence to regulatory requirements.
- **The Nomination, Remuneration, and Governance Committee:** Develops policies for Board appointments, governance practices, and remuneration frameworks.
- **Risk Committee:** Oversees the Bank's risk management framework and ensures alignment with the approved risk appetite.
- **Independent Directors' Committee:** Provides independent views on certain issues, especially pertaining to minority shareholders.



Collective Knowledge and Continuous Development

BBK ensures the Board is equipped to fulfill its responsibilities effectively:

- The Board recognizes the need for its composition to reflect a fair mix of independence, skills, and expertise, facilitating objectivity in decision-making. High levels of professional skills and appropriate personal qualities are prerequisites for directorship.
- New Board members participate in a comprehensive induction program, including sessions on Board practices, business presentations, and discussions with the Chairperson, Group Corporate Secretary, and Management.
- A continuous development program provides each Board member with training focusing on market trends, risk management, and other relevant topics.



Evaluation of the Board and Committees

BBK regularly evaluates the performance of the Board, its committees, and individual Directors:

- An annual self-assessment process ensures continuous improvement.
- The Board reviews results, and action plans are developed as needed.
- A third-party evaluation, including a 360-degree assessment, is conducted every three years.
- The result of evaluation are shared during the Annual General Meeting (AGM)



Communication of Critical Concerns

Significant concerns are promptly communicated to the Board and its Committees through established reporting lines. These include but not limited to:

- Cybersecurity threats, instances of fraud, funding challenges, or noncompliance issues.
- Detailed action plans for addressing crises, such as during the pandemic, are shared with the Board and stakeholders.



Fair and Transparent Compensation

- BBK's remuneration policies are aligned with market standards and reviewed periodically to ensure fairness and competitiveness.
- A detailed remuneration report is available in the Bank's Annual Report, providing further transparency.

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Board of Directors

					
	Mr. Tariq Jalil Al Saffar	Mr. Khalid Hussain Taqi	Mr. Aref Haider Rahimi	Mr. Khalid Nasser Al Shamsi	Mr. Munther Abdulaziz Al-Kooheji
Position	Chairperson	Deputy Chairperson	Board Member	Board Member	Board Member
Committee	<ul style="list-style-type: none">Chairperson of Nomination, Remuneration & Governance CommitteeMember of the Independent Directors' Committee	<ul style="list-style-type: none">Deputy Chairperson of Executive Committee	<ul style="list-style-type: none">Chairperson of Executive CommitteeMember of the Independent Directors' Committee	<ul style="list-style-type: none">Chairperson of Audit & Compliance CommitteeDeputy Chairperson of Risk CommitteeMember of Nomination, Remuneration & Governance CommitteeMember of the Independent Directors' Committee	<ul style="list-style-type: none">Chairperson of Risk CommitteeMember of Audit & Compliance CommitteeMember of the Independent Directors' Committee
Date of Appointment	28 March 2023	28 March 2023	22 August 2022	28 March 2023	27 March 2024
Education	Bachelor's in Business Marketing & Entrepreneurship. Diploma in Leadership Development from Columbia University, USA.	Master's in Science, Finance – DePaul University, Chicago, USA.	Certified Public Accountant, Board of Accountancy, Oregon, USA.	Bachelor's degree (magna cum laude) in Accounting and International Business. Bachelor's in Business Marketing & Entrepreneurship. Diploma in Leadership Development from Columbia University, USA.	Bachelor's in Mechanical Engineering & Industrial Management, University of Texas – Austin, USA.
Experience	Over 25 years' experience in investment and business, with a focus on starting up businesses in various sectors.	Over 17 years' experience in the financial sector.	32 years of experience in financial services.	25 years' experience in investment and business, with a focus on starting up businesses in various sectors. Over 23 years' experience in the financial and investment sectors.	Over 34 years of experience in leadership roles in investment banking and wealth management.
Independence	Independent	Not-Independent	Independent	Independent	Independent
Executive or Non-Executive	Non-Executive	Non-Executive	Non-Executive	Non-Executive	Non-Executive
Tenure (years)	1.75	1.75	2.33	1.75	0.75
Representation (appointed or elected)	Elected	Elected	Elected	Elected	Elected

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	Mrs. Nour Nael Al Jassim	Mr. Naser Khaled Al Raee	Mrs. Dana Aqeel Raees	Mr. Khaled Mohamed Alasfour	Dr. Ghania Al-Derazi
Position	Board Member	Board Member	Board Member	Board Member	Board Member
Committee	<ul style="list-style-type: none"> Member of Executive Committee 	<ul style="list-style-type: none"> Deputy Chairperson of Audit & Compliance Committee 	<ul style="list-style-type: none"> Deputy Chairperson of Nomination, Remuneration & Governance Committee 	<ul style="list-style-type: none"> Member of Risk Committee 	<ul style="list-style-type: none"> Executive Committee Member Member of the Independent Directors' Committee
Date of Appointment	24 March 2020	02 May 2023	28 March 2023	17 October 2023	27 March 2024
Education	Bachelor's in Accounting and Finance, Kuwait University, State of Kuwait.	Certified Internal Auditor, Certification in Risk Management Assurance, IIA, USA. Bachelor of Business Administration with a concentration in Finance, University of Texas, USA.	Admitted as a non-practicing solicitor in the Senior Courts of England and Wales since 1 April 2010. Postgraduate Legal Qualification (LPC), University of Law (UK). Bachelor of Laws, University of Warwick (UK).	CFA Charterholder	Doctorate of Business Administration, Durham University, UK
Experience	Over 17 years' experience in the investment sector and risk management	Over 15 years' experience in audit, risk management assurance, and advisory, with exposure to a variety of industries, including the banking and investment sectors.	Over 19 years' experience in legal and financial sectors.	Over 16 years' experience in Alternative Investments.	Over 26 years' experience in the banking industry
Independence	Not-Independent	Not-Independent	Not-Independent	Not-Independent	Independent
Executive or Non-Executive	Non-Executive	Non-Executive	Non-Executive	Non-Executive	Non-Executive
Tenure (years)	4.75	1.67	1.75	0.17	0.75
Representation (appointed or elected)	Elected	Nominated by: Social Insurance Organization (SIO)	Elected	Nominated by: Kuwait Investment Authority (KIA)	Elected

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Board Composition and Diversity

BBK is committed to fostering a diverse and inclusive Board of Directors, reflecting our dedication to governance, excellence and sustainability. The composition and expertise of our Board are regularly reviewed to ensure alignment with the Bank’s strategic objectives and sustainability goals.

Board Composition Overview

Over our strategic cycle, the composition of our Board of Directors has demonstrated significant progress in diversity and expertise:

	2022	2023	2024
Board Members (#)	12	10	10
Non-Executive Directors (%)	100%	100%	100%
Independent Directors (%)	41.7%	50%	50%
Female Directors (#)	2	2	3
Female Directors (%)	16.7%	20%	30%
Average Tenure (Years)	10.40 years	4.363 Years	1.74 Years

- **Board Size and Stability:** The number of Board Members has been optimized from 12 in 2022 to 10 in 2023, reflecting a streamlined and efficient governance structure.
- **Strengthening Independence:** Independent Directors represent 50% of the Board, up from 41.7% in 2022, reinforcing a robust system of checks and balances.
- **Advancing Gender Diversity:** Female representation on the Board has steadily increased, from 16.7% in 2022 to 20% in 2023 and 30% in 2024. This progress underscores our dedication to fostering inclusivity and aligning with global best practices for gender equity in leadership roles.
- **Average Tenure:** The average tenure of Board members has decreased from 10.40 years in 2022 to 1.74 years in 2024, reflecting a dynamic and refreshed leadership team aligned with evolving strategic priorities.

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Board Expertise in 2024

The current Board comprises professionals with diverse expertise to navigate the complex challenges of the financial sector and drive sustainable growth:

Financial Sector (Banking, Finance, Investments):

80% of the Board members possess significant experience in banking, finance, and investments, ensuring comprehensive oversight of the Bank’s financial strategies.

Investment Sector (Alternative Investments and Wealth Management):

60% of members bring expertise in investments, including alternative investments and wealth management, to support BBK’s strategic initiatives in these areas.

Risk Management and Audit:

20% of the Board is proficient in risk management and audit, strengthening the Bank’s commitment to risk governance.

Legal Expertise:

10% of members have legal expertise, providing critical guidance on regulatory compliance and governance matters.



2024 Board Highlights

10

Board Members (#)

30%

Female Directors (%)

100%

Non-Executive Directors (%)

1.74 Years

Average Tenure (Years)

50%

Independent Directors (%)

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Women on Board Program

At BBK, fostering an inclusive and equitable environment is a cornerstone of our sustainability efforts. BBK launched the Women on Board Program in collaboration with the Bahrain Institute of Banking and Finance (BIBF) to empower women in leadership and enhance their participation in decision-making. This initiative underscores our dedication to promoting gender diversity in governance while supporting Bahrain's national vision of increasing female representation in leadership roles. By equipping women with the skills, knowledge, and confidence needed for board-level responsibilities, the program creates meaningful opportunities for women to excel and lead.

The success of the first cohort paved the way for an expanded second edition, featuring enhanced modules and workshops tailored to address emerging trends in governance and leadership. In 2024, BBK and BIBF celebrated the graduation of 24 participants, a milestone that reflects the program's tangible impact on empowering women to take on boardroom responsibilities. These achievements highlight BBK's role in driving progress toward workforce equality and fostering a more inclusive leadership landscape.



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Business Ethics and Compliance

BBK’s commitment to business ethics and compliance is central to our corporate identity. This commitment is reflected across various policies supporting transparency, integrity, and adherence to local and international standards in all operations. Our ethical framework fosters a culture of accountability and trust among employees, stakeholders, and the broader community. The following sections detail our policies and procedures to uphold these values.

Code of Conduct

Our Employee Code of Conduct outlines the ethical standards expected from all BBK employees, including senior management, contractors, and temporary staff. This Code covers essential principles such as integrity, transparency, and respect, guiding employee behavior in professional and interpersonal interactions. Employees must act in the Bank’s best interest, avoid conflicts of interest, and adhere to confidentiality standards to safeguard sensitive information. All employees formally acknowledge this Code upon joining BBK and throughout their tenure, reinforcing a shared commitment to upholding the Bank’s core values and ethical standards. Key tenets include:

Integrity and Transparency

Employees must conduct all business activities with integrity and are expected to avoid situations that could lead to conflicts of interest. They are required to disclose any potential conflicts and ensure their actions reflect honesty and transparency in their daily tasks.

Confidentiality

Employees are entrusted with safeguarding customer and Bank data, strictly following data protection and privacy regulations. This ensures our clients’ information remains secure and always trusted.

Fairness and Respect

BBK’s culture promotes a respectful and inclusive work environment where employees treat one another and customers fairly and are free from harassment, discrimination, and favoritism.

Accountability

Employees are responsible for understanding and complying with all relevant laws, regulations, and policies. Any breaches of the Code are addressed promptly, reinforcing accountability at every level.

Failure to comply with any provision of BBK’s Code of Conduct is considered a serious violation and may result in disciplinary action, including termination of employment.

BBK’s Board of Directors also adheres to its own Code of Conduct, which establishes high standards of corporate governance, responsibility, and ethical leadership. The Code emphasizes the importance of transparency in decision-making, unbiased judgment, and alignment with the bank’s strategic objectives and values. It ensures that all Board actions reflect the highest ethical standards, fostering a culture of good governance and moral decision-making.



100% of Employees Acknowledged the Code of Conduct in 2024

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Anti-Corruption & Bribery Policy

BBK enforces a zero-tolerance policy towards corruption, bribery, and financial crimes, as defined in its comprehensive Anti-Corruption & Bribery Policy. This commitment extends to all employees, board members, and third-party stakeholders in all jurisdictions where BBK operates. The policy sets stringent guidelines to ensure compliance with ethical standards and applicable laws, and it includes the following pillars:

Governance and Compliance

- BBK has established robust governance frameworks, including periodic independent reviews, to monitor the effectiveness of anti-corruption measures.
- Non-compliance is immediately reported, investigated, and remediated, with control improvements implemented. Violations may result in disciplinary actions, termination, and legal referrals.
- Suspicions of corruption or bribery must be reported to the Designated Fraud Risk Officer or MLRO through secure and anonymous whistleblowing mechanisms.

Due Diligence and Risk Management

- BBK performs thorough risk-based due diligence to assess potential corruption risks for all clients and third parties.
- Enhanced Due Diligence (EDD) is conducted for high-risk entities, including politically exposed persons (PEPs), clients from high-risk countries, and certain third-party intermediaries.

BBK’s anti-corruption measures demonstrate its steadfast dedication to upholding the highest ethical standards. By fostering accountability, transparency, and stakeholder trust.



Monitoring and Reporting

- Financial transactions and customer engagements are screened for integrity and transparency.
- To prevent misuse, the policy mandates accurate documentation and strict adherence to reporting procedures for gifts, hospitality, and other benefits.

Prohibited Practices

BBK strictly prohibits:

- Bribery, facilitation payments, and kickbacks in any form.
- Political donations, unless explicitly authorized under regulatory and ethical guidelines.
- Unethical practices, tax evasion, and abuse of authority.
- Non-compliance with regulatory requirements or falsification of records.

Training and Awareness

- All employees and directors must complete mandatory training on anti-bribery, AML, counter-terrorism financing (CTF), and fraud prevention as part of their induction and regular compliance education.
- Third parties engaged with BBK are required to acknowledge and adhere to the policy.

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Whistleblowing Policy

BBK is committed to maintaining a transparent environment where employees, clients, and suppliers can report unethical behavior without fear of retaliation. Our Whistleblowing Policy provides a secure, confidential channel for reporting concerns related to misconduct, fraud, or unethical practices. This policy protects whistleblowers from harassment or victimization and ensures that all reports are investigated promptly.

Employees, clients, and suppliers should report concerns to the General Manager of Audit. Internal Audit staff are directed to report any problems to the Group Chief HR and Administration Officer to avoid conflicts of interest. Board members are encouraged to raise any concerns directly with the Chairperson of the Audit and Compliance Committee or the Chairperson of the Board. Concerns can be submitted in writing via email to WhistleBlowing@bbkonline.com, where whistleblowers are requested to include relevant background information and reasons for concern.

Whistleblowers can choose to report concerns confidentially or anonymously. BBK will protect the whistleblower's identity if confidentiality is chosen unless required by legal proceedings. Sometimes, the whistleblower may be asked to come forward to clarify or substantiate their concerns, but their identity will remain protected. Whistleblowers are also expected to maintain confidentiality about the report, ensuring the investigation's integrity.

The Whistleblowing Policy is communicated through periodic messages, email updates, and induction programs for new employees. It is accessible to all employees, directors, clients, and suppliers via BBK's website and intranet.

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Conflict of Interest Policy

BBK enforces a comprehensive Conflict of Interest Policy for employees and Board members to prevent any actual or perceived conflicts of interest.

The policy requires employees to disclose any financial interests, relationships, or external engagements that could influence or appear to influence their duties at BBK.

It also prohibits accepting gifts or personal benefits from vendors or clients that might compromise impartiality. Additionally, BBK collects employees’ annual conflict of interest declarations, subject to sample audit reviews, to ensure compliance.

The policy sets strict guidelines for Board members to maintain objectivity in all Board-related decisions. Directors must avoid situations where their interests could conflict with BBK’s interests. Any potential conflicts must be disclosed and subject to Board approval, and a register must be maintained to document them.

Directors who have declared or are perceived to have a conflict of interest are excluded from decision-making processes and, if necessary, leave the meeting room during discussions.

Conflicts of interest are disclosed to stakeholders in BBK’s annual report under the sections “Disclosures Relating to the Board of Directors,” “Disclosures and Related Parties’ Interests,” and “Material Contracts and Loans Involving Directors.”

These measures uphold the independence of the Board and safeguard BBK’s integrity across all governance activities.



Key Persons’ Dealings Policy

Our Key Persons Dealings Policy is designed to uphold the highest standards of integrity and transparency in financial transactions involving key personnel. This policy establishes clear guidelines for individuals who hold significant positions within the Bank to trade securities, ensuring compliance with applicable regulations and ethical standards. BBK reinforces its commitment to fair market practices and the responsible use of inside information by promoting transparency and preventing conflicts of interest. This proactive approach strengthens trust in our governance framework and aligns with our broader sustainability goals, fostering a culture of accountability and responsible conduct in all business dealings.

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Tax Approach

Our tax strategy reflects our commitment to transparency, ethical conduct, and responsible business practices. We aim to ensure full compliance with all applicable tax regulations while optimizing our tax position within the boundaries of the law. This approach supports our broader objective of fostering sustainable business growth and upholding stakeholder trust.

Key Principles

- 1. Transparency:** We communicate openly and honestly with tax authorities and provide accurate and timely disclosures by regulatory requirements.
- 2. Ethical Conduct:** Our tax practices align with our corporate values, ensuring fairness and avoiding aggressive tax planning that could undermine our reputation or stakeholder relationships.
- 3. Compliance:** We adhere to all relevant local and international tax laws and align our operations with the regulatory frameworks of the jurisdictions in which we operate.
- 4. Sustainability:** Responsible tax practices are integral to our long-term strategy, reinforcing our contribution to economic development and societal well-being.

Senior management oversees our tax strategy, ensuring alignment with our corporate governance framework and sustainability objectives. Regular audits and reviews are conducted to ensure compliance, identify risks, and implement necessary improvements.

We strengthen our commitment to ethical business practices and sustainable growth by embedding responsible tax practices into our operations.

Compliance with Laws and Regulations

BBK’s compliance team actively monitors regulatory updates to ensure our policies reflect evolving requirements and best practices in governance and ethics. Regular audits and assessments ensure adherence to these standards, supporting BBK’s commitment to lawful and ethical operations. Any noncompliance issues or enforcement actions are subject to detailed assessment, with controls implemented for satisfactory resolution. All enforcement actions are disclosed in the Annual Report, further reinforcing our dedication to transparency and accountability in all business practices.



Combating Financial Crime with AI Technology

In its ongoing efforts to advance financial crime prevention, BBK has partnered with SymphonyAI to implement cutting-edge artificial intelligence (AI) solutions for anti-money laundering (AML) and customer due diligence (CDD). This collaboration underscores BBK’s commitment to leveraging innovative technologies, such as AI and machine learning as part of BBK’s broader digital transformation strategy. By integrating these advanced tools, BBK is enhancing its ability to safeguard operations and contribute to the fight against illicit activities in the broader financial ecosystem.

Through SymphonyAI’s advanced AI-powered SaaS products, BBK has significantly enhanced its ability to detect financial crime in real time, improving efficiency and accuracy. The deployment of these solutions has enabled the Bank to uncover hidden financial risks and suspicious behaviors that traditional systems might miss. By utilizing these tools, BBK is not only staying ahead of evolving financial crime tactics but also ensuring its compliance processes are more effective, reducing false positives and operational burdens.



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Risk Management and Business Continuity

The Group actively manages risks across its operations to safeguard its financial stability, operational efficiency, and long-term sustainability. Effective risk management is crucial for enhancing shareholder value and ensuring a return on equity commensurate with the risks undertaken.

Risk Management Framework

The Group’s risk management processes are designed to continuously identify, measure, monitor, and manage risks. Risks are assessed based on principles and policies approved by the Board of Directors. The Group Chief Risk Officer reports to the Board Risk Committee, which oversees the identification and management of these risks. Management committees, such as the Risk Management Committee (RMC), the Asset and Liability Management Committee (ALMC), Information Security Management Committee (ISMC), amongst others, also support in management of risks.

These committees evaluate various aspects of risk, including financial, operational, and country[1] specific risks, ensuring that the Group maintains an adequate risk profile. The Group’s Risk and Credit Management Division (RCMD) applies methodologies and techniques to mitigate risks, ensuring compliance with regulations and maintaining a robust capital structure.

Business Continuity Management



The Group is also certified by ISO 22301:2019, an international standard for Business Continuity Management (BCM). This certification ensures the resilience of the Group’s operations during disruptions. This approach focuses on identifying critical business functions, understanding potential risks, and providing available resources to maintain operations in times of crisis. The BCM framework is continually tested and updated to adapt to evolving challenges.

Through this proactive approach, BBK aims to minimize disruptions and ensure quick recovery, preserving operational stability and maintaining customer service even in unforeseen circumstances.

By integrating Risk Management and Business Continuity planning, the Group ensures its long-term stability, resilience, and alignment with sustainability objectives.



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Information Security

BBK is committed to maintaining the highest standards of information security and data privacy as part of its dedication to sustainability, transparency, and customer trust. Recognizing the importance of secure and ethical banking in a digital age, BBK has implemented robust frameworks and practices to protect sensitive customer data, ensure compliance, and enhance stakeholder confidence

Data Privacy and Personal Data Protection

In compliance with the Personal Data Protection Law (PDPL), BBK has established a comprehensive Data Privacy Framework that includes the Personal Data Privacy Position Statement to ensure adherence to legal and ethical standards in handling customer data and personal data in general.

The framework includes a governing board’s committee responsibilities for overseeing the Bank’s compliance with the applicable data privacy and date protection laws and regulations and the implementation of the Bank’s Data Privacy strategy which incorporates policies, procedures, awareness program and incident management.

International Standards Certification

BBK operates under a robust Information Security Management System (ISMS), certified against the ISO/IEC 27001 standard, as well as the Payment Card Industry Data Security Standard (PCI DSS) and Personal Identification Number (PCI PIN) security standards. These certifications ensure confidentiality, integrity, and availability of customer data while driving continuous improvement in service quality. The Bank also adheres to the SWIFT Customer Security Program (CSP), which mandates annual attestations to protect financial transactions.

Cybersecurity Framework

BBK’s comprehensive cybersecurity framework safeguards the banking environment and protects customer data to ensure safe customer journey. The framework comprises the following:

- **Periodic Cybersecurity Assessments:** Ongoing evaluations of systems and infrastructure robustness to identify risks and enhance security measures.
- **Cyber Security Operation Center:** Implementing advanced security protocols and technologies to proactively defend against cyber threats and respond to cyber incidents.
- **Continuous Improvement:** Regular reviews and updates to align with evolving technological and regulatory standards.



Zero Reported Complaints Regarding Breaches of Customer Privacy in 2024



Strategic Cybersecurity Partnership

In 2022, BBK signed a strategic agreement with Beyon Cyber during the Bahrain International Airshow (BIAS). This partnership strengthens BBK’s cybersecurity capabilities by leveraging Beyon Cyber’s expertise to develop advanced solutions for securing digital transactions and protecting sensitive customer data. This collaboration underscores our commitment to staying at the forefront of cybersecurity innovation.

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Pillar 2: Responsible and Responsive Employer

- Employee Training and Development
- Diversity and Inclusion at BBK
- Employee Well-being
- Employee Engagement and Retention

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Employee Training and Development

At BBK, we recognize that our employees are our greatest asset and are committed to their continuous growth and development. **Our Training and Career Development Position Statement** outlines our approach to equipping employees with the skills, knowledge, and confidence to excel and contribute to BBK’s ongoing success.

Training and Development Overview

BBK prioritizes capacity building through a culture of continuous learning and development. Our training programs enhance performance and position employees for future career advancement. We remain dedicated to enabling employees through customized training and development initiatives.

Average Training Hours

Average Training Hours per Full-Time Employee (2022-2024)

	2022	2023	2024
Average Training Hours	59	69	67.2

2024 Average Training Hours per Full-Time Employee Breakdown

	Gender		Employment Type	
	Males	Females	Full-Time	Part-Time
Average Training Hours	65.3	69.6	67.2	0

Diverse Training Programs

BBK offers a variety of training initiatives tailored to the diverse needs of its employees, categorized as follows

Leadership Skills



- Leadership Development Programme
- Branch Management Simulation Workshops
- Senior Management Update on Contemporary Business Topics.
- Management Trainee Development Programme in FinTech

Core Skills Development



- Conflict Management
- Critical Thinking
- Time Management and Organizational Skills
- Cross-Functional Training
- Team Building Activities
- Soft Skills Development
- BBK-Specific Knowledge

IT Skills Development



- Digital Academy Courses

Technical Skills and Certifications



- BBK Professional Certification Programme (eLearning)
- Retail Banking Certification Programme
- Industry-Specific Certifications.
- Cybersecurity Awareness and Best Practices

Customer Service Excellence



- Customer Service Skills
- Customer Service Excellence
- Social Media Customer Service
- Call Center Customer Service
- Certified Branch Manager

Compliance and Risk Awareness



- Anti-Money Laundering Awareness
- Effective Customer Due Diligence
- FATCA & CRS Compliance
- KYC and Risk-Based Approach to AML
- Sanctions Compliance
- Fraud Prevention, Anti-Bribery, and Corruption Prevention

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Empowering All Employees

BBK ensures that all employees benefit from our development framework, irrespective of their position. We achieve this through:

- **Annual Performance Reviews:** All employees receive a yearly performance review that provides structured feedback, clear goals, and growth opportunities.
- **Inclusive and Non-Discriminatory Environment:** Equal access to training and career advancement opportunities for all employees.
- **Talent Retention and Succession Planning:** We prepare high-potential Bahraini talent for future leadership roles through targeted management training and tailored career paths.



67.2 average training hours per full-time employee in 2024



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Retail Banking Certification Program

The Retail Banking Certification Program at BBK exemplifies the Bank’s pledge to enhance employee technical expertise and service delivery within the Retail Banking Division. Launched in 2011 and held annually, the program equips branch network employees with critical knowledge and technical skills, ensuring they meet BBK’s rigorous quality service standards while backing their professional development. To honor the achievements of participants, BBK hosts a ceremony celebrating the program’s successful completion, reflecting the Bank’s ongoing commitment to employee growth.

Grow Program

BBK’s “Grow” Internship Program is a transformative six-month initiative designed to develop the skills of Bahraini university graduates aiming for careers in the banking industry. With 20 participants selected annually, the program underscores BBK’s commitment to equipping local talent and strengthening community partnerships.

Participants begin with a rigorous two-week training at the Bahrain Institute of Banking and Finance (BIBF), where they gain expertise in essential areas such as financial analysis, risk management, banking IT, marketing, operations, information security, and anti-money laundering. Following this, members transition into BBK’s dynamic work environment, engaging in hands-on experiences across various departments and learn from seasoned professionals. Complementary workshops led by industry experts further enhance their practical capabilities, preparing them to meet the demands of the banking sector.



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Diversity and Inclusion at BBK

At BBK, diversity and inclusion are core values that shape our corporate culture. We are dedicated to fostering a workplace that upholds fairness, equal opportunities, and mutual respect. In alignment with our **Anti-Discrimination and Harassment Position Statement** and labor law, we enforce a zero-tolerance policy against all forms of discrimination and harassment. This policy reflects our broader commitment to human rights and ethical practices. It ensures a safe and embracing environment for employees, suppliers, and stakeholders.

BBK’s workforce demonstrates substantial gender diversity, age balance, and varied employment types, emphasizing our devotion to inclusivity. We proudly report significant female representation, a balanced age profile, and an emphasis on full-time roles, creating a dynamic work environment. These efforts support employees at every stage of their career journey, reinforcing our objective to build a sustainable, equitable organization.

In 2024, BBK outsourced 27 employees, the work of which is controlled by the Bank, further underpinning its devotion to inclusive practices.



0.5% of our workforce comprises people of determination in 2024

Continuous Monitoring

BBK ensures its policies on anti-discrimination and harassment are effectively implemented through the following:

- A robust grievance mechanism enables employees and stakeholders to report concerns confidentially without fear of retaliation.
- Regular employee training and awareness programs are designed to help identify, prevent, and address discrimination and harassment.
- Ongoing audits and assessments, along with performance metrics, to evaluate policy effectiveness and drive improvements.

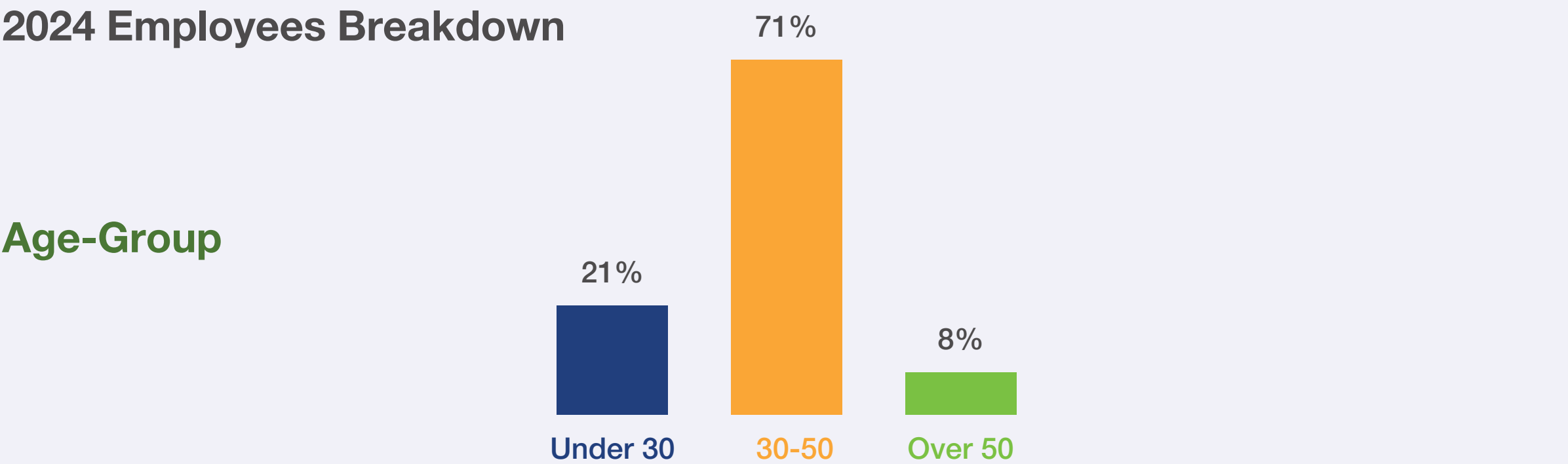
In 2024, we are proud to report zero incidents of workplace discrimination or harassment, reinforcing our dedication to creating an inclusive and respectful work environment.



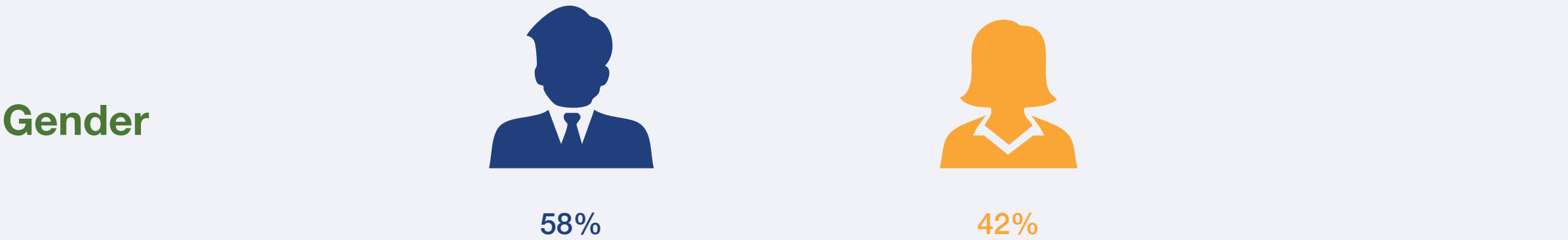
Zero incidents related to workplace discrimination or harassment were reported in 2024

2024 Employees Breakdown

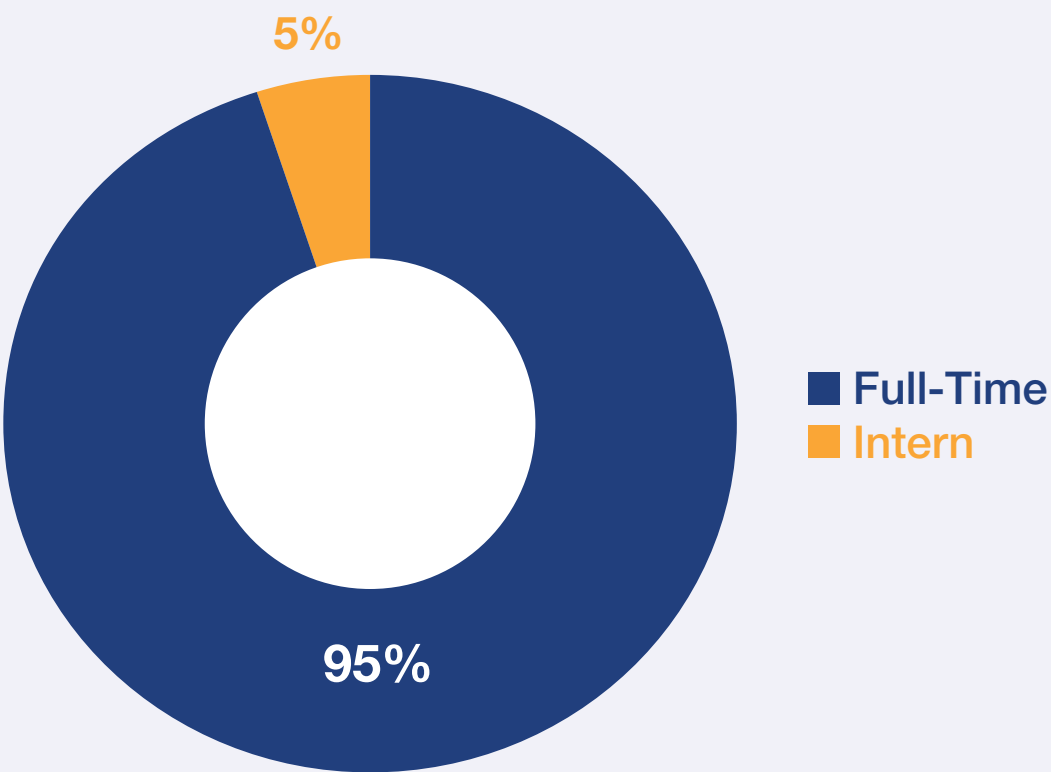
Age-Group



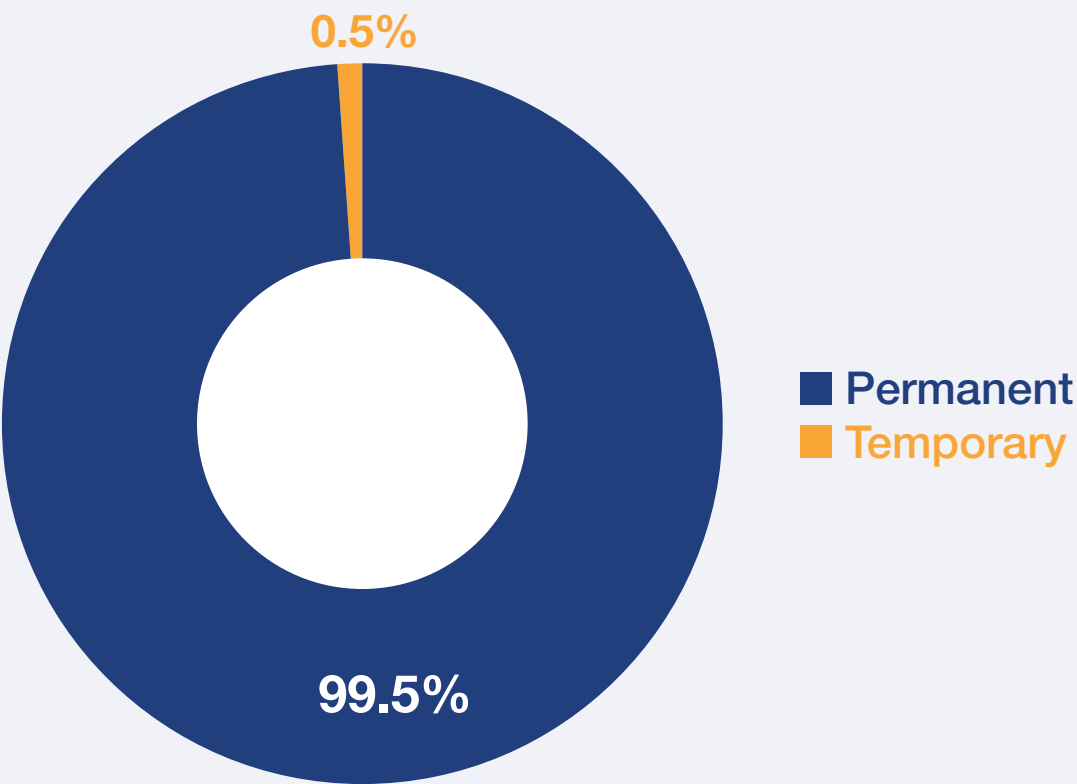
Gender



Employment Type



Employment Contract



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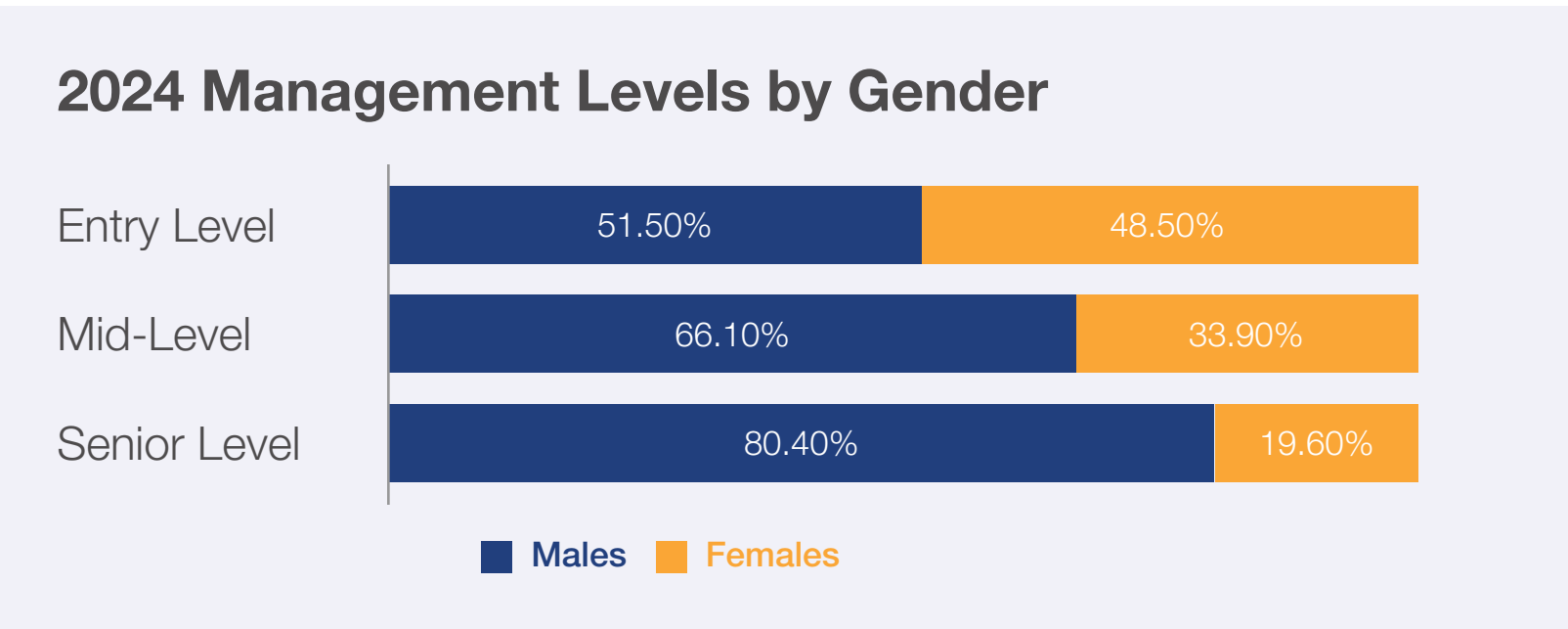
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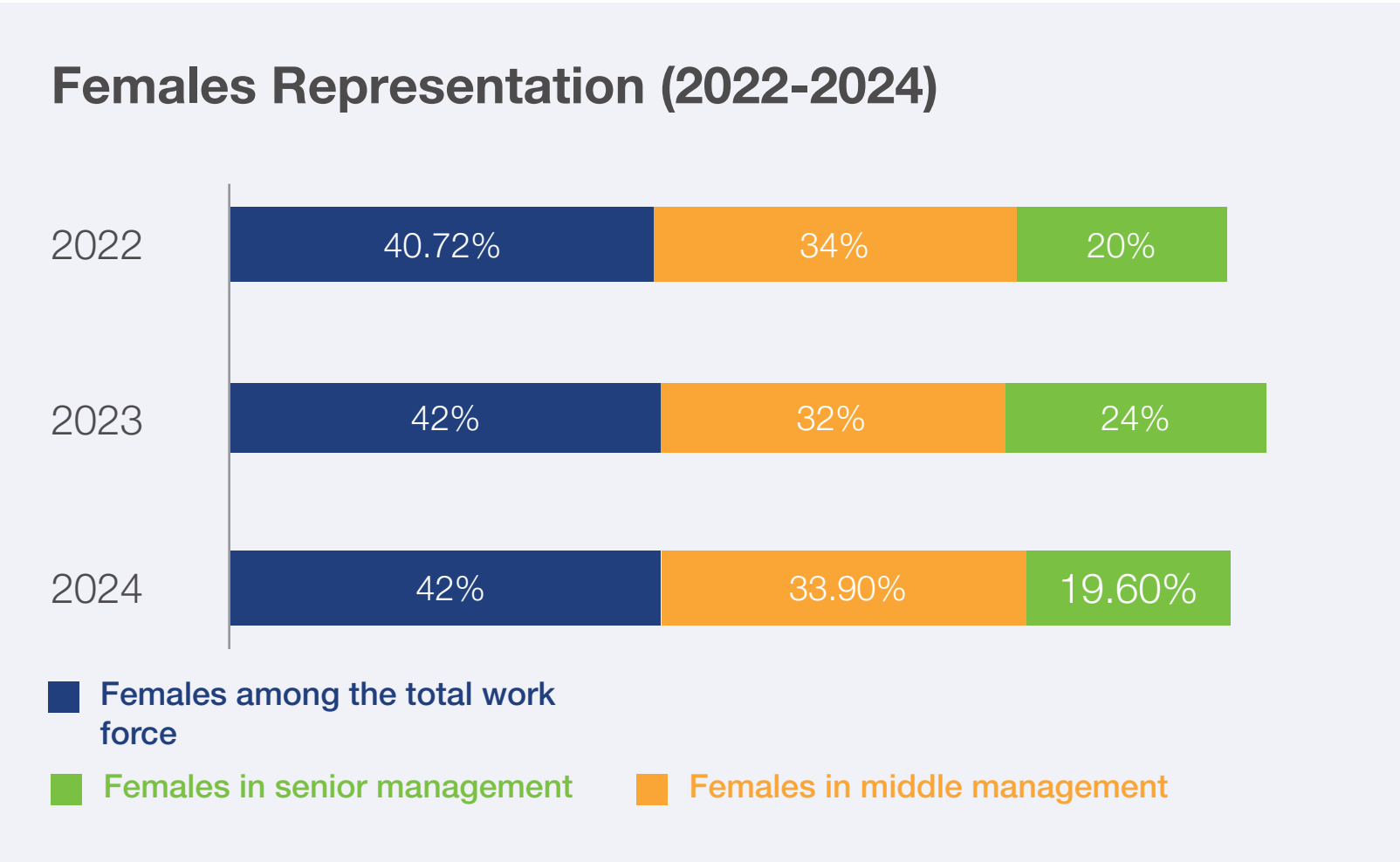
Women in Focus

Enabling women is a cornerstone of BBK’s diversity and inclusion strategy. We actively promote gender equality and offer opportunities for women to succeed at all levels of the organization.

At BBK’s management levels, women hold significant representation in 2024:



Over the reporting period, BBK has made substantial progress in promoting women’s participation at various levels. In 2024, women comprise over 42% of the workforce, with 33.90% of women holding middle management positions. While the representation of women in senior management positions decreased slightly to 19.60% in 2024, which reflects a temporary shift, we remain loyal to advancing women into leadership roles.



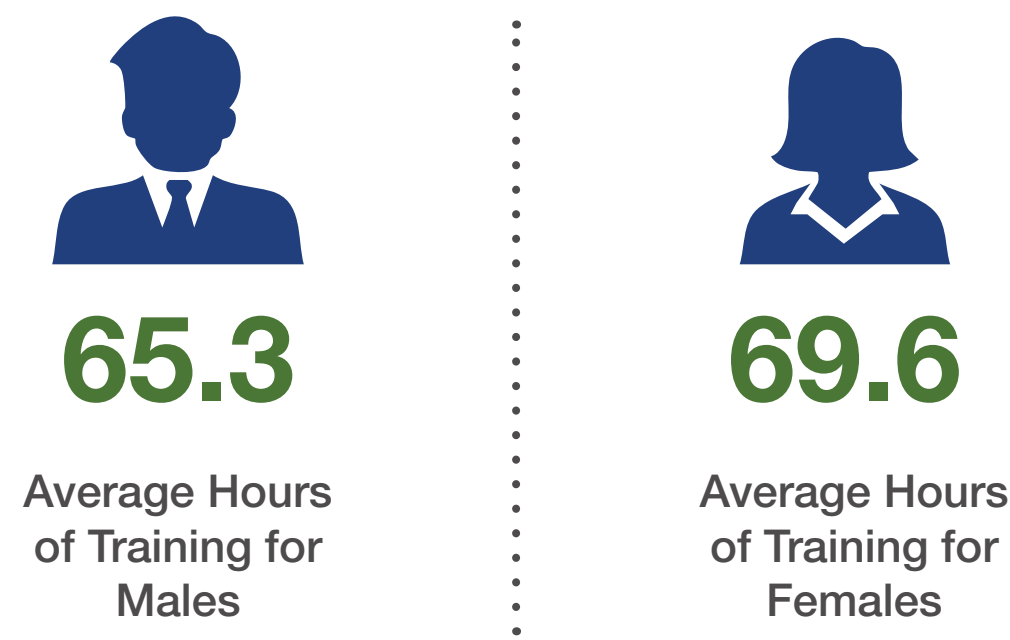
Gender Parity in Recruitment

BBK’s recruitment process remains steadfastly gender-parity. In 2024, 46% of new hires were women, ensuring that both genders have equal opportunities for career advancement.

Training and Development for Women

BBK is committed to equipping women with the skills needed to thrive in their careers. In 2024, the average number of training hours per female employee was 69.6, compared to 65.3 for male employees. This reflects our focus on providing women with the tools to excel professionally.

2024 Women Empowerment Highlights



2024 Gender Pay Ratio Highlights



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Bahraini Women’s Day and the “Women on The Ladder” Program

BBK celebrates Bahraini Women’s Day annually with initiatives that support female employees. In 2024, BBK launched programs to promote gender equality and enhance women’s professional journeys.

These initiatives align with BBK’s strategy of creating a workplace that advances women’s talents and provides opportunities for career growth.

The celebration included mentorship, networking, and career development resources tailored to endorse women. These activities reflect BBK’s ongoing focus on creating an equal and reassuring environment for female employees. The initiatives introduced on Bahraini Women’s Day celebrate women’s contributions and actively contribute to their professional growth within BBK.

In addition, BBK continues to drive the success of the “Women on The Ladder” program, which equips women with leadership skills, mentorship, and training to excel in senior positions. Through mentorship and leadership development, “Women on The Ladder” prepares women for leadership roles and ensures their visibility in the talent pipeline.



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Employee Well-being

Health and Safety

BBK, prioritizes our employees’ and stakeholders’ health, safety, and well-being. Our formal Health and Safety Position Statement underscores our commitment to compliance with national laws and international standards. It forms the foundation of our proactive approach to maintaining a safe and supportive workplace.

Health and Safety Position Statement

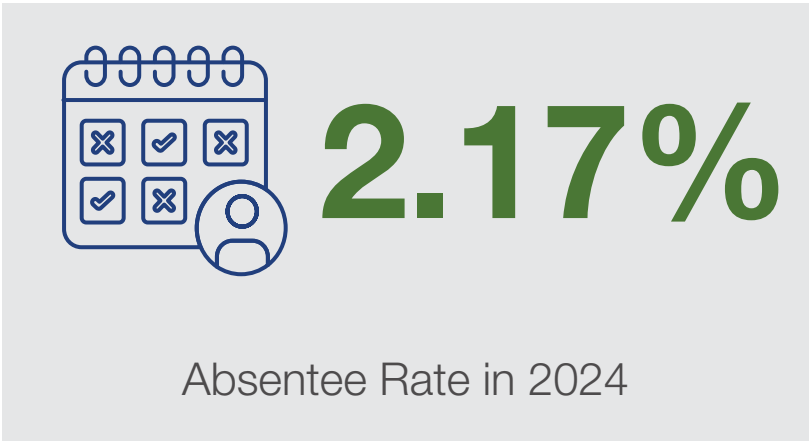
BBK has implemented an Occupational Health and Safety (OHS) Management System aligned with international standards, focusing on:

- Conducting regular risk assessments to mitigate workplace hazards.
- Ensuring emergency preparedness, including regular fire drills and floor-specific fire wardens.
- Investigating safety incidents to identify root causes and implement corrective measures.
- Providing training, signage, and visual aids to enhance employee safety awareness.

Our integrated approach ensures continual improvement, compliance, and alignment with best practices.



Health and Safety Highlights (2022-2024)



These figures reflect our ongoing efforts to create a safe working environment and minimize employee risks. We are pleased to report that our safety metrics remain stable, and we continue to take proactive steps to address potential hazards before they lead to incidents.

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Employee Health and Safety Training

BBK prioritizes equipping employees with the essential knowledge and skills to maintain a safe working environment. Key initiatives include:

- Fire Safety Training: Regular fire drill exercises are conducted, and fire wardens on each floor receive specialized training to ensure readiness.
- Employee Induction Sessions: During onboarding, new employees participate in safety awareness training focusing on workplace hazard prevention and safety protocols.
- Safety Awareness Campaigns: Ongoing communication and training sessions enhance employee understanding of our safety measures, hazard control processes, and emergency response protocols.

Hazard Identification and Reporting

BBK has implemented a cross-functional collaboration initiative to enhance workplace safety through proactive hazard reporting and mitigation. Key elements of this initiative include:

- Employees are assigned an email channel to report potential hazards, such as entangled cables, overloaded outlets, or tripping hazards.
- Regular collaboration between the Human Resources Department and the General Services Department (GSD): A process has been introduced to ensure seamless communication in reporting and addressing potential hazards. An assigned team from GSD will receive notifications from employees regarding any possible risks in the work environment.
- Immediate action to address reported hazards: The GSD team will promptly address and resolve reported hazards to ensure employee safety and prevent accidents.
- Continuous monitoring of reported hazards to ensure effectiveness and ongoing safety improvements.

Health and Well-Being Programs

BBK recognizes that employee well-being extends beyond physical safety to mental and social health. To this end, we offer a range of programs:



Medical Insurance



Life Insurance



Work Industrial Injury Insurance



Health-Related Seminars



Sports Activities



Club Memberships

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Promoting Physical Well-Being

We recognize the vital role of physical activity in promoting employee well-being, strengthening teamwork, and fostering a healthy work culture. Our commitment to an active lifestyle is reflected in the sporting events and achievements that unite our employees.

BBK’s teams have excelled in various sporting events, showcasing the determination and teamwork that define our workplace culture. Our team secured first place in the 2024 Bahrain Marathon Relay, demonstrating physical endurance and exceptional collaboration. Similarly, during the reporting period, our futsal team achieved first place twice in the Bankers Futsal League, solidifying its reputation as a competitive and unified group.

Each year, we also celebrate Bahrain Sports Day with our own BBK Sports Day, which brings together employees to engage in various activities such as Zumba, Yoga, Football, Padel, and Cycling. This annual event highlights the spirit of teamwork and fitness and fosters a sense of community within the BBK family.

Health Awareness Initiatives

We organize regular blood screening sessions to help our employees monitor vital health indicators and take proactive measures to maintain their well-being.

Additionally, BBK has partnered with the National Genome Centre to facilitate the collection of blood samples for genetic disease research and diagnostics.

This collaboration supports critical medical research and provides our employees with valuable insights into their genetic health, empowering them to make informed health decisions.



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Work-Life Balance

BBK is committed to fostering a supportive work environment that enables employees to excel in their careers while managing personal responsibilities effectively. By encouraging flexibility, inclusivity, and a culture of understanding, we aim to empower our team members to achieve harmony between their professional and personal lives, enhancing overall satisfaction and productivity.



Parental Leave

BBK’s parental leave policies support employees during significant life transitions. In 2024, the parental leave data shows high participation and retention:

2024 Parental Leave Highlights



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Bring Your Child to Work Day

In August 2024, BBK launched “Bring Your Child to Work Day,” a month-long initiative to promote work-life balance and strengthen the connection between employees’ professional and personal lives.

Employees were encouraged to bring their children to the workplace, allowing them to experience the work environment, learn about the banking sector, and gain insight into their parents’ daily responsibilities.

The program created a positive, family-friendly atmosphere, enhanced employee engagement, and provided children with an educational experience.

Employees appreciated this initiative, reinforcing BBK’s dedication to inclusivity, well-being, and a supportive workplace culture.



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Human Rights

At BBK, we are unwavering in our devotion to upholding and promoting human rights in line with international standards. Guided by the UN Guiding Principles on Business and Human Rights and the Universal Declaration of Human Rights, our dedication is formalized through our comprehensive **Human Rights Position Statement**, which is embedded across all operations, policies, and practices.

Our responsibility to human rights is reflected in various aspects of our workplace culture, including diversity and inclusion, work-life balance, health and safety, and employee benefits. These core values ensure that all employees are treated with dignity and respect by our broader human rights principles.

Human Rights Position Statement

BBK’s Human Rights Position Statement is a cornerstone for our pledge to ensure dignity, respect, and fairness for all employees, suppliers, and stakeholders. Key elements include:

- **Zero Tolerance for Forced and Child Labor:** Strict adherence to all international and national laws, as articulated in our Child and Forced Labor Position Statement, ensures that our operations and supply chains remain free from these practices.
- **Anti-Discrimination and Equal Opportunity:** Commitment to an inclusive workplace free from discrimination, with equity in hiring, training, and career development.
- **Freedom of Association:** Recognition of trade unions’ vital role in protecting workers’ rights, with policies that motivate employee participation.
- **Fair Compensation and Benefits:** Ensuring competitive pay, encompassing parental leave, comprehensive medical insurance, and health and fitness allowances.

Implementation and Monitoring

BBK’s Human Rights Position Statement outlines a framework of rigorous measures aimed at ensuring the effective implementation of human rights policies:

- **Risk Management Integration:** Embedding human rights considerations into regular risk assessments to identify and address potential risks.
- **Audits and Assessments:** Regular evaluations of operations and supply chains to ensure compliance and identify areas for improvement.
- **Employee Grievance Mechanisms:** Confidential reporting systems allow employees to raise concerns securely, with regular surveys conducted to gather feedback and improve practices.
- **Education and Training:** Comprehensive training on business ethics, conflict resolution, and cultural sensitivity equips employees to sustain BBK’s human rights standards.



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Recognition of Trade Unions

BBK confirms the significant role of trade unions in protecting workers’ rights and backing constructive dialogue. In 2024, the General Federation of Bahrain Trade Unions honored BBK employees on International Labor Day, reaffirming our assurance of labor rights and inclusive practices.



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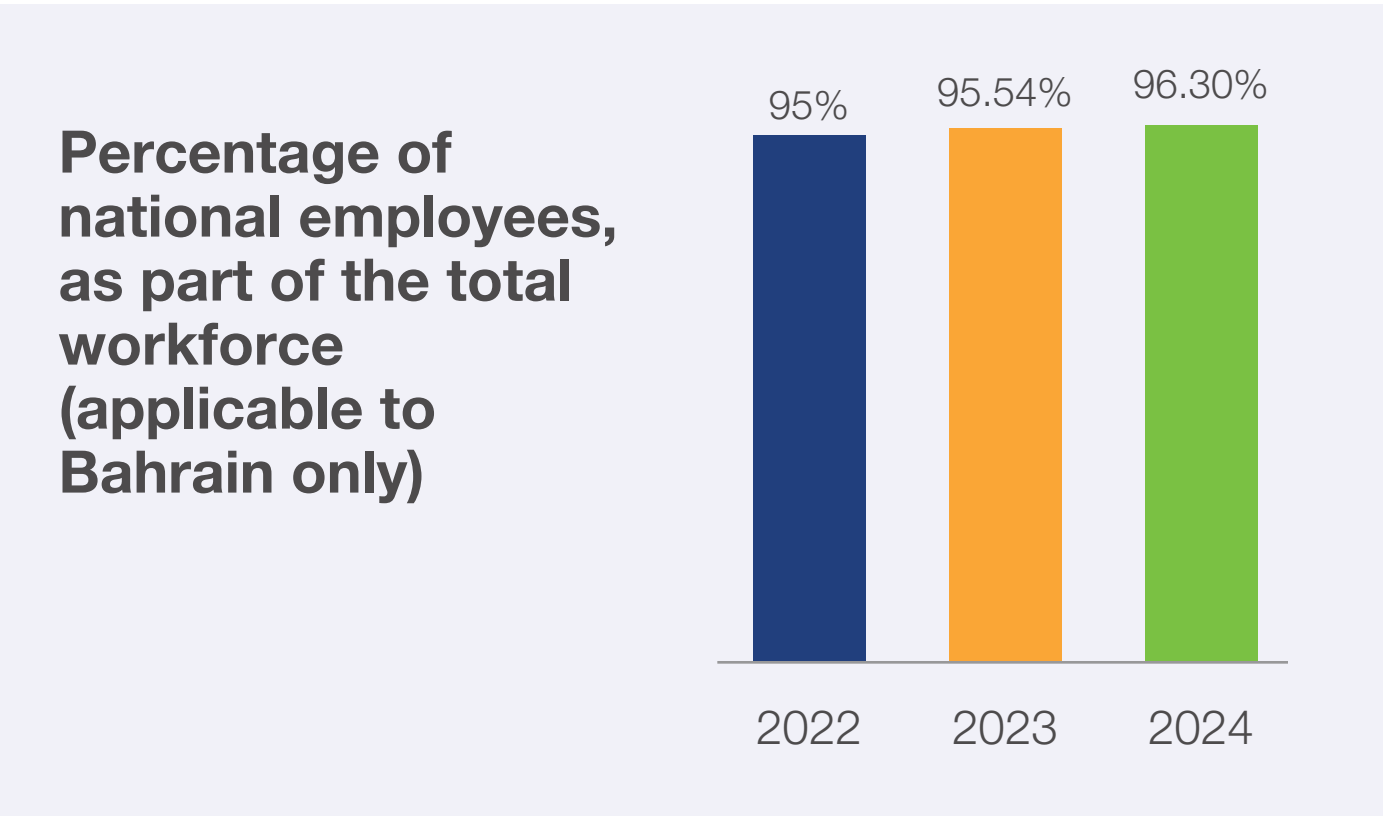
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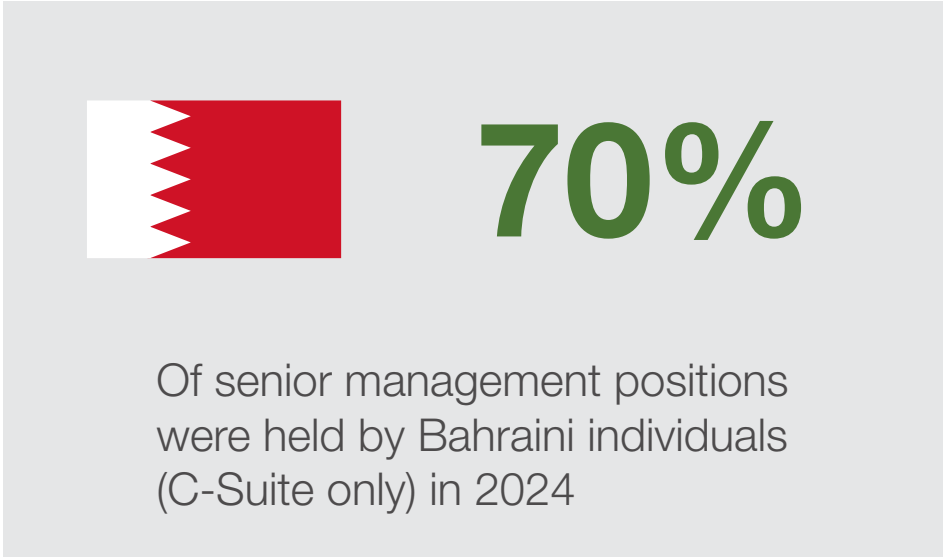
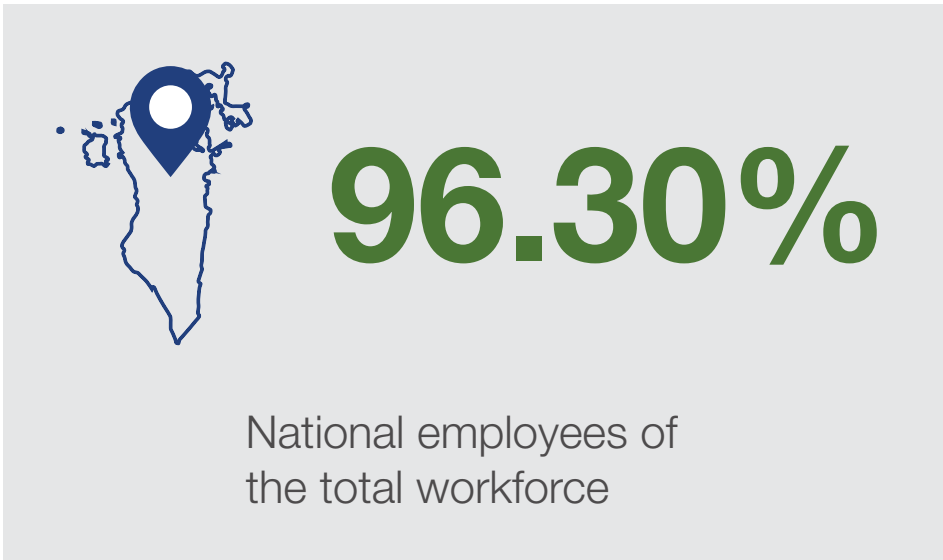
Nationalization

At BBK, we are proud to align with Bahrain's national workforce objectives and strive to endorse the government's Bahrainization goals. As our Workforce Nationalization Position Statement articulated; we actively support nationalization in compliance with Bahraini Labour Law.

As a result of our focused efforts, the percentage of Bahraini employees in our workforce has remained exceptionally high, reflecting our success in uplifting local talent:



2024 Nationalization Highlights



These achievements are a testament to our strategic approach, which includes:

- **Prioritization of Bahraini Recruitment:** Our overarching hiring practices emphasize attracting and retaining top Bahraini talent, consistently exceeding the minimum thresholds set by Bahraini employment law.
- **Development and Growth Opportunities:** We empower our Bahraini employees to excel and grow within BBK through training programs, workshops, and career advancement initiatives.
- **Continuous Improvement:** Regular reviews ensure our nationalization strategies align with evolving governmental objectives and industry standards.

By maintaining and increasing the representation of Bahraini nationals in our workforce, BBK contributes meaningfully to Bahrain’s sustainable economic development while creating a workplace where local talent thrives.

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Employee Engagement and Retention

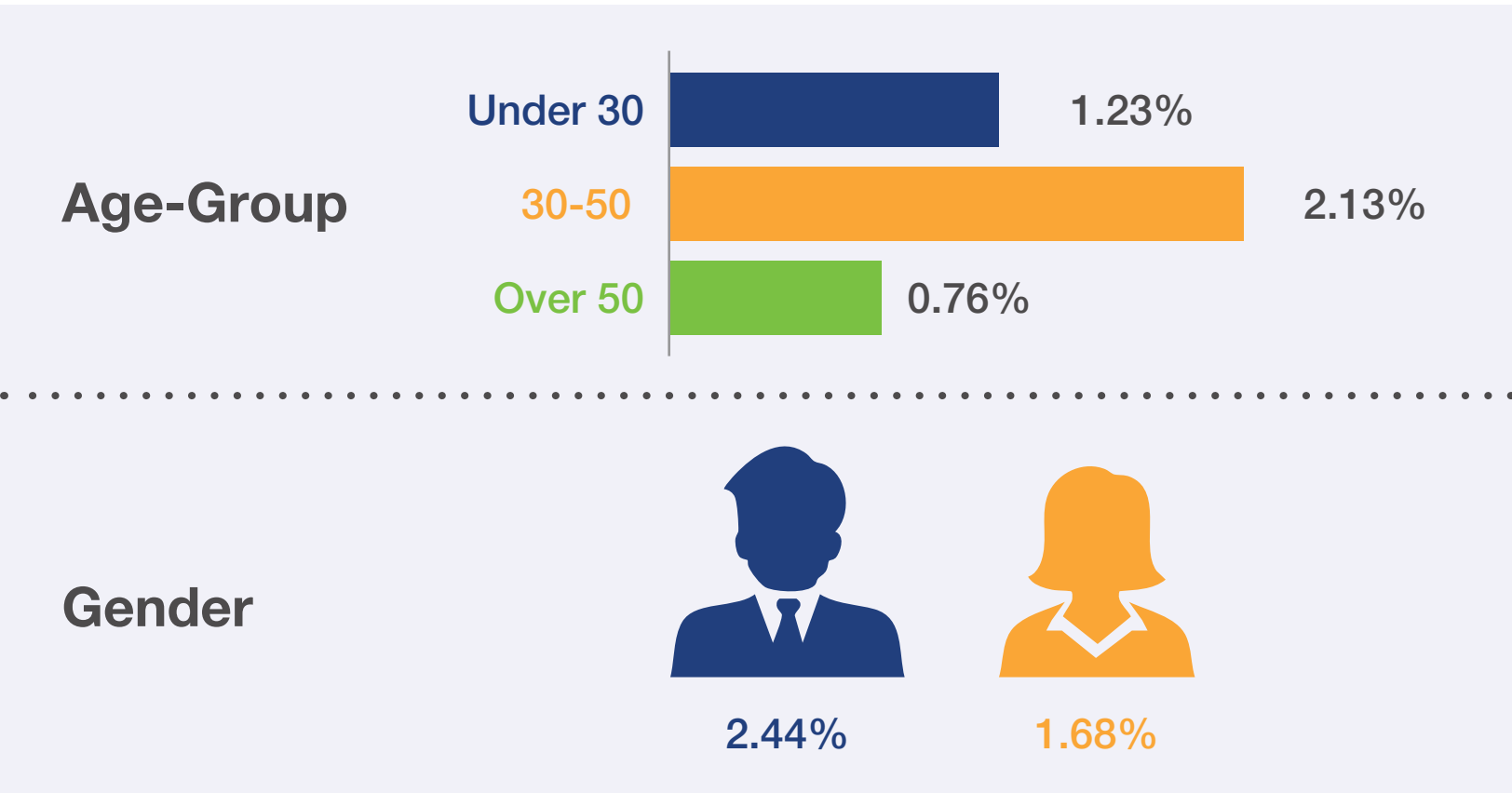
Employee engagement and retention are key to our organization’s long-term success and growth. BBK recognizes that its employees are its most valuable assets, and fostering an environment where they feel engaged, appreciated, and motivated is essential to its continued success. We prioritize cultivating a culture of engagement that attracts top talent and ensures they remain with us long-term.

Following industry best practices, we focus on maintaining open communication, providing recognition, and aligning personal career goals with the Bank’s strategic objectives.

Turnover Rates

In 2024, BBK recorded an overall annual employee turnover rate of 4.12% for full-time employees, confirming our ability to retain talent across all demographics. Turnover rates by specific categories include:

Yearly Total Employee Turnover Rate (Whether Voluntary or Involuntary) for Full-Time Employees



These rates reflect a balanced approach to retention, with gender parity and notably low turnover among experienced employees over 50. They highlight BBK’s success in creating an equitable and sustainable work environment.

Annual Employee Recognition Ceremony

BBK recognizes the importance of celebrating employee contributions to maintain a motivated and engaged workforce. The Annual Employee Recognition Ceremony honors employees annually for their exceptional service and long-term commitment to the bank. Employees who reach significant service milestones are also celebrated, reflecting BBK’s values of loyalty and dedication.

The event thanks employees who have contributed significantly to BBK’s success, inspiring a culture of appreciation. By acknowledging their achievements, the ceremony motivates all team members to pursue excellence. Such initiatives are crucial for building a cohesive workforce and supporting BBK’s long-term goals of engagement and satisfaction.



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Employee Engagement

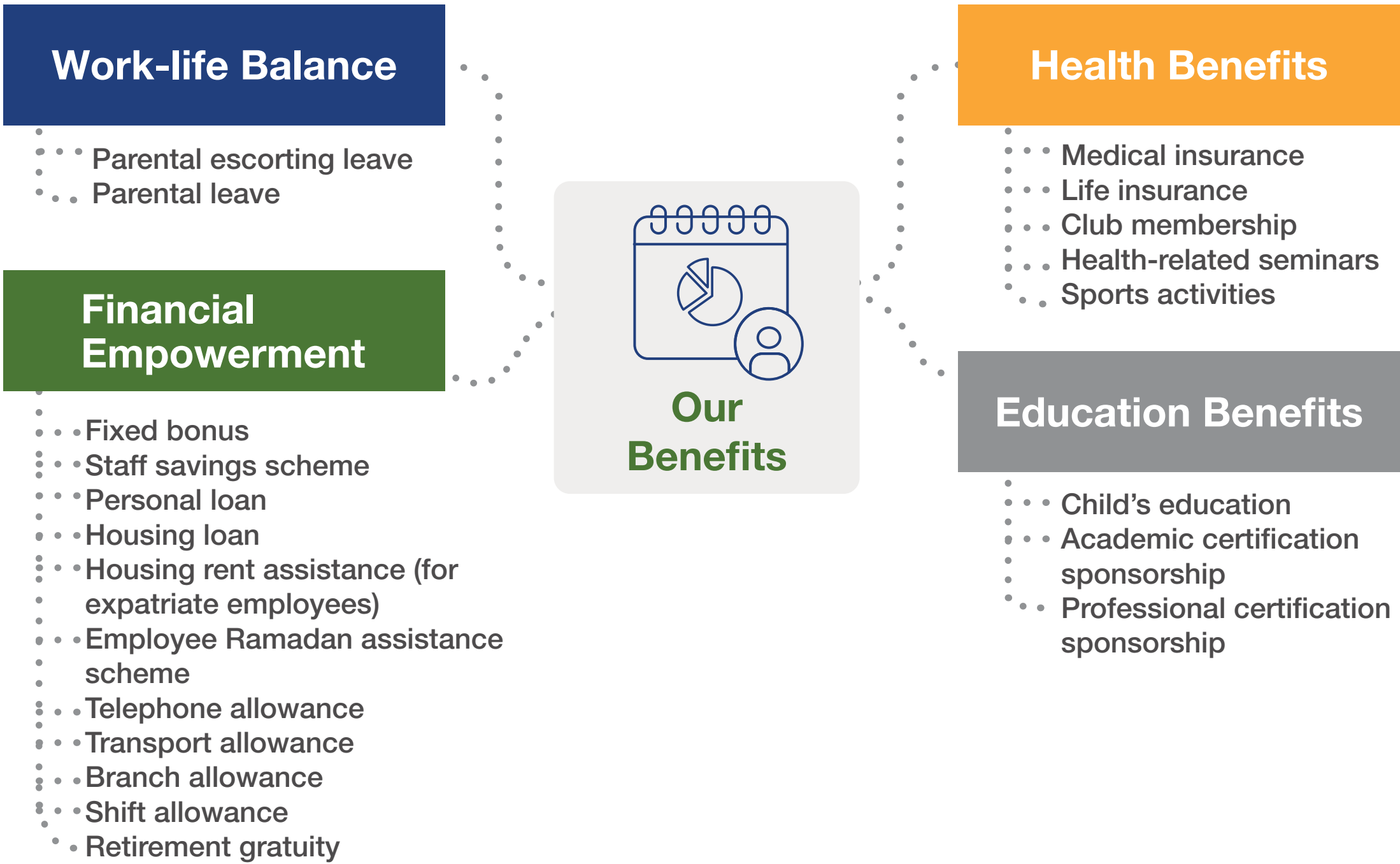
Employee engagement is a cornerstone of our retention strategy. Our Employee Net Promoter Score (eNPS), derived from a survey assessing factors such as employee satisfaction, work-life balance, leadership, and communication, stands at 38.60 in 2024, up from 21 in 2023. The improvement in eNPS reflects our successful initiatives to foster a positive work environment and culture.

	2023	2024
Employee Net Promoter Score	21	38.60



Our Benefits

At BBK, we believe our people are our greatest asset. We offer comprehensive benefits to promote health, education, financial liberation, and work-life balance. These initiatives reflect our commitment to advancing a supportive and fair workplace where employees can thrive professionally and personally. Whether through health coverage, educational aid, financial assistance, or work-life balance initiatives, we aim to ensure our employees feel valued and uplifted at every step.



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Fair and Competitive Remuneration

Fair and competitive remuneration is essential for cultivating a motivated and high-performing workforce. At BBK, we recognize that it is integral to sustaining such a workforce. Our remuneration framework ensures equity, acknowledges performance and aligns with market standards. To uphold these principles, BBK employs a robust performance appraisal system that enables managers to evaluate employees fairly and objectively and guides career development, cross-training, and progression opportunities.

To maintain market competitiveness, BBK’s Human Resources Department conducts regular compensation surveys and benchmarks against the leading commercial banks in Bahrain. The Bank’s commitment to fairness is further demonstrated by its standard entry-level wage, which is 26% higher than the local minimum wage. This reflects our dedication to equitable pay practices.

To reinforce our pledge to sustainability objectives, BBK has established an incentive pay program that aligns executives’ compensation with sustainability performance metrics. This program emphasizes long-term ESG performance rather than short-term gains, urging employees to think strategically about how their actions contribute to the Bank’s sustainable success.

Performance-based compensation remains a cornerstone of BBK’s salary structure. Through our “better pay for better performance” philosophy, employees are rewarded for contributing to the Bank’s strategic goals, including digital transformation and service excellence. By embedding competitive and ESG-aligned compensation practices into our sustainability strategy, BBK endorses an all-encompassing and equitable work environment that prioritizes employee well-being and professional growth while driving sustainable success.



1.26:1 The ratio of our standard entry-level wage to the local minimum wage in 2024

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Pillar 3: Long-Term Positive Customer Relationships and Experiences

- Customer Experience and Digital Transformation
- Financial Inclusion and Sustainable Lending

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Customer Experience and Digital Transformation

Customer-Centric Excellence

Strong customer relationships are the cornerstone of BBK’s success, enabling us to foster trust, loyalty, and sustainable growth. Guided by our **Responsible Customer Relations Position Statement**, we deliver exceptional service while upholding fairness, transparency, and accountability principles in every interaction.

Our customer-centric approach is built on four key pillars:



Accountability

We ensure that all products and services adhere to applicable laws and regulations, including the Central Bank of Bahrain’s (CBB) standards on consumer protection. This commitment includes safeguarding customer data with strict confidentiality and robust security measures.



Fairness

By prioritizing ethical and non-discriminatory practices, we address the diverse needs of our customers, including people of determination. To support this, employees receive specialized training to enhance service delivery.



Reliability

We deliver consistent, accessible, and reliable services through both physical and digital channels, empowering customers to manage their banking needs seamlessly anytime, anywhere.



Transparency

Clear and comprehensive information about our products and services is fundamental to communication. We ensure customers are well-informed about their financial choices’ benefits, terms, and potential risks.

Governance of Customer Experience

An exceptional customer experience is integral to BBK’s operational excellence and long-term success. To ensure a consistent and high-quality service journey, we have implemented a robust governance framework led by a dedicated Customer Experience Committee and guided by our comprehensive Customer Experience Policy.

Customer Feedback Mechanisms and Performance Measurement

BBK pledges to foster a customer-centric culture by maintaining robust feedback and complaint mechanisms. Customers can share their experiences through multiple channels, ensuring their voices are heard and their concerns are addressed promptly. Customers can escalate their concerns to the Regulator for unresolved issues, reinforcing accountability at the highest level.

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To continuously enhance customer satisfaction, BBK employs a range of metrics and performance evaluation tools, including:

- Net Promoter Score (NPS): Measures customer loyalty and likelihood to recommend BBK.
- Customer Satisfaction Score (CSAT): Assesses overall satisfaction with BBK's services.
- Customer Effort Score (CES): Evaluates the ease of customer interactions.
- Check-Up Calls and After-Service Surveys: Provides real-time insights into customer experiences and areas for improvement.

In 2024, our Net Promoter Score (NPS) increased from 67 in 2022 to 75.4, reflecting our continuous efforts to meet and exceed customer expectations.


	2022	2023	2024
Net Promoter Score (NPS)	67	75	75.4

2024 Customer Experience Highlights



75.4

Net Promoter Score



1 DAY

Average Resolution Time for Total Complaints Received

Ethical Marketing and Transparency

BBK is determined to spread information accurately and transparently, fully complying with the Central Bank of Bahrain's Rulebook. We prioritize clear communication of all product details, including Annual Percentage Rates (APRs) for financing offerings, and avoid deceptive practices. This approach ensures that customers receive reliable and correct information from any source.

Customer Health and Safety

BBK ensures the safeguarding of its customers' health and safety across all facilities. The Bank ensures that all branches and campaign locations are equipped with essential safety components, including fire alarm systems and fire protection measures, to address potential emergencies effectively. In addition, BBK actively promotes awareness of evacuation plans among staff and customers to ensure a swift and orderly response during critical situations. To further enhance safety readiness, the Bank ensures the availability of trained First Aid responders at its facilities, reinforcing its dedication to providing a secure and safe environment for its customers.



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Protecting Customers from Fraud

BBK prioritizes customer safety and security in its operations, especially in the digital age. We empower customers with practical knowledge to identify and avoid fraudulent activities while promoting secure interactions with our digital services. Leveraging our social media platforms, we share accessible and timely fraud-prevention tips to enhance customer awareness, ensuring that vital safety information is accessible and engaging for a wider audience.

BBK advises customers to adopt these key practices for fraud prevention.

Verifying Online Discounts

Encouraging customers to confirm the legitimacy of online discounts and avoid sharing personal information with untrusted sources.

Avoiding Suspicious Links

Warning customers not to click unverified links or download attachments from unknown sources.

Rejecting OTP Requests

BBK will never request OTPs through calls, emails, or social media messages and urges customers to report such attempts immediately.

Securing OTPs

Advising against granting apps access to view OTP messages and reinforcing the importance of using trusted platforms.

Using Official QuickPay Channels

Reminding customers to access BBK's QuickPay services exclusively through official channels and avoid suspicious links.

Identifying Fake Shipping Websites

Educating customers to limit personal data sharing to standard shipping purposes and avoid sites requesting excessive details.



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Customer Compass Quest

BBK hosted a dynamic team-building day, aptly named the “Customer Compass Quest,” to enhance employee collaboration and reinforce a customer-centric culture. This initiative reflects BBK’s devotion to fostering a supportive and aligned workforce focused on delivering outstanding customer experiences.

The day began with an engaging icebreaker activity, encouraging employees to build connections and establish rapport. This set the tone for interactive group exercises to strengthen communication and problem-solving skills. The carefully curated activities emphasized collaboration, ensuring team members could work seamlessly towards common goals.

Central to the event was a customer service simulation, an innovative approach to cultivating empathy and a deeper understanding of customer needs. Participants were encouraged to step into the shoes of BBK’s customers, gaining valuable insights into their expectations and challenges. This hands-on experience reinforced the importance of delivering exceptional service and demonstrated the impact of empathy and teamwork in achieving this objective.

Al Hayrat Savings Account

BBK introduced the Al Hayrat savings account to promote a culture of saving while rewarding customers with exciting opportunities to win substantial prizes. Designed with accessibility and flexibility, Al Hayrat appeals to a broad customer base, including Bahraini citizens, non-residents aged 18 and above, and even minors through their legal guardians.

Opening an Al Hayrat account is simple and convenient, with application options through BBK branches or the BBK Mobile app. For every BHD 50 deposited, account holders earn one entry into the program’s various draws, ensuring that saving becomes a secure financial habit and an engaging experience. Unlike traditional savings accounts, Al Hayrat offers customers the freedom to withdraw their funds anytime without incurring charges. Furthermore, customers with savings exceeding BHD 1,000 can access credit cards and loans while retaining eligibility for prize draws.

Al Hayrat captivates customers with a dynamic prize structure. The program features monthly cash prizes ranging from BHD 100,000 to BHD 500,000, unique draws for luxury cars, 1KG 24-karat gold bars, and other exclusive rewards. The excitement culminates in the Grand Draw, where over BHD 1 million is distributed to multiple winners.



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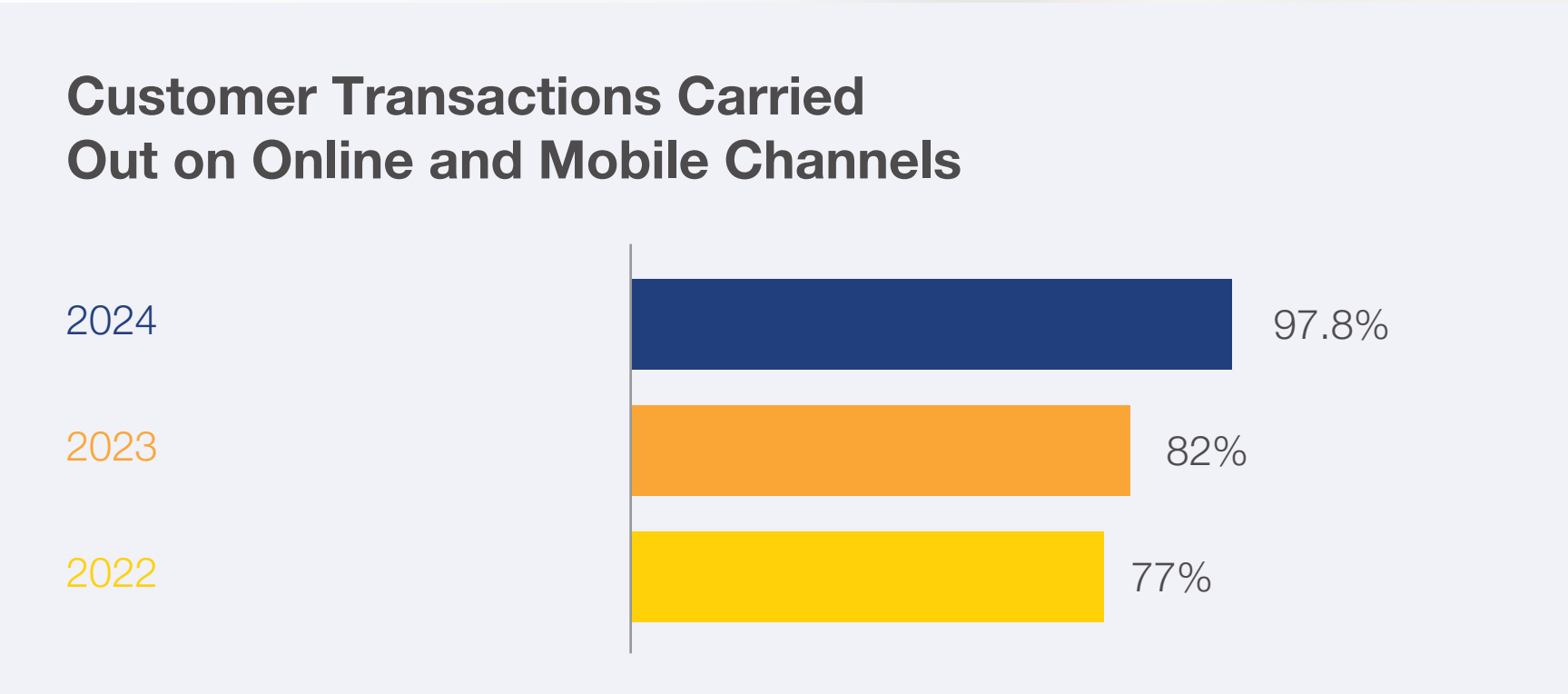
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Digital Transformation

BBK’s digital transformation journey reflects its commitment to innovation, customer convenience, and operational efficiency. By leveraging cutting-edge technology and introducing user-centric services, BBK has positioned itself as a digital banking leader that caters to individuals and businesses.

Rising Digital Adoption

The increasing shift toward digital channels is evident in BBK’s growing adoption rates for online and mobile banking transactions. Between 2022 and 2024, customer transactions carried out on digital platforms surged:



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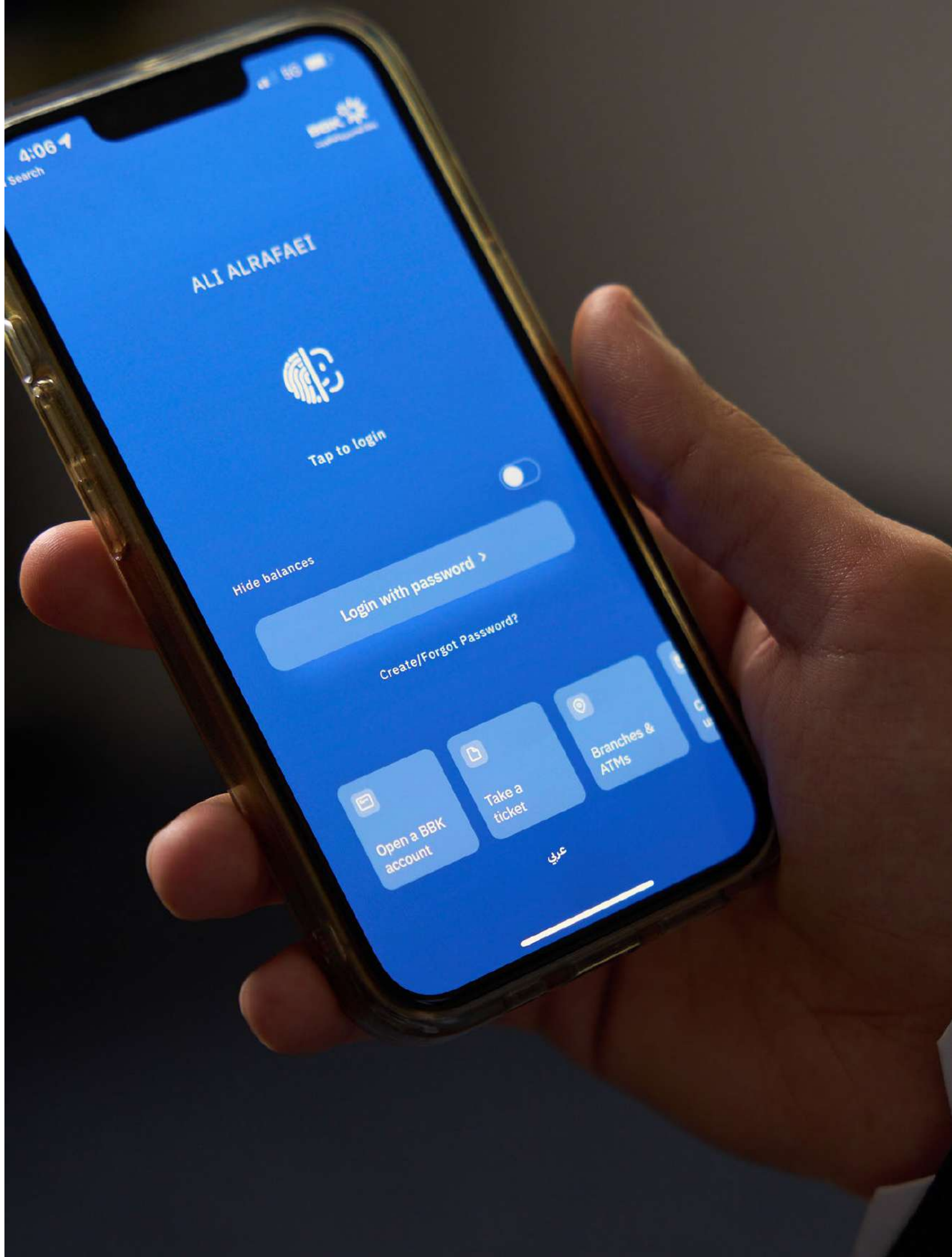
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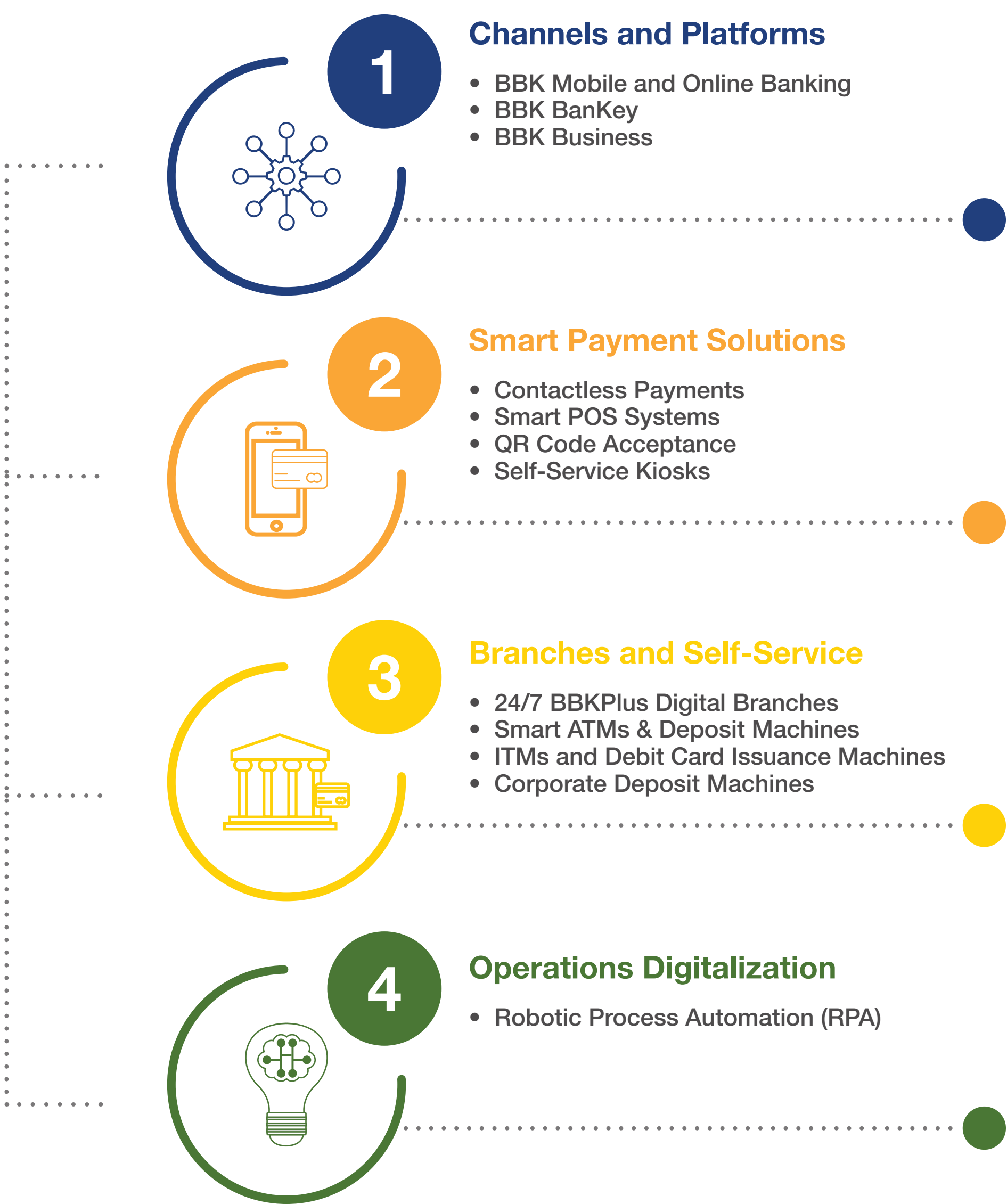
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Innovative Digital Solutions

BBK has introduced a suite of digital solutions tailored to diverse customer needs, creating a holistic ecosystem of modern banking services:



Contactless Payments

BBK provides secure, fast, and convenient payment options through leading platforms such as Google Wallet, Apple Pay, Samsung Wallet, Garmin Pay, and Fitbit Pay. These services ensure a seamless shopping experience while promoting a cashless economy.



Smart ATMs and Self-Service Kiosks

BBK’s advanced self-service infrastructure includes Smart ATMs, Interactive Teller Machines (ITMs), and specialized kiosks for services like debit card issuance, deposits, and bank certificate generation.



BBK Business Platforms

- **BBK BanKey:** A comprehensive business transaction platform, streamlining cash management and payment solutions.
- **BBK Business:** A newly introduced app provides a complete digital onboarding experience for new and existing corporate and SME customers.



24/7 Digital Branches

BBK’s innovative BBKPLUS branches offer round-the-clock services that combine physical and digital banking, meeting the demands of tech-savvy customers.

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Building a Smart Payment Ecosystem

BBK’s innovative payment solutions aim to simplify customer interactions and support the seamless flow of transactions. Focusing on flexibility, security, and efficiency, BBK’s advanced innovative payment offerings are designed to meet customers’ evolving needs.

QR Code Payments

Quick, contactless, and versatile, enabling faster transactions for individual and business clients.

Smart POS and Cash Registers

Advanced payment systems for merchants, align with BBK’s focus on supporting businesses with reliable and modern tools.

Branches and Digital Infrastructure

While driving digital growth, BBK remains devoted to maintaining physical touchpoints enhanced with modern features:

- Branch Services: BBK branches combine traditional banking with innovative solutions, such as Corporate Deposit Machines and Bank Certificate Issuance Machines, to ensure full support.
- Corporate Deposit Cards: These tools provide businesses with an efficient way to manage deposits, reducing administrative burdens.

Customer-Centric Transformation

At the core of BBK’s digital strategy lies a pledge to convenience and security:

- Telebanking: Allows customers to complete essential transactions over the phone.
- Debit Card Issuance Machines: Available across branches for instant card issuance.
- 24/7 Availability: BBK ensures uninterrupted access to banking services through digital channels and smart branches.



97.8% Of Customer transactions were carried out on online and mobile channels in 2024

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Robotic Process Automation

As part of our commitment to digital transformation, we have leveraged Robotic Process Automation (RPA) to enhance operational efficiency, improve accuracy, and deliver better services.

Operational Efficiency

- Reduced Average Handling Time (AHT) across critical processes, such as fraud automation (from 10 minutes to 2 minutes) and electronic funds transfers (from 15 minutes to 1 minute).
- Increased capacity to handle a higher volume of daily transactions, ensuring scalable and efficient operations.

Enhanced Accuracy and Reliability

- Achieved 100% accuracy in tasks like report generation, signature verification, and reconciliations, minimizing human error.
- Strengthened data quality, promoting regulatory compliance and trustworthiness in operations.

Improved Audit and Compliance

- Established robust audit trails for enhanced transparency and accountability.
- Strengthened adherence to industry standards, particularly in fraud prevention and risk management processes.

Cost and Resource Optimization

- Reduced operational costs by automating labor-intensive and repetitive tasks.
- Streamlined workflows and eliminated redundancies, enabling employees to focus on strategic, value-added activities.

Round-the-Clock Operations and Reliability

- Enabled 24/7 availability for critical functions like report generation and transaction monitoring, ensuring uninterrupted service delivery and operational continuity.

Elevated Customer Satisfaction

- Faster processing times for key customer services, including loan approvals, card issuance, and mandate processing, improving overall service efficiency.
- Enhanced onboarding experiences, allowing customers to access banking services seamlessly and promptly.

Employee Empowerment

- Alleviated manual workloads, enabling employees to concentrate on higher-value tasks, boosting job satisfaction and productivity.
- Improved decision-making through real-time data integration and insights derived from automated systems.

Resource Efficiency and Reliability

- Minimized resource consumption, such as paper and energy, by digitizing workflows and automating resource-intensive tasks.

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DigiPro program

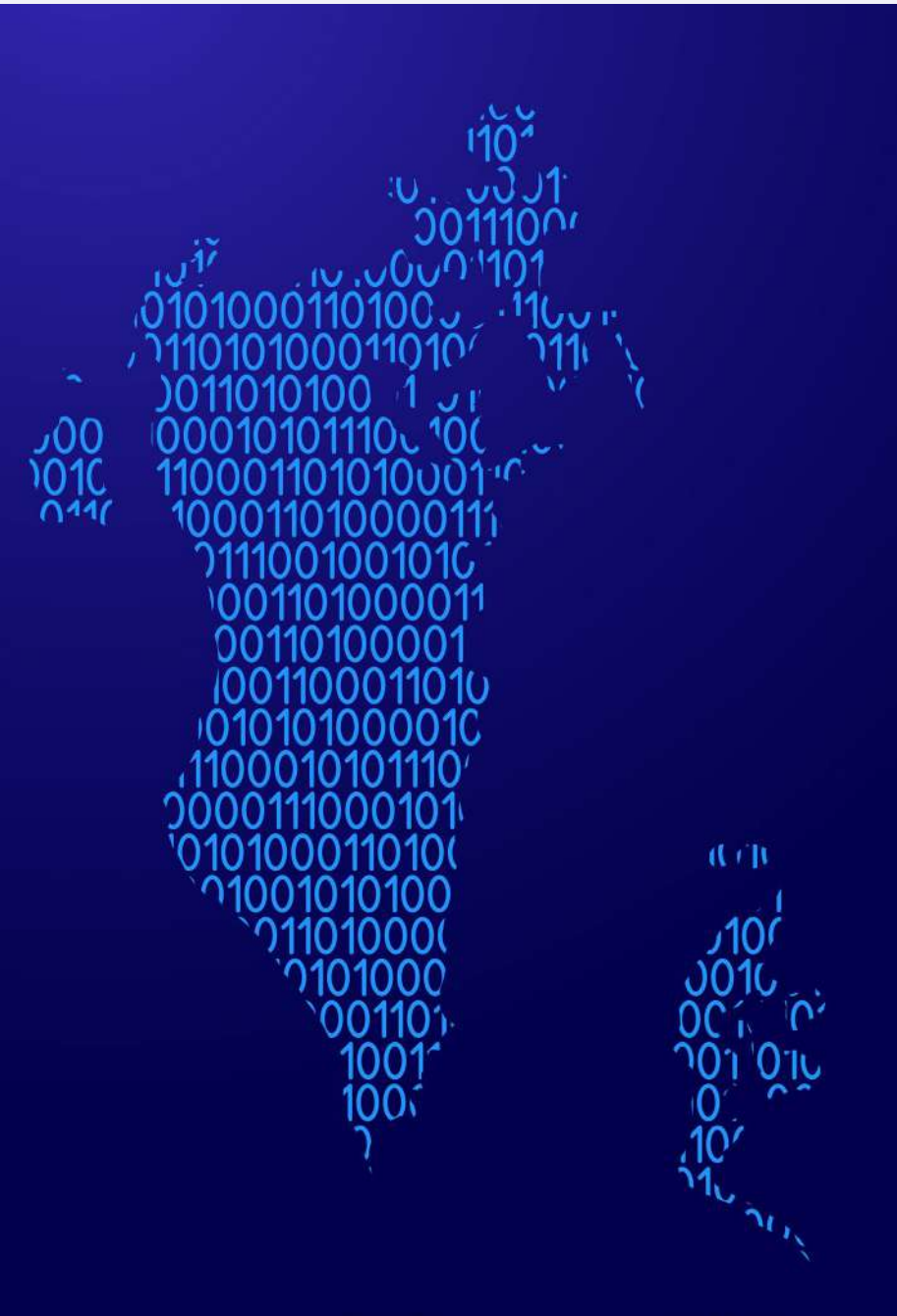
BBK’s DigiPro Program, developed in collaboration with the Bahrain Institute of Banking and Finance (BIBF), marks a transformative step in fostering innovation and advancing workforce capabilities. The program recently achieved a significant milestone with the conclusion of the Transformers track, which culminated in an exciting digital hackathon. This event brought together 60 participants from various divisions across the bank, providing them a platform to showcase their creativity by proposing innovative digital solutions.

Through the partnership with BIBF, participants engaged in a robust learning experience designed to equip them with critical digital transformation, innovation, and problem-solving skills. The Transformers track enabled employees to gain practical knowledge and insights into leveraging technology to drive BBK’s digital ambitions while aligning with its dedication to sustainability. The hackathon served as the grand finale, fostering collaboration and highlighting the participants’ talents while generating forward-thinking ideas to enhance BBK’s services.

BBK sponsors the “Building Wearable Technology” Workshop in collaboration with MIT

BBK, in collaboration with the Massachusetts Institute of Technology (MIT), sponsors the “Building Wearable Technology” Workshop for University Students Across Bahrain, which the American University of Bahrain hosts.

The workshop will involve university students from across Bahrain. It will teach students how to build interactive technology from scratch, with applications in specific domains such as robotics, exoskeletons, interactive fashion, and assistive technology.



CODETECH Program

BBK, in collaboration with INJAZ Bahrain, has launched the CODETECH Program, a transformative initiative to equip Bahrain’s youth with essential coding skills. This groundbreaking program targets over 320 students from 15 high schools and seven universities, preparing them to thrive in the competitive global technology industry. By fostering technological literacy and innovation, the CODETECH Program sets a new benchmark for educational excellence in Bahrain.

The program introduces participants to advanced programming techniques, problem-solving strategies, and software development practices, ensuring they gain practical, industry-relevant knowledge. Beyond technical skills, CODETECH encourages students to think creatively and develop solutions to real-world challenges. This aligns with BBK’s commitment to nurturing innovation and supporting economic diversification, which is in line with Bahrain’s Vision 2030 goals.

As a key aspect of BBK’s Social Responsibility Mindset, the CODETECH Program exemplifies the impact of effective partnerships between the corporate and nonprofit sectors. BBK provided financial support and mentorship, while INJAZ Bahrain leveraged its expertise in youth education to deliver a high-quality learning experience. Together, we are empowering the next generation of digital innovators, contributing to the Kingdom’s growing digital economy.

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BBK’s Partnership with Bolero

BBK has partnered with Bolero to introduce its new digital trade finance solutions, powered by Bolero’s Galileo TPAAS (Trade Finance as a Service) platform. This collaboration enables BBK to offer corporate clients innovative, secure, and efficient trade finance services, simplifying cross-border trade and documentation processes.



Buna Payment Platform

BBK has further strengthened its regional presence by joining the Buna Payment Platform, an initiative of the Arab Monetary Fund. This strategic move enhances BBK’s ability to provide fast, secure, and efficient cross-border payment solutions to its clients across the Arab region. Buna facilitates transactions in multiple Arab and international currencies, offering seamless integration and adherence to global financial standards. Through this collaboration, BBK enables its customers to conduct transactions with incredible speed, reliability, and cost-effectiveness, reflecting its direction towards adopting innovative financial solutions.



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Financial Inclusion and Sustainable Lending

Financial Inclusion

BBK is steadfast in fostering inclusive economic growth and empowering underserved communities through tailored financial initiatives. Our efforts emphasize access to financial services for marginalized groups, creating a positive impact across key demographics.



Microfinance for Women and Rural Entrepreneurs

At BBK India, financial inclusion is a cornerstone of our sustainability strategy. Our microfinance initiatives empower underserved communities by addressing critical needs in women’s entrepreneurship, rural development, and micro and small enterprises (MSMEs). These initiatives reflect our commitment to fostering economic empowerment, advancing gender equality, and alleviating poverty while aligning with SDGs. To amplify our reach and impact, we actively collaborate with leading microfinance institutions, leveraging their expertise and networks to deliver critical resources effectively.

Key Partners:

- **Muthoot Microfin Limited:** Offers unsecured microloans for women in rural areas, fostering small business growth and agriculture.
- **CreditAccess Grameen Limited:** Focused on rural India, this partner provides microloans to women entrepreneurs.
- **Belstar Microfinance Limited:** Supports women entrepreneurs through a self-help group model for poverty alleviation.
- **SMFG India Credit Company Limited:** Provides financial products tailored to MSME borrowers and agricultural clients.
- **Asirvad Micro Finance Limited:** This company specializes in income-generating loans for women from low-income households.
- **IIFL Samasta Limited:** Offers financial solutions to women in rural and semi-urban areas, supporting their economic development.

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Tamweel Financing

BBK, in collaboration with Tamkeen, offers the innovative Tamweel Financing Scheme, a Sharia-compliant financial solution designed to empower businesses across Bahrain. This initiative supports enterprises by providing subsidized financing for expansion, diversification, and sustainable growth. Whether businesses are just starting or have been operational for years, Tamweel ensures they can access affordable funding options tailored to their unique needs.

For existing enterprises, the Tamweel scheme caters to Micro, Small, Medium, and Large businesses that have been operating for over three years. These businesses can access financing with a tenor of up to seven years, including a grace period. Tamkeen subsidizes up to 50% of the profit rate, capped at 6% for Micro, Small, and Medium enterprises, and 4% for Large enterprises, ensuring financial viability while minimizing borrowing costs.

Startup enterprises, defined as businesses operating for less than three years, are also eligible for the Tamweel scheme. This category includes enterprises of all sizes, from Micro to Large, as per the Ministry of Industry and Commerce (MOIC) definitions. The scheme provides startups with financing for up to seven years, with a subsidy of 50% of the profit rate, capped at 6%. This provision helps emerging businesses gain the financial support needed to establish themselves and grow in competitive markets.



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People of Determination

BBK prioritizes financial inclusion for people of determination through various accessible banking services. The Budaiya Financial Mall features specially designed facilities with an intelligent queuing system for customers using debit or smart cards. Key initiatives include:

<div></div> <div>Tailored Services and Support</div>	<div></div> <div>Accessible Banking Facilities</div>	<div></div> <div>Inclusive Customer Support</div>	<div></div> <div>Technological Accessibility</div>
<p>BBK has introduced several exclusive offerings to cater to the financial needs of people of determination:</p> <ul style="list-style-type: none">• Reduced interest rates on consumer and car loans to alleviate financial burdens.• Exclusive upgrades to Visa Signature cards, offering enhanced privileges.• Higher deposit rates on selected tenors to support wealth-building goals.	<p>Our Budaiya Financial Mall is a benchmark for accessibility, featuring user-friendly facilities prioritizing convenience and independence. Key features include:</p> <ul style="list-style-type: none">• Lowered ATMs with voice guidance and Braille instructions for effortless transactions.• Lowered teller counters and desks designed for wheelchair accessibility.• Wheelchair ramps and dedicated parking spaces to enhance ease of access.• Unique tiles to guide visually impaired customers to ATMs and priority service counters.	<p>To ensure a seamless banking experience, we have implemented the following initiatives:</p> <ul style="list-style-type: none">• Priority customer service to minimize waiting times.• Staff trained in sign language to facilitate effective communication.• A comprehensive Sign Language Dictionary and the Nasmaakum application for enhanced accessibility.	<p>To ensure a seamless banking experience, we have implemented the following initiatives:</p> <ul style="list-style-type: none">• Voice guidance at ATMs for visually impaired customers.• Braille application forms and voiceover assistance for account opening procedures.• Free Alrawi audio book subscription for customers.



Nasmaakum Application

At BBK, inclusivity is not just a value; it is a core principle that drives our commitment to serve all members of society. In line with this, BBK has partnered with the Nasmaakum application, a pioneering initiative to empower individuals with hearing and speech impairments. This collaboration demonstrates BBK’s commitment to removing communication barriers and ensuring all customers can access comprehensive, inclusive banking services regardless of ability.

The Nasmaakum application leverages advanced technology to facilitate real-time communication between users and sign language interpreters, enabling seamless interaction between BBK services and customers primarily using sign language. Through features like on-demand video interpretation, multilingual support, and a user-friendly interface, Nasmaakum empowers customers with hearing or speech impairments to independently navigate BBK’s banking offerings—whether opening an account, managing transactions, or seeking assistance. This service creates an environment where users can engage directly with BBK representatives, fostering independence and confidence.



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Low-Income Expatriate Workers

BBK Lite is designed to promote financial inclusion among low-income earners in Bahrain, particularly those with a monthly salary of up to BHD 250. By offering affordable and accessible banking services, BBK Lite exemplifies the Bank’s dedication to fostering economic empowerment within underserved communities.

The service eliminates barriers typically associated with traditional banking. It features a fee-free account opening with no minimum balance requirements, ensuring accessibility for individuals with limited financial resources. Customers enjoy cost-free access to essential banking tools, including debit cards and mobile and online banking platforms, enabling them to manage their finances conveniently and securely.

Moreover, BBK Lite leverages the Bank’s extensive network of branches, ATMs, and self-service kiosks across Bahrain to enhance its users’ accessibility.

This approach is particularly beneficial for low-income workers, allowing them to perform critical transactions such as salary withdrawals, utility bill payments, and international remittances without incurring unnecessary fees.



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Sustainable Lending

At BBK, we recognize the vital role that financial institutions play in driving sustainable development. Our commitment to fostering long-term value for our stakeholders is reflected in our comprehensive sustainable lending initiatives. These initiatives integrate ESG principles into our lending activities, ensuring that our financing meets our clients’ financial needs and supports their sustainability goals. BBK aims to contribute to a more equitable and environmentally sustainable world through various categories of sustainable lending.

As our **Responsible Banking Position Statement** outlines, BBK is committed to embedding ESG considerations in all aspects of our lending practices. We are committed to:

Increasing financing for sustainable projects

We prioritize funding initiatives that promote environmental sustainability and social progress.

Comprehensive ESG screening and due diligence

By assessing ESG risks and impacts, we ensure that our lending decisions align with sustainable practices and contribute to positive societal and environmental outcomes.

Employee ESG training

We invest in continuous training so that our staff can integrate ESG factors effectively into our lending operations.

Inclusive and transparent lending

We are committed to providing financial access to underserved communities and social institutions, empowering individuals and organizations to achieve their sustainability goals.

Our position statement emphasizes strict adherence to national laws, international standards like the Equator Principles, and inclusive practices that ensure equal opportunities for all eligible clients. By aligning with these principles, we uphold our responsibility to deliver lending solutions that drive positive environmental and social impacts while maintaining ethical and transparent banking practices.

We are proud to report strong growth in our sustainable lending initiatives, as reflected in the increasing number of applications processed over the years. In 2022, we received 604 total applications, which grew to 922 in 2023 and reached 1,350 in 2024. This growth demonstrates the increasing demand for financing aligned with sustainable practices. Furthermore, the approval rates for these applications have remained strong, with 555 applications approved in 2022, 866 in 2023, and 1,288 in 2024, showcasing our clients’ confidence in our sustainable lending offerings. These numbers highlight BBK’s continued success in promoting sustainability and ensuring that more clients can access financing for projects that contribute to positive environmental and social outcomes.



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BBK’s sustainable lending initiatives are diverse and cover various sectors. These initiatives address global and local sustainability challenges while fostering financial inclusion, economic empowerment, and environmental protection. Key areas include:



ESG-Linked Loans



Microfinance



Solar Financing Loans



Education Loans



ESG-Linked Investments



Mazaya Loans

ESG-Linked Loans

BBK offers loans tied to specific ESG-related performance indicators. These loans may include working capital loans with ESG covenants or medium-term loans aligned with ESG goals. The pricing for these loans is often subject to sustainability-linked margin adjustments, offering clients preferential rates when they meet specific ESG targets. In addition to these loan categories, BBK has developed an ESG checklist integrated into the credit and investment application process. This checklist ensures that clients are assessed based on their ESG efforts, strengthening our commitment to financing projects prioritizing sustainability.

Solar Financing Loans

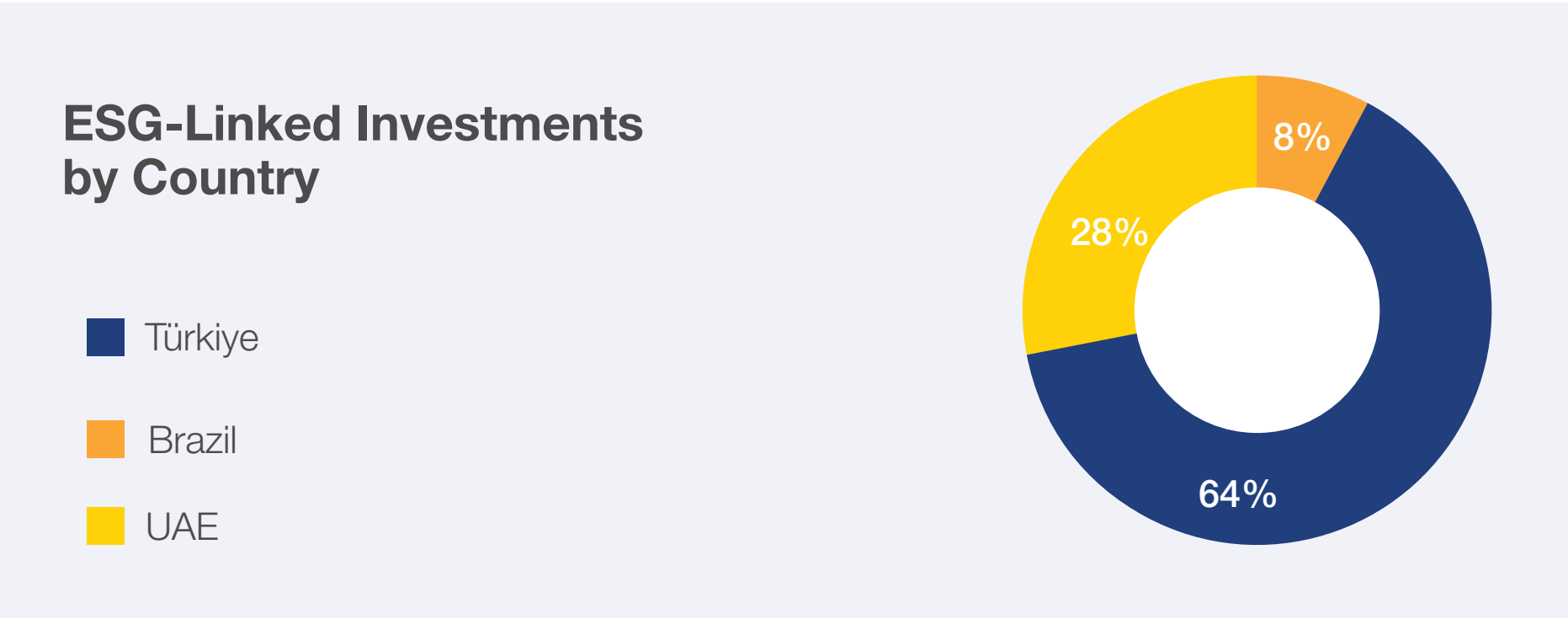
These loans finance solar farms and projects that reduce carbon emissions through clean energy. BBK supports installing and importing solar panels for renewable energy projects, empowering clients to transition to cleaner energy sources.

Microfinance

BBK India provides loans targeting underserved populations, particularly women and small businesses, to promote economic empowerment and reduce inequalities. These loans are crucial for fostering financial inclusion in marginalized communities.

ESG-Linked Investments

BBK has made sustainable investments in bonds, including sustainable and green instruments that align with the global transition to a low-carbon economy. As of 2024, BBK’s green investments total \$178.6 million, strategically focusing on projects in Brazil, Türkiye, and the UAE. These investments are distributed as follows: 8% in Brazil, 64% in Türkiye, and 28% in the UAE. This investment strategy supports BBK’s commitment to climate action and environmental sustainability on a global scale.



Mazaya Loans

BBK prioritizes social impact lending by offering term loans through the Mazaya program to support Bahrain’s national housing initiatives. These loans are critical in promoting affordable housing and fostering community infrastructure development.

Education Loans

BBK offers loans to students to promote skill development and knowledge growth. These loans help to improve access to quality education and contribute to the development of human capital in various sectors, supporting long-term socio-economic progress.



22% Growth in the Number of Clients Benefiting from ESG Pre-Packaged Products in 2024

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BBK and Eskan Bank Partner Through the Mazaya Program

BBK partnered with Eskan Bank to support Bahrain’s national housing initiatives through the Mazaya program. This collaboration aligns with BBK’s commitment to fostering social responsibility and creating long-term positive impacts. It reflects BBK’s dedication to its sustainability pillars and reinforces its role as a key enabler of financial inclusion and community development.

Affordable housing remains a critical need for many Bahraini citizens. To address this, BBK and Eskan Bank have launched financing solutions under the Mazaya program, including the Joint Housing Financing Scheme and the Credit-Linked Housing Financing Scheme. These solutions are designed to empower Bahraini families by offering tailored options that make homeownership more accessible and affordable. By pooling expertise and resources, the partnership simplifies processes, offers attractive terms, and directly supports Bahrain’s Vision 2030 housing goals.

The partnership has achieved significant results, such as increasing access to housing finance for low-and middle-income households and improving the quality of life for Bahraini families. Furthermore, the initiative advances Sustainable Development Goal 11 (Sustainable Cities and Communities) by promoting inclusive and sustainable urbanization.

Financing Alba’s Solar Farm

In March 2023, Aluminium Bahrain B.S.C. (Alba), the world’s largest aluminium smelter ex-China, secured a BHD 1.6 million (approximately USD 4.3 million) sustainability financing loan from the Bank of Bahrain & Kuwait (BBK) to establish a solar farm with a capacity exceeding 6 megawatts. This project involves installing around 11,300 photovoltaic solar panels across 37,000 square meters, including rooftops of Alba’s car parks and buildings such as the Spent Pot Lining Treatment Plant. This initiative aligns with Bahrain’s goal of achieving net-zero emissions by 2060 and underscores BBK’s support for renewable energy projects that promote sustainable development.



Educational Loans for UCB Students

BBK has partnered with the University College of Bahrain (UCB) to offer an exclusive education loan that financially supports students pursuing higher education. This collaboration is a testament to BBK’s commitment to empowering individuals through education, contributing to Bahrain’s Vision 2030 by fostering human capital development. This partnership addresses students and their families’ financial challenges by offering preferential pricing and tailored loan benefits.

The BBK-UCB Education Loan is designed to finance undergraduate and postgraduate programs offered by UCB and other recognized institutions locally and internationally. It also extends to professional qualifications for working professionals, promoting lifelong learning and career advancement. Key features of the loan include competitive interest rates, an easy and fast approval process, and flexible repayment terms of up to seven years. Additional benefits such as automatic payment deductions and loan protection insurance make the loan convenient and secure for borrowers.

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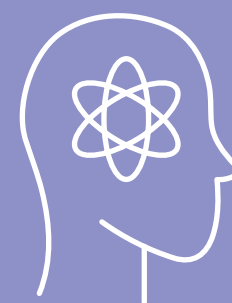
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Pillar 4: Social Responsibility Mindset

- Environmental Responsibility
- GHG Emissions and Climate Impact
- Community Investment and Corporate Social Responsibility
- Responsible Procurement

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Environmental Responsibility

BBK strives to be a responsible partner to our stakeholders by addressing our operations’ environmental and societal impacts. Our approach focuses on mitigating direct ecological challenges relevant to the banking sector, including conserving energy and water, reducing emissions, and minimizing waste. To achieve these objectives, BBK has developed an **Environmental Position Statement** that includes:

- **Energy and Emissions Management:** Implementing energy-saving mechanisms, replacing outdated equipment with energy-efficient alternatives, and increasing the use of renewable energy to reduce emissions.
- **Waste Reduction and Recycling:** To minimize waste, promote recycling initiatives, such as paper recycling programs.
- **Training and Awareness:** Fostering a corporate culture of environmental sensitivity through regular employee training and awareness programs for stakeholders.
- **Regulatory Compliance:** Ensuring full compliance with national and international environmental regulations and legislation.
- **Performance Monitoring:** Conducting annual environmental performance evaluations, supported by internal and external verifications to ensure data accuracy and credibility.
- **Ongoing Improvement:** Setting and continuously updating environmental objectives and deploying specific mitigation programs to improve performance.

BBK also integrates environmental considerations into its lending and investment decisions, as its Responsible Banking Position Statement outlines. This comprehensive direction ensures that we balance economic growth with environmental sustainability, contributing to a better future for our communities and the planet.

Energy Efficiency

BBK is committed to minimizing its environmental footprint through strategic energy management, placing energy efficiency at the forefront of its sustainability efforts.

Key Energy Management Initiatives

Optimizing Cooling Systems

The chilled water system operates efficiently by shutting down between 18:00 and 03:00, reducing unnecessary energy consumption during off-peak hours.

.....

Transition to LED Lighting

The Bank has replaced traditional incandescent lighting with energy-efficient LED lighting, significantly lowering electricity usage and contributing to long-term cost savings.

.....

Power Factor Correction (PFC)

A PFC unit has been installed to ensure optimal energy efficiency. It activates when the power factor falls below 0.9, stabilizing energy usage and reducing waste.

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BBK’s sustainability department has also promoted energy awareness by placing “Switch me off before you leave” stickers on PCs. It encourages employees to turn off unused computers, contributing to energy conservation efforts.

BBK tracks its energy consumption, demonstrating a commitment to monitoring and improving energy performance:

2024 Energy Consumption and Energy Mix

	Energy Consumption (GJ)	Energy Mix (%)
Direct Energy	0.3222	0.001%
Stationary Combustion (Diesel Fuel)	0.3222	0.001%
Indirect Energy	29,253.33	99.999%
Electricity	28,956.81	98.985%
Cooling	296.52	1.014%
Total	29,253.65	100%



29,253.65 GJ of Energy Consumption in 2024



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BBK’s Support for Bahrain’s First Solar-Covered Walkway

BBK played a vital role in supporting Bahrain’s first solar-covered walkway as part of its ongoing commitment to sustainability and fostering innovative projects. This initiative aligns with BBK’s commitment to promoting renewable energy and environmentally responsible development in line with Bahrain’s Vision 2030 goals. BBK has demonstrated leadership in advancing the Kingdom’s sustainability agenda by contributing to this pioneering project through impactful partnerships.

The solar-covered walkway, inaugurated at the Bahrain International Garden Show, was developed in collaboration with the National Initiative for Agricultural Development (NIAD) and other stakeholders. The walkway features a canopy of solar panels that serve dual purposes: providing shaded pedestrian comfort and generating clean, renewable energy. This innovative project reduces carbon emissions and supports sustainable infrastructure development by diversifying energy sources and reducing reliance on fossil fuels.

In addition to environmental benefits, the walkway enhances the pedestrian experience by offering a cooler and more accessible environment, particularly suited to Bahrain’s warm climate. The energy produced is also used to support nearby agricultural projects, aligning with NIAD’s mission to enhance sustainable farming practices.



Waste Management

Responsible waste management is a key part of BBK’s sustainability strategy. The Bank works with third-party waste management companies to ensure the proper disposal and recycling of various types of waste, including paper and electronic waste (e-waste). These recycling efforts are conducted quarterly to ensure efficiency and consistency in reducing environmental impact.



100% of our generated waste is recycled in 2024

The Bank’s only hazardous waste is toner cartridges, disposed of in compliance with all necessary regulations. BBK has partnered with Crown Industries, a certified waste management company, to handle the disposal of these hazardous materials. Before disposal, all required approvals from relevant authorities are obtained, ensuring the process adheres to local environmental regulations.

To manage waste effectively, BBK segregates stationery, cartridges and toners, plastic, paper, and e-waste to manage waste effectively. After segregation, BBK arranges for the disposal of these materials with the recycling company Crown Industries, ensuring that all waste is handled environmentally. The Bank does not reuse waste materials except for water bottles for coolers.

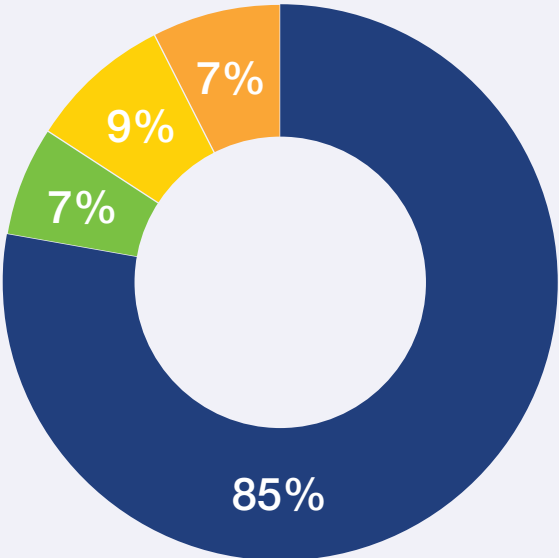
In 2024, BBK generated 8.13 tons of waste, 0.76 tons classified as hazardous waste (toners and cartridges), and 4.9 tons of non-hazardous waste. All waste management and recycling activities are conducted with a third-party service provider, ensuring BBK remains aligned with sustainable waste disposal practices.

2024 Waste Generation (MT)

Total Waste	8.13
Non-Hazardous Waste	7.37
Hazardous Waste	0.76

2024 Waste by Type

- E Waste
- Cartridges
- Plastic
- Metal



BBK has made significant strides toward reducing paper usage by digitizing documents and processes in line with its digital transformation strategy. Initiatives such as developing the BBK Business application and reviewing policies and procedures are central to this effort, supporting the Bank’s transition to a more paperless operation.

BBK’s paper consumption has decreased from 86.5 tons in 2022 to 70.5 tons in 2023. However, in 2024, paper consumption increased to 104.7 tons, reflecting increased operational activity. The Bank remains committed to optimizing its paper usage through continued digitalization and efficiency measures.

Annual Paper Purchased in Tons

2024	104.7
2023	70.49
2022	86.50

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BBK’s E-Waste Recycling Initiative

BBK recently launched an innovative e-waste recycling campaign to encourage the responsible disposal of unused electronic devices. The initiative, “Time to Reboot Your E-Waste,” invites customers to dispose of their old or unused electronic devices at any of BBK’s Financial Malls. This campaign promotes both environmental responsibility and customer engagement.

The campaign aims to reduce electronic waste and offers an exciting incentive: three lucky customers who participate will each win BHD 100. This promotion encourages greater community involvement in e-waste recycling while fostering awareness about the environmental impact of electronic waste disposal.

BBK ensures customers can easily recycle their old electronics, such as mobile phones, laptops, and other gadgets by providing a convenient disposal option at its Financial Malls. The Bank has partnered with a certified third- party waste management company to ensure that all collected e-waste is appropriately processed and disposed of in an environmentally friendly manner.

Time to reboot your e-waste



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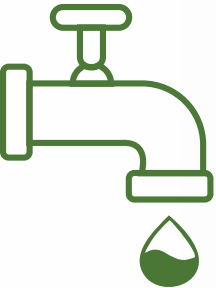


Water Management

Recognizing the critical importance of water conservation, the Bank has implemented several initiatives across its branches and offices to reduce water consumption and raise awareness among employees and customers.

One key initiative is placing the “Every drop counts, report leaks. Help conserve water” sticker in all branches, encouraging employees and customers to report leaks and avoid unnecessary water wastage.

BBK has installed automatic water sensors in various locations to optimize water use further, ensuring water is only used when necessary. This technology helps reduce excess consumption and improve operational efficiency. BBK closely monitors its water consumption.



76,708.97 M3 of Water Consumed in 2024

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Championing Water Conservation and Combating Plastic Pollution

BBK has effectively harnessed its social media platforms to advocate for water conservation and reducing plastic consumption, aligning with global observances such as World Water Day and World Ocean Day. Through targeted campaigns, the Bank has educated its audience on the critical issue of water scarcity and shared practical conservation tips. These tips included simple yet impactful actions, such as fixing leaks promptly to save over 3,000 gallons of water annually, encouraging shorter showers to conserve up to 75 gallons of water per month, and suggesting watering plants early in the morning or late in the evening to minimize water loss.

In parallel, BBK launched initiatives to address plastic pollution, focusing on reducing plastic consumption and encouraging sustainable practices. To this end, the Bank offered incentives such as watches made from recycled plastics, promoting eco-friendly materials, and fostering a culture of sustainability.



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GHG Emissions and Climate Impact

Commitment to Climate Action

BBK acknowledges the significant role financial institutions play in tackling climate change. In alignment with national and international climate goals, including Bahrain’s Vision 2030 and the Paris Agreement, BBK is committed to reducing its GHG emissions and enabling a net-zero economy.

BBK has established an internal **Climate Change Position Statement** that outlines the Bank’s strategy for mitigating climate-related risks, decarbonizing its operations, and integrating climate considerations into investment decisions.

Our Greenhouse Gas Emissions

Reporting Period

BBK conducted an initial assessment of its GHG emissions from January 1 to December 31, 2024. This inaugural measurement establishes a baseline for tracking and evaluating our progress in the coming years.

Boundaries & Scope

In accordance with the GHG Protocol, organizations define their organizational boundary to accurately account for and report greenhouse gas (GHG) emissions. This determination outlines the scope of businesses and operations included in the reporting framework.

BBK has adopted the Operational Control Approach for carbon footprint reporting, meaning we account for 100% of emissions from operations over which BBK or its subsidiaries have operational control. Our GHG emissions assessment includes our headquarters in Manama, Bahrain, covering our 656 full-time employees (FTEs) in 2024. The operational boundary defines how emission-generating activities are categorized and calculated, distinguishing between direct and indirect emissions.

BBK’s GHG reporting covers Scope 1, 2, and selected categories of Scope 3 emissions.

Basis of Calculation

GHG emissions calculations and analyses are based on established standards, protocols, and guidelines. Scope 1 emissions follow the GHG Protocol, while Scopes 2 and 3 emissions adhere to methodologies outlined by the United Nations Framework Convention on Climate Change (UNFCCC) and the International Civil Aviation Organization (ICAO).

Data Quality & Completeness

BBK has implemented a rigorous methodology for calculating carbon emissions to ensure accuracy and transparency in sustainability reporting. Data has been collected internally from all relevant departments.

Following the GHG Protocol, BBK utilizes the 2021 emission factors list for non-OECD countries, published by the UK Department for Environment, Food, and Rural Affairs (DEFRA) and applies them to the corresponding activity data

- Scope 1: Direct GHG emissions from sources owned or controlled by BBK.
- Scope 2: Indirect GHG emissions from purchased electricity and cooling systems used by BBK.
- Scope 3: Indirect GHG emissions occurring within BBK’s value chain, covering both upstream and downstream activities.
- BBK has opted to report data on the following categories: Category 4: Waste generated from operations, Category 6: Business travel, and Category 7: Employee commuting.

Key assumptions made in the calculations

- Mobile combustion: Assumed all company vehicles are small cars as per the cars’ models.
- Electricity consumption: Emissions are based on data received for Q1 and Q2, while Q3 and Q4 are replicated based on available consumption patterns.
- Cooling data: This data is available only for Q3 and Q4, with estimations made for the year's first half.
- Business Travel: Two trips were made to Kolkata, India. Since emissions data from Bahrain to Kolkata was unavailable in the ICAO calculator, the nearest available city, Chennai, was used as a proxy.
- Employee commuting: BBK estimates employee commuting emissions based on the assumption that all employees use petrol-fueled, average-efficiency vehicles. The total commuting distance is calculated using average working days per quarter, a rounded commuting distance per employee, and the number of employees covered in the available dataset. As the available data covers only one quarter and a subset of employees (60% of FTEs), BBK applies extrapolations to estimate full-year emissions.
- Waste emissions: Defra 2023 emission factors were applied as a proxy to account for recycled waste, which was not included in the Defra 2021 factors.

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GHG Emissions Overview

Scope 1



Scope 2



Scope 3



GHG emissions Analysis

In 2024, BBK’s carbon footprint totaled 4,916.42 metric tons of CO₂e, encompassing Scope 1, Scope 2, and selected Scope 3 categories within the reporting boundary.

Scope 1 Emissions

Fugitive Emissions

BBK did not use fire suppression systems during the reporting period, resulting in no emissions from this source. Refrigerants used across facilities included 76 air conditioning units spanning commercial, residential, and refrigeration applications. Leakage was identified in 34 units, primarily affecting one chiller and 33 air conditioning systems. This resulted in a total refrigerant-related emission of 142.99 metric tons of CO₂e.

Mobile Combustion

BBK’s vehicle fleet consists of 12 small petrol-powered cars, which covered a total distance of 6,112.126 kilometers throughout 2024. Fuel consumption resulted in 0.91 metric tons of CO₂e emissions.

Stationary Combustion

During power outages, BBK used a diesel generator, which consumed 9 liters of fuel over the reporting period. This resulted in 0.02 metric tons of CO₂e emissions.

Scope 2 Emissions

Electricity Consumption

The Electricity & Water Authority (EWA) recorded BBK’s energy consumption for 2024 at 8,034,557.22 kWh. Applying the relevant emission factors, this resulted in a total of 3,653.93 metric tons of CO₂e.

Cooling Systems

BBK used 552 cubic meters of chilled water for its cooling systems, contributing 2.40 metric tons of CO₂e emissions.

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Scope 3 Emissions

Waste Generated

BBK generated 8,127 kg (8.13 metric tons) of waste, all of which was 100% recycled. The breakdown of waste categories and associated emissions is as follows:

- E-Waste: 6,915 kg, resulting in 147.16 metric tons of CO₂e.
- Metal Waste: 575 kg, resulting in 12.24 metric tons of CO₂e.
- Plastic Waste (including cartridges): 637 kg, resulting in 13.56 metric tons of CO₂e.

Using DEFRA's 2023 emission factors for recycled waste, the total net emissions amounted to 172.95 metric tons of CO₂e.

Business Travel


BBK employees engaged in business travel across multiple global destinations, covering a total of 65.15 metric tons CO₂e from flights and 1,158 nights of hotel stays, culminating in a total business travel footprint of 148.66 metric tons of CO₂e.

Employee Commuting

Commuting emissions were calculated based on 50% of employees’ travel data, assuming an average mix of car models. Total two-way commuting distance reached 4,558,290.92 kilometers, contributing to 794.56 metric tons of CO₂e emissions.


Emission Reduction Strategies

To achieve its 30% reduction target by 2030, BBK has implemented the following initiatives:



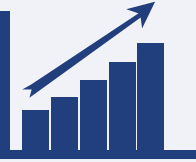
Energy Efficiency

- Transitioning to LED lighting across all BBK offices.
- Implementing power factor correction units to optimize energy consumption.




Cooling System Optimization

- Reducing energy consumption during off-peak hours.
- Exploring alternative refrigerants with a lower global warming potential (GWP).



Sustainable Finance Initiatives

- Expanding green loan products, including solar financing and ESG-linked loans.
- Encouraging businesses in the portfolio to adopt sustainable practices.




Operational Digitalization

- Reducing paper consumption through e-statements and digital workflows.
- Optimizing business travel policies to reduce carbon-intensive travel.

Future Commitments and Climate Risk Integration

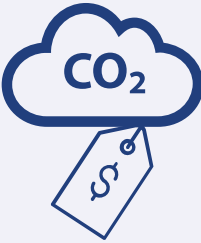
Looking ahead, BBK is enhancing its climate governance structure and preparing for future climate-related financial disclosures (TCFD-aligned).

Key Commitments




Scope 3 Expansion

- Include financed emissions from investment portfolios in upcoming reports.
- Develop an internal framework for measuring supply chain emissions.



Internal Carbon Pricing

- Establish an internal carbon price to guide investment and procurement decisions.



Renewable Energy Transition

- Explore the feasibility of on-site solar energy generation.
- Increase procurement of renewable energy credits (RECs).

BBK remains committed to balancing economic growth with environmental responsibility, ensuring a sustainable future for its stakeholders.

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Tree Planting Initiatives

As part of its commitment to environmental sustainability, BBK has undertaken tree-planting initiatives to foster a greener and more sustainable future for Bahrain.

In collaboration with the National Initiative for Agricultural Development, BBK contributed to the greening of Sheikh Salman Road by planting 2,575 trees in the A'ali area. This initiative underscores the bank’s support for community engagement and environmental development and reflects its ongoing efforts to create a positive ecological impact.

During National Tree Week, BBK supported Bahrain’s National Action Plan for Carbon Neutrality, announced by His Majesty King Hamad bin Isa Al Khalifa. The event, launched by His Royal Highness Prince Salman bin Hamad Al Khalifa, Crown Prince and Prime Minister, included active participation from BBK’s Group Chief Executive, Yaser Alsharifi, and employees, who planted trees at the Bank’s headquarters.

Both initiatives align with Bahrain’s national afforestation plan, which aims to double the country’s tree count to 3.6 million by 2035. These efforts also contribute to Bahrain’s commitments under the United Nations Framework Convention on Climate Change, showcasing BBK’s leadership in promoting sustainability and reducing environmental impacts. Through these initiatives, BBK reaffirms its focus on building a greener, more sustainable tomorrow.



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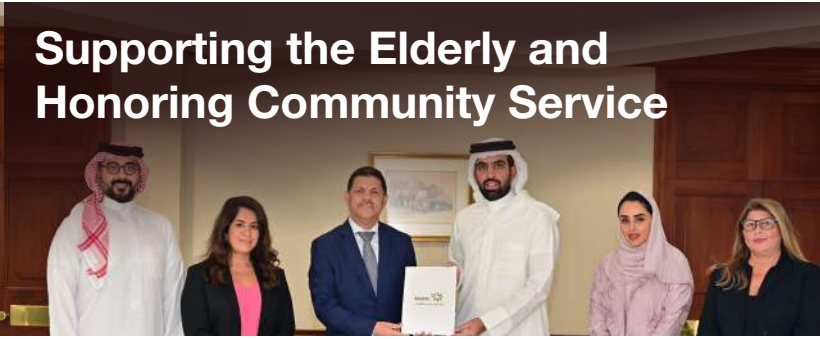
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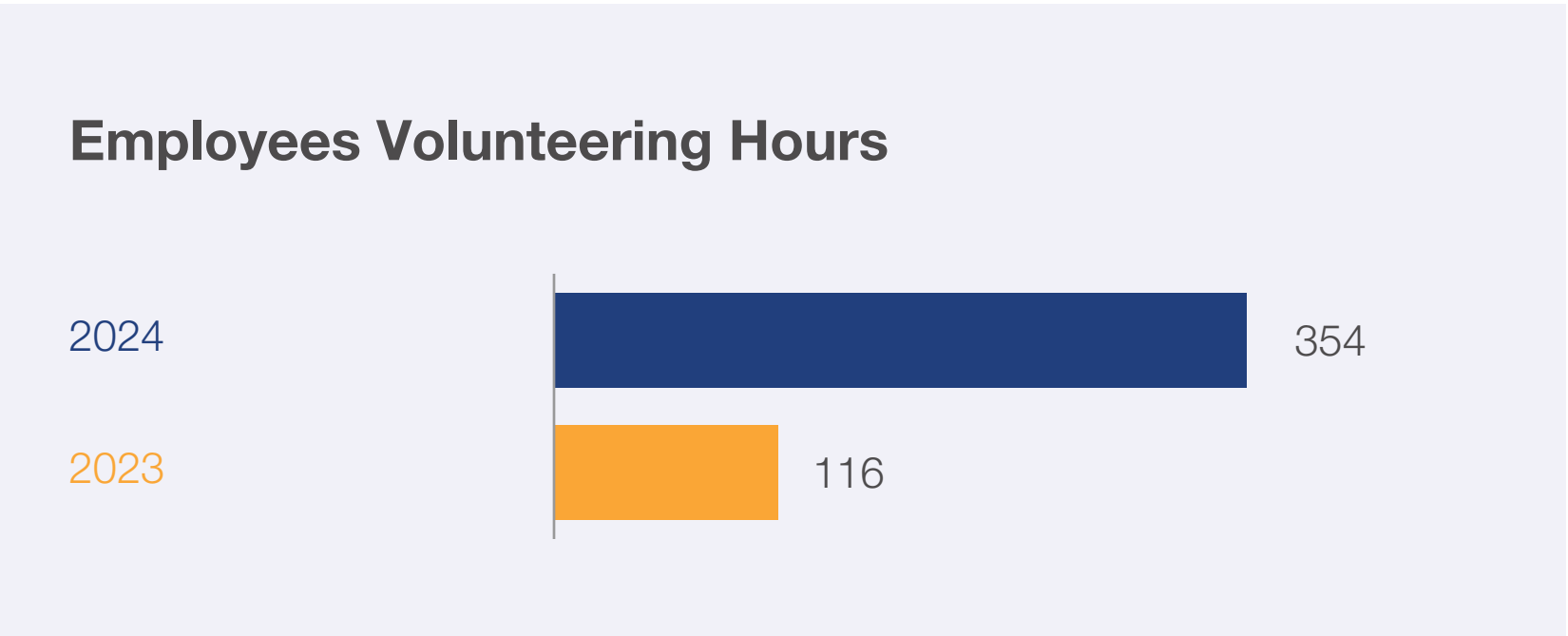
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Community Investment and Corporate Social Responsibility

At BBK, we deeply support the Kingdom of Bahrain’s social and economic development through a diverse range of community investment initiatives. Our efforts address key areas that contribute to society’s well-being and prosperity. This includes:



These initiatives aim to improve the quality of life and ensure sustainable development for individuals and communities across the Kingdom.



2024 Community Investment Highlights

 **BHD 2.2 M** Invested in the Community

 **354** Employees Volunteering Hours

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Empowering Children

- **Child Cancer Support:** BBK collaborates with the Ebtisamah campaign to offer emotional and financial support to children diagnosed with cancer. This initiative helps improve their quality of life during treatment.
- **Road Safety Awareness:** In partnership with the General Directorate of Traffic, BBK launched an awareness campaign in kindergartens, educating parents and children about the importance of using child car seats for safety during vehicle travel.
- **Toy Donation Campaign:** The Bank’s “Share the Joy, Donate a Toy” campaign encourages children to donate toys to charities helping less fortunate children. This campaign fosters a spirit of giving.
- **Orphan Care:** BBK organized a fun-filled day for 150 children from orphan care societies, where employees volunteered to spread joy, creating memorable experiences for the children.



Supporting the Elderly and Honoring Community Service

- **Commitment to Elderly Care:** In 2023, BBK allocated BHD 40,000 to support initiatives that enhance the quality of life for older people and ensure the sustainability of organizations providing vital services and long-term care. This included visiting The Bahrain Parents Care Society, where BBK representatives engaged with the team to understand their programs and reaffirm their support.
- **Royal Fund for Fallen Servicemen:** As a platinum sponsor, BBK actively contributes to the Royal Fund for Fallen Servicemen, supporting its humanitarian mission to provide care for the families of fallen servicemen. This initiative reflects BBK’s dedication to community partnership and gratitude for the sacrifices made for the nation.



Preserving Bahrain’s Cultural Heritage

Restoration of Al-Fadhel Mosque Minaret: BBK supported the restoration of the Al-Fadhel Mosque Minaret, a key historic landmark in Manama, reaffirming its commitment to preserving Bahrain’s cultural heritage. The four-year restoration utilized advanced techniques and over two million pieces of mosaic and stained glass, restoring the minaret to its original beauty and historical significance. Executed in partnership with the Bahrain Authority for Culture and Antiquities, under the leadership of Her Excellency Shaikha Mai bint Mohammed Al Khalifa, the restoration blended local and international expertise. The restored minaret now stands as a beacon of Bahrain’s rich cultural heritage, adding to the capital’s identity and symbolizing BBK’s role in preserving the country’s historical sites.

Fostering Excellence in Sports

- **Bahrain Turf Series Sponsorship:** BBK sponsors the Bahrain Turf Series, organized by the Rashid Equestrian and Horse Racing Club (REHC), followed by the presentation of the Al Manama Cup, enhancing the country’s equestrian culture.
- **Annual Horse Race Sponsorship:** For thirty-five years, BBK has sponsored its annual horse race at the Rashid Equestrian and Horse Racing Club in Sakhir, with notable participation from the Bank’s leadership.
- **King Hamad 16th International Golf Championship:** BBK proudly supports the King Hamad 16th International Golf Championship, promoting excellence in sports and community engagement.
- **Juniors Tennis Championship:** BBK is a proud sponsor of the Juniors Tennis Championship, which supports young talent and fosters sportsmanship in Bahrain.



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Supporting Scholarships for Bahraini Students

BBK actively invests in Bahrain’s educational development through strategic initiatives designed to empower students and foster academic excellence. Key programs include:

- Crown Prince’s International Scholarship Program (CPISP):** BBK is a Platinum sponsor of CPISP, contributing an annual donation of BHD 1 million. This partnership aims to provide exceptional educational opportunities for outstanding Bahraini students, preparing them for the global labor market. Through its sponsorship, BBK supports CPISP’s mission to foster the development of Bahrain’s next generation of leaders and actively contribute to the nation’s progress under the guidance of His Royal Highness Prince Salman bin Hamad Al Khalifa.
- Golden Jubilee Scholarships:** As part of its golden jubilee celebrations in 2022, BBK announced scholarships for 50 students to pursue their bachelor’s degrees at the University of Bahrain and Bahrain Polytechnic. This initiative reflects BBK’s commitment to supporting Bahrain’s educational sector and fostering academic excellence. Of these scholarships, 35 were allocated to the University of Bahrain and 15 to Bahrain Polytechnic, ensuring equal opportunities for male and female students. The application process and eligibility criteria were shared via BBK’s social media platforms, encouraging broad participation. In 2023, BBK organized a welcome gathering to celebrate the scholarship recipients, reaffirming its dedication to empowering students and supporting their academic journeys.

Enhancing Food Security

- Conserving Bounties Initiative:** BBK actively supports the Conserving Bounties program, a non-profit food bank in Bahrain that collects surplus food from hotels, restaurants, supermarkets, and private events (such as weddings) and redistributes it to blue-collar workers and underprivileged families. Operating in compliance with strict health and safety standards, the food bank has signed contracts with hotels, restaurants, and bakeries to ensure that excess food in good condition and untouched by hands are safely repurposed for those in need.
- Iftar Saem Campaign:** During Ramadan, BBK organized the Iftar Saem campaign, engaging many employees as volunteers to distribute meals to those in need. This initiative reflects BBK’s commitment to fostering compassion and solidarity within the community.
- World Food Day Campaign:** On World Food Day, BBK launched a social media campaign under the theme “Small steps, major impact” to emphasize collective action against hunger and food waste. The campaign highlighted alarming statistics, such as 146,000 tons of food wasted annually in Bahrain (equivalent to BHD 95 million) and the UN’s prediction that over 600 million people may face hunger by 2030. BBK also shared practical tips to combat these challenges, including embracing sustainable diets, planning meals, composting food scraps, supporting local farmers, proper food storage, and conserving water.



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Enabling People of Determination.

- Collaboration with the Ministry of Social Development:** BBK provided wheelchairs with unique specifications to support individuals with disabilities. This initiative, in partnership with the Ministry of Social Development and the High Committee for the Welfare of Persons with Disabilities under the Takaful program, aligns with the directives of His Majesty King Hamad bin Isa Al Khalifa and the continuous support of His Royal Highness Prince Salman bin Hamad Al Khalifa, Crown Prince and Prime Minister. These wheelchairs, designed to enhance mobility and independence, contribute significantly to improving the quality of life and integration of people of determination into social and cultural activities.
- International Paralympic Committee Sponsorship:** BBK sponsored the General Assembly meetings and the Conference of the International Paralympic Committee, which were held in Bahrain. This sponsorship promoted awareness of sports for determined people, encouraged their participation in sports, and supported their involvement in international and local competitions and events.

Alleviating poverty

Support for the “Sahm Al-Gharemeen” Project: 2022 BBK donated BHD 200,000 to the “Sahm Al-Gharemeen” initiative in collaboration with the Zakat and Sadaqat Fund and the Supreme Council for Women. The contribution helped settle the debts of 50 individuals facing financial difficulties, including women suffering from chronic illnesses, widows, and divorcees. This initiative reflects BBK’s commitment to social solidarity and institutional charitable work.



Demonstrating Solidarity

BBK has demonstrated its support for humanitarian efforts by contributing to the national campaign supporting the people of Gaza. The “Day of Solidarity with Our People in Gaza... We Are With You” campaign was organized under the directives of His Majesty King Hamad and the patronage of His Highness Shaikh Nasser bin Hamad Al Khalifa.

Various institutions and individuals across Bahrain have participated widely in this campaign, raising substantial funds to provide relief aid to the Palestinian people enduring challenging circumstances. BBK’s contribution reflects its dedication to social responsibility and its commitment to supporting humanitarian causes locally and internationally.

Raising Health Awareness

BBK actively promotes health awareness through various campaigns on its social media platforms. On occasions such as World Mental Health Day, Bahraini Sports Day, World Diabetes Day, World Blood Donor Day, and Breast Cancer Awareness Month, BBK engages its audience with informative posts, awareness messages, and practical health tips. These campaigns aim to encourage mental well-being, promote physical activity, and emphasize the importance of early detection and prevention of diseases. For instance, BBK has shared tips on managing stress, the benefits of regular exercise, healthy eating habits to manage diabetes, the significance of donating blood, and the need for regular mammograms to detect breast cancer early. By leveraging these global and local health awareness days, BBK reinforces its dedication to the community’s well-being, inspiring individuals to lead healthier, more informed lifestyles.



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Responsible Procurement

At the Bank of Bahrain and Kuwait (BBK), our Supplier Code of Conduct outlines our commitment to the highest professional and ethical standards in all procurement activities. This Code serves as a framework for our expectations from suppliers regarding ethical, environmental, and social practices.

The Supplier Code of Conduct emphasizes the following key areas:

- **Compliance with Laws and Regulations:** Suppliers must adhere to all applicable laws and engage in responsible business practices.
- **Environmental Responsibility:** Suppliers are required to implement policies that minimize environmental impact and promote the efficient use of natural resources.
- **Social Responsibility:** We expect our suppliers to respect human rights, prohibit child and forced labor, and ensure fair working conditions for all employees.
- **Ethical Standards:** Suppliers must maintain data privacy, avoid bribery and corruption, and engage in ethical sourcing practices.

BBK is proud to support local economies. In 2023, 81% of our spending was directed toward local suppliers, and in 2024, this remained strong at 80%. This commitment reinforces our supply chain resilience and contributes to sustainable economic growth within our community.

Percentage of Spending on Local Suppliers

2024	80%
2023	81%



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Future Outlook & Commitments

As part of its ongoing journey toward sustainability and responsible growth, BBK is devoted to creating a lasting positive impact on the environment, society, and economy. By aligning its efforts with Bahrain's Vision 2030 and the SDGs, BBK continues to lead initiatives that drive meaningful change across all operations. This section outlines BBK's performance against its sustainability targets, future commitments, and planned initiatives to achieve its long-term goals.

**Performance
Against Targets**

.....
**Future Sustainability
Goals and Targets**

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Performance Against Targets

The table below highlights BBK’s 2024 performance against its current sustainability targets. It includes key performance indicators that reflect progress across governance, environmental, and social objectives. These KPIs are divided among the working groups to contribute to the sustainability framework. For KPIs for which targets have not yet been established, BBK remains steadfast in developing benchmarks and targets to ensure continued improvement.

Working Group	Corporate Objective	KPI Name	KPI Description	Unit	Target	2024 Performance	Target Status
Good Corporate Governance	Governance	Code of Conduct Acknowledgment	Measures the percentage of employees who have acknowledged the Code of Conduct, verified through signed acknowledgment forms	%	100%	100%	☑ Met
		Anti-Corruption Policy Acknowledgment	Measures the percentage of employees who have acknowledged the Anti-Corruption Policy, verified through signed acknowledgment forms	%	100%	56%	⋯ In Progress
Long-term Positive Customer Relationships and Experiences	Customer Experience	Customer Satisfaction	Measures the Net Promoter Score (NPS) for all retail and corporate customers.	NPS score	65	75.4	☑ Met
		Customer Complaints Resolution Time	Measures the average resolution time for all complaints received by the bank.	# Days	3	1	☑ Met
	Customer impact	Growth in the Number of Clients Benefiting from ESG Pre-Packaged Products	Measures the percentage growth in the total number of clients utilizing the bank’s ESG pre-packaged products.	%	5%	22%	☑ Met

Working Group	Corporate Objective	KPI Name	KPI Description	Unit	Target	2024 Performance	Target Status
Responsible and Responsive Employee	Employee Satisfaction	Employee Engagement (eNPS)	Measures the state of employee satisfaction and engagement with the Bank, including work activities, opportunities, leadership, communication, quality of work/life, and rewards as the main aspects of engagement.	eNPS score	50	38.60	🔄 In Progress
		Employee Absentee Rate	Measures the rate of employee absenteeism due to incapacity of any kind, excluding permitted leave absences such as holidays, study leave, maternity or paternity leave, and compassionate leave.	%	3%	2.17%	✅ Met
	Employee Composition	Total Workforce by Gender	Measures the composition of the total workforce by gender.	Males %	55%	58%	🔄 In Progress
				Females %	45%	42%	🔄 In Progress
		Employee Turnover Rate (Total)	Measures the total annual turnover rate for full-time employees, including both voluntary and involuntary departures.	%	3%	4.12%	🔄 In Progress
		Gender Pay Ratio	Measures the median total compensation for men compared to the median total compensation for women.	Ratio	1:1	1.5 : 1	🔄 In Progress
		Nationalization	Measures the percentage of national employees as part of the total workforce, applicable only to Bahrain.	%	90%	96.30%	✅ Met
		Management Composition/ Diversity	Measures the percentage of male to female employees at the mid-level.	Males %	63%	66.10%	🔄 In Progress
				Females %	37%	33.90%	🔄 In Progress
			Measures the percentage of male to female employees at senior/executive levels.	Males %	74%	80.40%	🔄 In Progress
				Females %	26%	19.60%	🔄 In Progress

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Working Group	Corporate Objective	KPI Name	KPI Description	Unit	Target	2024 Performance	Target Status
Responsible and Responsive Employee	Employee Wellbeing	Health and Safety Incidents	Measures the total number of injuries and fatalities in the workplace over the past three years, including the reporting year.	#	0	1	⋯ In Progress
		Lost Workdays	Measures the total number of days lost due to work-related injuries over the past three years, including the reporting year.	#	0	5	⋯ In Progress
	Employee Development	Development and Training by Gender	Measures the average hours of training provided to employees by gender.	Males #	45	65.3	✔ Met
				Females #	45	69.6	✔ Met
		Development and Training by Employee Category	Measures the average hours of training provided to full-time employees.	#	45	67.2	✔ Met
	Support Local Economy	Percentage of Spending on Local Suppliers	Measures the percentage of spending on local suppliers to support the local community and economy.	%	92%	80%	⋯ In Progress
Social Responsibility Mindset	Environment Footprint	Paper Consumption	Measures the annual paper products purchased in tons.	t	75	104.7	⋯ In Progress
	Corporate Social Responsibility	Number of Volunteering Hours	Measures the total number of volunteering hours recorded by employees in the HR system.	#	200	354	✔ Met
	Alternative Channels	Percentage of Online/ Mobile Transactions vs. Total Transactions	Measures the percentage of transactions conducted through online/mobile banking compared to total transactions, excluding those available only via BBK Lite and non-personal customer transactions.	%	85%	97.8	✔ Met
Climate Risk							

BBK recognizes that certain KPIs relevant to the new CBB ESG module lack targets. After collecting data and analyzing competitive benchmarks, the bank plans to establish these targets by Q1 2025. This approach ensures that the targets are ambitious and achievable.

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Future Sustainability Goals and Targets

BBK confirms aligning its sustainability efforts with Bahrain’s Vision 2030 and the United Nations Sustainable Development Goals (SDGs).

Key goals include:

- **Reducing GHG emissions:** BBK aims to minimize its environmental impact by reducing carbon emissions and enhancing energy efficiency.
- **Promoting Green Finance:** The Bank plans to increase its portfolio of green finance products and support projects contributing to environmental sustainability.
- **Enhancing Social Responsibility:** BBK is keen to support community development initiatives and increase its investment in social projects.

Initiatives and Strategies Planned for Upcoming Reporting Periods

BBK has outlined several strategic initiatives for the upcoming periods to advance its sustainability agenda.

- **Digital Transformation:** Continued investment in digital banking platforms to improve customer experience and operational efficiency.
- **Employee Development Programs:** Implementing comprehensive training and career development programs to enhance employee skills and engagement.

Commitment to Continuous Improvement and Transparency

BBK is dedicated to maintaining high standards of transparency and continuous improvement through the following measures:

- **Regular Reporting:** Publishing detailed sustainability reports highlighting progress and plans, ensuring stakeholders remain well-informed.
- **Stakeholder Engagement:** Actively engaging with stakeholders to gather feedback and improve practices, demonstrating a clear direction towards further transparency and accountability.
- **Governance and Compliance:** Strengthening governance frameworks and ensuring compliance with local and international standards to uphold ethical and responsible business conduct.

These efforts reflect BBK’s steadfast commitment to sustainability, innovation, and excellence. They are shaping a future where responsible business practices are at the core of its operations. BBK continues to inspire progress by setting new benchmarks in sustainability and reinforcing its role as a leader in the banking sector.

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ESG Scorecard

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BBK ESG Scorecard

Working Group	Corporate Objective	KPI Name	KPI Description	Unit	2024
Good Corporate Governance	Governance	Code of Conduct Acknowledgment	Measures the percentage of employees who have acknowledged the Code of Conduct, verified through signed acknowledgment forms.	%	100%
	Governance	Anti-Corruption Policy Acknowledgment	Measures the percentage of employees who have acknowledged the Anti-Corruption Policy, verified through signed acknowledgment forms.	%	56%
Long-term Positive Customer Relationships and Experiences	Customer Experience	Net Promoter Score (NPS)	Measures the Net Promoter Score (NPS) for all retail and corporate customers.	NPS score	75.4
		Customer Complaints Resolution Time	Measures the average resolution time for all complaints received by the Bank.	Days (#)	1
	Customer Impact	Growth in the Number of Clients Benefiting from ESG Pre-Packaged Products	Measures the growth in the total number of clients utilizing the Bank’s ESG pre-packaged products.	%	22%
Responsible and Responsive Employer	Employee Satisfaction	Employee Engagement Score (eNPS)	Measures the state of employee satisfaction and engagement with the Bank, including work activities, opportunities, leadership, communication, quality of work/life, and rewards as the main aspects of engagement.	eNPS score	38.60
		Employee Absentee Rate	Measures the rate of employee absenteeism due to incapacity of any kind, excluding permitted leave absences such as holidays, study leave, maternity or paternity leave, and compassionate leave.	%	2.17%
	Employee Composition	Total Workforce by Gender	Measures the composition of the total workforce by gender.	Males (#)	380
				Males (%)	58%
				Females (#)	276
				Females (%)	42%
		Total Workforce by Employment Type	Measures the composition of the total workforce categorized by employment type, such as full-time, part-time, and internship positions.	Full-Time (#)	656
				Full-Time (%)	95%
				Part-Time (#)	0
				Part-Time (%)	0%
				Interns (#)	36
				Interns (%)	5%
		Total Workforce by Age Group	Measures the composition of the total workforce, categorized by age groups: under 30 years old, 30–50 years old, and over 50 years old.	Under 30 (#)	140
				Under 30 (%)	21%
				30-50 (#)	464
				30-50 (%)	71%
				Over 50 (#)	52
				Over 50 (%)	8%

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Working Group	Corporate Objective	KPI Name	KPI Description	Unit	2024
Responsible and Responsive Employer	Employee Composition	Employee Turnover Rate (Total)	Measures the total annual turnover rate for full-time employees, including both voluntary and involuntary departures.	#	27
				%	4.12%
		Employee Turnover Rate by Gender	Measures the total annual employee turnover rate, including both voluntary and involuntary departures, for full-time employees, categorized by gender.	Males (#)	16
				Males (%)	2.44%
				Females (#)	11
				Females (%)	1.68%
		Employee Turnover Rate by Age Group	Measures the employee turnover rate, including both voluntary and involuntary departures, categorized by age groups: under 30 years, 30–50 years, and over 50 years.	Under 30 (#)	8
				Under 30 (%)	1.23
				30-50 (#)	14
				30-50 (%)	2.13%
				Over 50 (#)	5
				Over 50 (%)	0.76%
		Gender Pay Ratio	Measures the median total compensation for men compared to the median total compensation for women.	Ratio	1.5 : 1
	Employee Wellbeing	Health and Safety Incidents	Measures the total number of injuries and fatalities in the workplace over the past three years, including the reporting year.	#	1
		Lost Workdays	Measures the total number of days lost due to work-related injuries over the past three years, including the reporting year.	Days (#)	5
	Employee Composition	Nationalization	Measures the number and percentage of national employees as part of the total workforce, applicable only to Bahrain.	#	632
				%	96.30%
		Management Composition/Diversity	Measures the percentage of male to female employees across management levels, categorized as entry-level, mid-level, and senior/executive-level positions.	Entry-Level Males (%)	51.50%
				Entry-Level Females (%)	48.50%
				Mid-Level Males (%)	66.10%
				Mid-Level Females %	33.90%
				Senior/ Executive-Level Males (%)	80.40%
				Senior/ Executive-Level Females (%)	19.60%

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Responsible and Responsive Employer	Employee Development	Development and Training by Gender	Measures the average hours of training provided to employees by gender.	Males #	65.3
		Development and Training by Employee Category	Measures the average hours of training provided to employees, categorized by full-time and part-time employment status.	Females #	69.6
				Full-Time (#)	67.2
				Part-Time (#)	0
Social Responsibility Mindset	Support Local Economy	Percentage of spending on local suppliers	Measures the percentage of spending on local suppliers to support the local community and economy.	%	80%
	Environment Footprint	Paper Consumption	Measures the annual paper products purchased in tons.	t	104.7
	Corporate Social Responsibility	Number of Volunteering Hours	Measures the total number of volunteering hours recorded by employees in the HR system.	#	354
	Environment Footprint	Energy Consumption	Measures total energy use, categorized as: Indirect energy (electricity and cooling, with electricity tracked via EWA bills) and Direct energy (diesel fuel for generators).	Total (GJ)	29,253.65
				Direct (GJ)	0.32
				Indirect (GJ)	29,253.33
		Energy Intensity	Measures the total energy consumed during the year divided by revenue.	GWh per million BHD	0.05
		Energy Mix	Measures percentage of energy used by source, as part of total energy consumption.	Stationary Combustion (Diesel Fuel) (%)	0.001%
				Electricity (%)	98.985%
				Diesel Fuel	1.014%
		Greenhouse Gas (GHG) Emissions	Measures the total greenhouse gas (GHG) emissions by the organization, categorized by Scope 1 (direct emissions), Scope 2 (indirect emissions from purchased energy), and Scope 3 (other indirect emissions within the value chain).	Total (MT CO ₂ e)	4,916.42
				Scope 1 (MT CO ₂ e)	143.93
				Scope 2 (MT CO ₂ e)	3,656.32
				Scope 3 (MT CO ₂ e)	1,116.17
		Emission Intensity	Measures the total annual GHG emission during the year divided by number of employees.	MT CO ₂ e per employee	7.49
		Water Usage	Measures the total annual amount of water withdrawn, consumed, and recycled by the company, as monitored through Electricity and Water Authority (EWA) bills.	Consumed (m3)	76,708.97
				Withdrawn (m3)	76,708.97
				Recycled (m3)	0
		Waste Generation	Measures the total weight of waste generated by the organization, categorized as hazardous and non-hazardous. All waste is weighed by Crown Industries, a certified recycling company, which provides certificates detailing the weight and recycling information.	Total (t)	8.13
				Hazardous (t)	0.7552
				Non-Hazardous (t)	7.37

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Working Group	Corporate Objective	KPI Name	KPI Description	Unit	2024
Social Responsibility Mindset	Corporate Social Responsibility	Community Investment	Measures the amount invested in the community as a percentage of company revenues.	%	1.36%
	Alterative Channels	Percentage of online/mobile transactions vs. total transactions	Measures the percentage of transactions conducted through online/mobile banking compared to total transactions, excluding those available only via BBK Lite and non-personal customer transactions.	%	97.8%

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Central Bank of Bahrain Index

KPI	Main Reporting Component(s)	Location or Direct Response	
		Section	Page
Environmental			
<div>E.1: Environmental Oversight</div> <div>The company should describe its management and board oversight on climate related risks and opportunities.</div> <div>Unit: Statement /Description</div>	<div>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.)</div> <div>2. A statement of purpose and approach of the board/management towards sustainability matters.</div> <div>3. A description of the following (where applicable):</div> <div>3.1 Policies.</div> <div>3.2 Commitments.</div> <div>3.3 Goals and targets (e.g., a description of how management/the board oversee progress against climate/sustainability related targets).</div> <div>3.4 Responsibilities (e.g., if responsibilities are delegated to management-level positions; dedicated sustainability officer(s); Board committees etc.).</div> <div>3.5 Specific actions, such as processes, projects, programs, initiatives and frequency at which the board is informed about climate/sustainability targets and processes.</div>	1. Sustainability Strategy & Governance	17-26
		2. Sustainability Strategy & Governance	17-26
		3.	18
		3.1. Sustainability Commitment	
		3.2. Sustainability Framework	19-21
		3.3. Performance Against Targets	105-108
		3.4. Sustainability Governance	22-23
		3.5. Sustainability Strategy & Governance	17-26
		Environmental, Social and Governance Position Statement	
		Environmental Management Position Statement	
<div>E.2: Energy Consumption</div> <div>The company should provide information on both direct and indirect energy usage.</div> <div>Direct energy usage refers to energy that is generated and used on property owned or operated by the company.</div> <div>Indirect energy usage refers to energy that is generated elsewhere, such as through utilities, but is used by the company.</div> <div>Unit: megawatt hours (MWh) or gigajoules (GJ) or multiples</div>	<div>1. Report total energy consumed and breakdown by type;</div> <div>1.1 Indirect energy consumed in the form of electricity, heating, cooling (i.e., total of energy purchases).</div> <div>1.2 Direct energy consumed, classified by renewable and non-renewable sources.</div> <div>2. State the standards, techniques, assumptions, and/or calculation tools utilized.</div>	1. Energy Efficiency	89
		1.1. Energy Efficiency	
		1.2. BBK’s direct energy consumption is currently sourced from non-renewable sources. Nevertheless, the Bank is proactively establishing systems to track and report detailed energy consumption data.	
		2. ESG Scorecard	112

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Environmental			
E.3: Energy Intensity The company should report total annual energy usage per output scaling factor (such as sales or revenue). Unit: gigawatt-hours (GWh) per million BHD/USD or multiples	 1. Report total energy consumed during the year divided by the selected scaling factor (e.g., sales, revenue etc.). 2. State the standards, techniques, assumptions, and/or calculation tools utilized.	 1. ESG Scorecard 2. ESG Scorecard	 112
E.4: Energy Mix The company should provide a breakdown of its energy consumption by source. Unit: Percentage (%)	 1. Report the percentage of energy used by source, as part of total energy consumption. 2. Report the percentage of renewable and non-renewable energy used, as part of total energy consumption.	 1.Energy Efficiency 2.BBK's energy consumption is currently sourced from non-renewable sources. Nevertheless, the Bank is proactively establishing systems to track and report detailed energy consumption data.	 89
E.5: Greenhouse Gas (GHG) Emissions The company should report its total Greenhouse Gas Emissions Unit: metric tons of CO2 or equivalent	 1. Report total absolute emissions by scope; 1. Total amount, in CO2 equivalents, for Scope 1 2. Total amount, in CO2 equivalents, for Scope 2 3. Total amount, in CO2 equivalents, for Scope 3 (if applicable). 2. State the standards, techniques, assumptions, and/or calculation tools utilized. Note: GHG emissions should be calculated in line with the GHG Protocol 4 methodology to allow for aggregation and comparability across companies and jurisdictions. Term definitions: <ul style="list-style-type: none">• Scope 1 – Direct emissions from operations that are owned or controlled by the company;• Scope 2 – Indirect emissions resulting from the generation of purchased or acquired electricity, heating, cooling, and steam consumed within the company; and• Scope 3 – All other indirect emissions that occur outside the company, including both upstream and downstream emissions (if applicable).	 1. ESG Scorecard 1. ESG Scorecard 2. ESG Scorecard 3. ESG Scorecard	 112
		 2. Our Greenhouse Gas Emissions	 95-97
E.6: Emission Intensity The company should report annual GHG emission scaled by a relevant scaling factor (such as size (e.g. m2 floor space), employment (e.g. headcount) and monetary units (e.g. revenue or sales)). Unit: metric tons of CO2 or multiples per unit of scaling factor	 1. Report total annual GHG emission during the year divided by the selected scaling factor. 2. State the standards, techniques, assumptions, and/or calculation tools utilised.	 1. ESG Scorecard	 112
		 2. Our Greenhouse Gas Emissions	 95-97

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Environmental			
E.10: Emission Targets The company should provide a description of emission targets set, and steps taken to achieve them, including energy conservation measures. Unit: Statement/Description	1. A statement on how the company addresses its total emission. 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. 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; Board committees etc.) 3.5 Specific actions, such as processes, projects, programs, initiatives, and frequency at which the board is informed about emission targets and process.	1. GHG Emissions and Climate Impact 2. GHG Emissions and Climate Impact 3. 3.1. GHG Emissions and Climate Impact 3.2. GHG Emissions and Climate Impact 3.3. GHG Emissions and Climate Impact 3.4. Sustainability Governance 3.5. Sustainability Governance	95-98 22-23
Climate Change Position Statement			
Social			
S.1: Total Workforce by sex, age-group, and employment type The company should report the composition of its total workforce by sex, employment type and age group. Unit: Amount and Percentage (%)	1. Report total number of employees currently employed within the organization and the composition of the total workforce as per the below: 1.1 By sex, as percentage of the total workforce 1.2 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. 1.3 By employment type (e.g., full-time, part-time, intern etc.), as a percentage of the total workforce.	1. ESG Scorecard 1.1. ESG Scorecard 1.2. ESG Scorecard 1.3. ESG Scorecard	110
S.2: Child and Forced Labour The company should provide a statement of policies it applies to prohibit child/and or forced labour within the company, and if it considers policies that prohibit that same for their suppliers and/or vendors. Unit: Statement/Description	1. A statement on how the organization addresses prohibition of child and or/forced labour. 2. A statement of the board/management approaches 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 3.4 Responsibilities 3.5 Specific actions, such as processes, projects, programs, initiatives and frequency at which the board is informed about any issues concerning child and or/forced labour relating to the company.	1. Human Rights 2. Human Rights 3. 3.1. Human Rights 3.2. Human Rights 3.3 BBK upholds a zero-tolerance policy for forced and child labor across its operations. To further strengthen this commitment, the Bank is actively collecting data and analyzing benchmarks, with plans to establish related targets by Q1 2025.	61-62
		3.4. Sustainability Governance 3.5. Sustainability Governance	22-23
		Child and Forced Labor Position Statement	

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Social			
S.3: Employee Turnover The company should report the total annual turnover (whether voluntary or involuntary) categorized by sex and age group. Unit: Amount and Percentage (%)	1. Report total annual employee turnover rate (whether voluntary or involuntary) for full-time employees during the reporting period, as per the below categories: 1.1 By sex 1.2 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).	1. ESG Scorecard 1.1 ESG Scorecard 1.2 ESG Scorecard	111
S.4: Gender Pay Ratio The company should report the median total compensation for men compared to the median total compensation for women (as a ratio). Unit: Ratio	1. Report the median total compensation for women compared to the median total compensation for men (as a ratio).	1. ESG Scorecard	111
S.5: Health and Safety The company should report the total number of injuries and fatalities occurred, lost days due to work injury and a description of occupational health and safety measures. Unit: Amount and Description	1. Report on the total number of injuries and fatalities occurred in each of the past three years including the reporting year. 2. Report lost days due to work injury in each of the past three years including the reporting year. 3. A description of occupational health and safety measures adopted, and how they are implemented and monitored.	1. ESG Scorecard 2. ESG Scorecard	111
		3. Health and Safety	56-58
		Health and Safety Position Statement	
S.6: Non-Discrimination The company should provide a description of its harassment and/or non-discrimination policy. Unit: Statement /Description	1. A statement on how the organization addresses harassment and discrimination matters. 2. A statement of the board/management approach, including whether it is subject to any country, regional, or industry-level regulations and policies.	1. Diversity and Inclusion at BBK 2. Diversity and Inclusion at BBK	53-55
		Anti-Discrimination & Harassment Position Statement	
S.7: Nationalization The company should report on the number and percentage of national employees, as well as initiatives to increase nationalization. Unit: Amount and Statement/Description	1. A statement of the board/management approach to increase nationalization, including whether it is subject to any country regulations and policies. 2. Report the number and percentage of national employees, as part of the total workforce. *Note: Applicable to Bahrain only.	1. Nationalization	63
		2. ESG Scorecard	111
		Workforce Nationalization Position Statement	
S.8: Community Investment The company should provide detailed information on the scope and impact of its community investment activities, as well as amount invested in community as a percentage of company revenue. Unit: Description and Percentage (%)	1. Report the amount invested in the community as a percentage of company revenues. 2. Provide a description of the scope and impact of its community investment initiatives.	1. ESG Scorecard	113
		2. Community Investment and Corporate Social Responsibility	99-103

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Social			
S.9: Human rights The company should provide a description of its policy on human rights. Unit: Statement/Description	1. A statement on how the organization addresses human rights. 2. A statement of the board/management approaches 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 (and if it also covers suppliers and vendors). 3.2 Commitments 3.3 Goals and targets 3.4 Responsibilities	1. Human Rights 2. Human Rights 3.1. Human Rights 3.2. Human Rights	61-62
		3.3. BBK upholds a zero-tolerance policy for forced and child labor across its operations. To further strengthen this commitment, the Bank is actively collecting data and analyzing benchmarks, with plans to establish related targets by Q1 2025. 3.4. Sustainability Governance	22-23
		Human Rights Position Statement	
S.10: Management Composition/Diversity The company should report the percentage of male to female metrics broken down by various organizational levels. Unit: Percentage (%)	1. Report percentage of male to female metrics, as per the below categories: 1.1 Entry-level 1.2 Mid-level 1.3 Senior/Executive level positions	1. ESG Scorecard 1.1 ESG Scorecard 1.2. ESG Scorecard 1.3 ESG Scorecard	111
S.11: Development and Training The company should report average hours of training that its employees have undertaken during the reporting period. Unit: Percentage (%)	1. Report average hours of training, as per the below categories: 1.1 By Sex 1.2 By Employee category (Full-time, part-time, internship etc.)	1. ESG Scorecard 1.1 ESG Scorecard 1.2. ESG Scorecard	112
		Training and Career Development Position Statement.	

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Governance			
G.1: Board Composition The company should report the composition of the Board categorized by directors, such as the chairman, executive directors, non-executive directors, and independent non-executive directors. Unit: Statement/Description	1. Report board size 2. Report female board directors by number and percentage of the board size. 3. Report composition of the board and its committees by: 3.1 Executive or non-executive. 3.2 Independence. 3.3 Tenure. 3.4 Representation (appointed or elected) 3.5 Details of non-compliance with regulations, as well as a description of the corrective actions taken.	1. Board of Directors 2. Board of Directors 3. Board of Directors 3.1 Board of Directors 3.2 Board of Directors 3.3. Board of Directors 3.4 Board of Directors 3.5. Compliance with Laws and Regulations	37-40

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Governance			
G.5: Disclosure Practices The company should provide a description of its sustainability disclosure practices. Unit: Statement /Description	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. 2. Report if the company focuses on specific UN Sustainable Development Goals (SDGs), including setting targets and reporting progress. 3. State whether the company publishes a sustainability report and/or how it integrates sustainability data in its disclosures.	1. About This Report and GRI Content Index	4
		2. Alignment with National and International Goals	24-26
		Performance Against Targets	105-107
		3. About This Report	4
G.6: Conflict of interest The company shall describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated. Unit: Statement /Description	1. Report whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to: 1.1 Cross-board membership 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.	1. Conflict of Interest Policy	45
		1.1 Annual Report “Disclosures relating to the Board of Directors”	36
		1.2 Annual Report ‘Disclosures and related parties’ interests’	37
		1.3 Annual Report “Major BBK shareholdings as of 31 December 2024”	54
		1.4 Annual Report “Material contracts and loans involving Directors”	37
		Conflict of Interest Policy for the Board Members.	
G.7: Supplier Code of Conduct The company should report if it has established a Supplier Code of Conduct. Unit: Statement /Description and Percentage (%)	1. Provide a description of the company’s Supplier Code of Conduct. 2. Report the percentage of suppliers that comply with the company's code of conduct and the compliance assessment mechanism. Note: A Supplier Code of Conduct refers to a set of principles and standards that outline the company’s expectations for responsible business practices by its supplier.	1. Responsible Procurement 2. BBK is in the process of reviewing its supplier management practices and plans to develop a compliance framework to track adherence to its Code of Conduct.	103
		Supplier Code of Conduct	
G.8: Incentivized Pay The company should describe the processes for incentivizing executives to perform sustainably. Unit: Statement /Description	1. Report if executives are formally incentivized to perform on sustainability. 2. Report the percentage of executive compensation tied to ESG performance metrics. 3. Provide a description of other links between executive performance and sustainability performance (if any).	1. Sustainability Governance 2. Sustainability Governance 3. None	22-23

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Governance			
G.9: Ethics & Anti-corruption The company should describe its policy on ethical conduct and anti-corruption. Unit: Statement /Description and Percentage (%)	1. Report if your company follows an Ethics and/or Anti-Corruption policy. 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). 2. Provide a statement of the company’s commitment towards its ethics and/or anti-Corruption policy/position.	1. Anti-Corruption & Bribery Policy	43
		1.1 ESG Scorecard	110
		2. Anti-Corruption & Bribery Policy	43
		Anti-Corruption Position Statement	
G.10: Assurance The company shall describe the processes by which its sustainability disclosures are assured or validated. Unit: Statement /Description	1. Provide a description of the process by which sustainability disclosures are assured or validated. 1.1 Report if the company’s sustainability disclosures are assured or validated by an independent third party.	BBK’s sustainability disclosures are currently validated through robust internal processes and further reviewed by an external consultant to ensure accuracy. While independent third-party assurance is not yet in place, the Bank is actively exploring this option for future reports to align with industry best practices and CBB requirements.	

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GRI content index

Statement of use	BBK has reported the information cited in this GRI content index with reference to the GRI Standards from January 1st, 2022, to December 31st, 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector	N/A

GRI Standard	Disclosure	Location or Direct Response	
		Section	Page
General Disclosures			
GRI 2: General Disclosures 2021	2-1 Organizational details	Company Profile	8-16
	2-2 Entities included in the organization's sustainability reporting	About This Report	4
	2-3 Reporting period, frequency and contact point	About This Report	4
	2-4 Restatements of information	One director previously classified as executive has been reviewed and correctly identified as non-executive. The historical data presented reflects this correction.	
	2-5 External assurance	None	
	2-6 Activities, value chain and other business relationships	Company Profile	8-16
	2-7 Employees	Diversity and Inclusion at BBK	53-55
	2-8 Workers who are not employees	In 2024, BBK outsourced 27 workers, the work of which is controlled by the Bank.	
	2-9 Governance structure and composition	Corporate Governance Framework	35-41
	2-10 Nomination and selection of the highest governance body	Board Member Selection	
	2-11 Chair of the highest governance body	Governance Structure	35
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Governance	22-23
	2-13 Delegation of responsibility for managing impacts	Sustainability Governance	22-23
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Governance	22-23
	2-15 Conflicts of interest	Conflict of Interest Policy	45
		Annual Report "Disclosures relating to the Board of Directors"	36-37
	2-16 Communication of critical concerns	Communication of Critical Concerns	36
	2-17 Collective knowledge of the highest governance body	Collective Knowledge and Continuous Development	36
	2-18 Evaluation of the performance of the highest governance body	Evaluation of the Board and Committees Board Performance Evaluation Process	36
	2-19 Remuneration policies	Fair and Transparent Compensation	36
		Annual Report “Remuneration report”	44
	2-20 Process to determine remuneration	Annual Report “Remuneration report”	44
2-21 Annual total compensation ratio	None		

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General Disclosures			
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Chairperson's Message	5
		Group Chief Executive’s Message	6
	2-23 Policy commitments	Business Ethics and Compliance	42-46
		Human Rights Position Statements Whistle Blowing Policy, Key Persons Dealings policy, Code of Conduct for the Board, Conflict of Interest Policy for the Board Members	61
		Human Rights Position Statements Whistle Blowing Policy, Key Persons Dealings policy, Code of Conduct for the Board, Conflict of Interest Policy for the Board Members	61
		Human Rights Position Statements Whistle Blowing Policy, Key Persons Dealings policy, Code of Conduct for the Board, Conflict of Interest Policy for the Board Members	61
	2-24 Embedding policy commitments	Human Rights Position Statements Whistle Blowing Policy, Key Persons Dealings policy, Code of Conduct for the Board, Conflict of Interest Policy for the Board Members	61
	2-25 Processes to remediate negative impacts	Human Rights	61
	2-26 Mechanisms for seeking advice and raising concerns	Whistleblowing Policy	44
	2-27 Compliance with laws and regulations	Compliance with Laws and Regulations	46
	2-28 Membership associations	Memberships, Associations and Partnerships	14-15
	2-29 Approach to stakeholder engagement	Stakeholder Engagement	28-30
2-30 Collective bargaining agreements	As collective bargaining agreements are not part of BBK’s established practices, the Bank does not currently have employees covered by such arrangements.		
Material Topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment	31-32
	3-2 List of material topics	Materiality Assessment	31-32
Business Ethics and Compliance			
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Ethics and Compliance	42-46
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Anti-Corruption & Bribery Policy	43
	205-2 Communication and training about anti-corruption policies and procedures	Anti-Corruption & Bribery Policy	43
	205-3 Confirmed incidents of corruption and actions taken	Anti-Corruption & Bribery Policy	43

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Business Ethics and Compliance			
GRI 207: Tax 2019	207-1 Approach to tax	Tax Approach	46
	207-2 Tax governance, control, and risk management	Tax Approach	46
GRI 415: Public Policy 2016	415-1 Political contributions	Political donations are prohibited unless explicitly authorized in line with regulatory and ethical guidelines.	
Data Security and Customer Privacy			
GRI 3: Material Topics 2021	3-3 Management of material topics	Information Security	48
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were zero reported complaints regarding breaches of customer privacy in 2024.	
Customer Experience			
GRI 3: Material Topics 2021	3-3 Management of material topics	Customer-Centric Excellence	68-71
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Customer Health and Safety	69
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Ethical Marketing and Transparency	69
	417-3 Incidents of non-compliance concerning marketing communications	There were zero reported incidents of non-compliance concerning marketing communications in 2024	
Sustainable Finance			
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainable Lending	84-86
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Financial Highlights	12
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Sustainable Lending	84-86
	203-2 Significant indirect economic impacts	Sustainable Lending	
Talent Attraction, Engagement and Retention			
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Engagement and Retention	64-66
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Fair and Competitive Remuneration	66
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Turnover Rates	64
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our Benefits	65
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	The legal notice period for both termination and resignations shall be as follows: • One day notice for employees under probation. • One month's notice for other employees unless specific contracts dictate otherwise.	

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Employee Training and Development			
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Training and Development	50-52
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Average Training Hours	50
	404-2 Programs for upgrading employee skills and transition assistance programs	Diverse Training Programs	50
	404-3 Percentage of employees receiving regular performance and career development reviews	All employees receive annual performance reviews	
	Diversity, Equality and Fairness in the Workplace		
GRI 3: Material Topics 2021	3-3 Management of material topics	Diversity and Inclusion at BBK	53-55
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity and Inclusion at BBK	53-54
	405-2 Ratio of basic salary and remuneration of women to men	Women in Focus	54
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	There were zero incidents related to workplace discrimination or harassment were reported in 2024	
Workforce Wellbeing			
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Well-being	56-63
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	Nationalization	63
GRI 401: Employment 2016	401-3 Parental leave	Parental Leave	59
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health and Safety	56-58
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety	56-58
	403-5 Worker training on occupational health and safety	Health and Safety	56-58
	403-6 Promotion of worker health	Health and Safety	56-58
	403-8 Workers covered by an occupational health and safety management system	All employees are covered under the Work Industrial Injury insurance.	
	403-9 Work-related injuries	Health and Safety	56-58
	403-10 Work-related ill health	Health and Safety	56-58
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Rights	61-62
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Human Rights	61-62
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights	61-62
Business Continuity			
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk Management and Business Continuity	47
Digitalization & Innovation			
GRI 3: Material Topics 2021	3-3 Management of material topics	Digital Transformation	72
Financial Inclusion & Accessibility			
GRI 3: Material Topics 2021	3-3 Management of material topics	Financial Inclusion	79-83

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	203-2 Significant indirect economic impacts	Financial Inclusion	79-83
Climate Change and Environmental Impact			
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Responsibility	88-94
		GHG Emissions and Climate Impact	95-98
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Efficiency	89
	302-3 Energy intensity	Energy Efficiency	89
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Water Management	93-94
	303-3 Water withdrawal	Water Management	93
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GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Our Greenhouse Gas Emissions	96
	305-2 Energy indirect (Scope 2) GHG emissions	Our Greenhouse Gas Emissions	96
	305-3 Other indirect (Scope 3) GHG emissions	Our Greenhouse Gas Emissions	96
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GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management	91-92
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	306-4 Waste diverted from disposal	100% of our generated waste is recycled in 2024	
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Community Empowerment and Engagement			
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GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Community Investment and Corporate Social Responsibility	99-102
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GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Responsible Procurement	103

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Future Outlook & Commitments

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Appendices





Feedback

We welcome your feedback on this report and our performance by email (feedback@bbkonline.com) or through:

-  <https://www.bbkonline.com/>
-  <https://www.linkedin.com/company/bank-of-bahrain-and-kuwait/>
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