

Table of Contents

06

About this Report

08

CEO's Message

10

About Noor Bank

Our Vision, Mission and Purpose.....	15
Sustainability Management Approach, Framework and Governance.....	17
Prioritising the Issues that Matter the Most.....	20
Measuring Performance.....	22

24

Making a Difference for the Better

Aligning to National and Global Priorities.....	25
Community Support.....	26

30

Sustainability-driven Growth

Sustained Financial Growth.....	31
Responsible Financing.....	33
ESG Focused Financing and Investment.....	34
Product Innovation.....	37

40

Outstanding Customer Experience

Customer Experience and Relationship Management.....	41
Access to Banking Services.....	45

46

Empowered Employees

Employee Engagement and Wellbeing.....	47
Employee Training and Development.....	51
Emiratisation.....	52
Diversity and Inclusion.....	54

56

Efficient Operations

Digital Transformation and Operational Excellence.....	57
Environmental Impact of Operations.....	60
Data Privacy and Security.....	62

66

Robust Governance

Systemic Risk Management.....	67
Ethical Business Practices.....	70

74

GRI Standards Content Index

2018

Last year, we embarked on a transformation journey to adopt a more sentient approach as part of our strategy to become a more sustainable organisation.

2019

Our objective is to leave the universe behind in a better state than we found it – in line with the scope of Viceregency, the Shari'ah guided ethical foundation of Noor Bank, being a Shari'ah compliant bank.

2020

We aim to send a strong signal to the world, aligning with local and international priorities for sustainable development, to ultimately make a difference for the better.



CEO's Message



Dear Stakeholders,

I am pleased to present Noor Bank's inaugural Sustainability Report that provides an overview of our efforts in 2018, our 10th anniversary year.

By 2020, we seek to be a more digitally forward and customer-centric organisation and Shari'ah guided sustainability underpins these objectives as a key element for a game-changing future.

Leap of Progress

Sustainability is an enabler towards living our values and, most importantly, achieving our vision to be recognised as the world's best contemporary Shari'ah-compliant bank, which has inspired us to implement targeted programmes to create added value.

Our sustainability framework identifies the main areas of focus. It prioritises our people, our operational systems and our governance structures as the main catalysts of driving sustainability-oriented growth and delivering outstanding customer experiences, which ultimately will help us to make a difference for the better.

Affirmative Action

Throughout 2018, we identified initiatives that align with our core identity as an Islamic banking institution and resonate with our stakeholders and the wider community.

Through volunteering and other fiduciary means, we positively impacted diverse segments of the society at home and abroad. We were entrusted by our customers to contribute to the social good, by disbursing funds to charitable causes, contributed by them into a designated pool. In our fiduciary capacity, we disbursed AED12.3 million

from this pool to various causes, while our efforts to help fulfil the UAE's vision of a tolerant and inclusive society saw us build lasting synergies with organisations serving people of determination. We also partnered with a leading carbon and environmental data and risk analyst to produce an environmental footprint index of Shari'ah-compliant companies in core sectors, which is set to launch in 2019. On the operational front, we initiated a shift in our financing portfolio to enable us to support more sustainable businesses and expand our sphere of influence in this regard. To improve the customer experience, we studied customer journeys to make our products and services more relevant and easier to use.

Our digital initiatives also focused on greater efficiencies and an empowered banking ecosystem. In this context, we introduced the Noor Bank mobile app, established the Noor Trade Business Accelerator for SMEs and also launched the region's first mobile payment solution.

Shifting Horizons for Responsible Growth

Over the next two years, we will continue to focus more on sustainability themes embedded in our Shari'ah guided core business operations. We will differentiate ourselves through our financing and investment activities as well as through product innovation, meeting the evolving needs of our customers, collaborating with stakeholders and driving the market towards sustainable finance.

We will ensure our people have the capacity to exceed customer expectations and aim to create a deep culture of learning, particularly in terms of environmental, social and governance (ESG) focused sustainability themes. We are also committed to stepping up our Emiratisation and diversification efforts in line with national goals. To strengthen our foundation, we plan to take a closer look at our operations and governance to reduce our environmental footprint and maximise our net positive impact on the society.

In taking this first step in reporting our sustainability initiatives, we have embarked on a promising new phase of responsible banking. I am grateful to our Board of Directors, Management and Shareholders, and extremely proud of our teams for their commitment towards conquering this new frontier for our organisation. As we review our achievements for the past year, I am encouraged by the limitless possibilities that lie ahead of us.

John Iossifidis
Chief Executive Officer

About Noor Bank

Noor Bank is a privately-owned Shari'ah compliant bank with a strategic shareholder base, and was established by the Government of Dubai in January 2008.

The Bank serves customers across the country at multiple locations in Abu Dhabi, Dubai, Sharjah and Al Ain. Noor Bank has achieved significant growth in the past 10 years, and now ranks as the 10th largest bank in the UAE in terms of asset size.

"We are pleased to have achieved significant improvements in business performance owing to the good momentum in our wholesale banking and retail businesses.

We are confident of carrying this momentum forward in 2019, with continued emphasis on digitalisation and customer excellence that are at the core of our strategy."



John Iossifidis
Chief Executive Officer



Net Profit
AED
601.3 million



In the UAE
15 Branches
55 ATMs & CDMs



Total Assets
AED
50.7 billion



Emiratization
20%



Full-time
Employees
1,049

Shareholder Structure

Noor Bank is one of the only two banks in the UAE to be given special exemption by the UAE Federal Cabinet to continue to operate as a private entity, rather than listing its shares on a public stock exchange immediately upon incorporation as required under UAE Banking Law No. 10 of 1980. Noor Bank is the only UAE Bank to have joint ownership by the Dubai and Abu Dhabi ruling families as well as the Dubai and UAE Governments.



Members of the ruling family of Dubai




Noor Bank is committed to fulfilling the Ruler of Dubai's vision to create a contemporary Shari'ah compliant bank, integral to Dubai's vision to be the centre of the global Islamic economy and a hub for Islamic Finance and Trade.

Business Lines, Products and Services

Noor Bank offers a comprehensive range of Shari'ah compliant products and services across four principle business units: Corporate Banking, Retail Banking, Investment Banking & Financial Institutions, and Treasury.

In 2018, Retail Banking made up the largest share of new profit (77%), followed by Corporate Banking (19%) while the remaining 4% was contributed by the Investment Banking and Treasury businesses.

Committed to fulfilling the Ruler of Dubai's vision



A shift in approach to become more customer-centric

Our Vision, Mission and Purpose

In 2018, Noor Bank launched a refreshed corporate strategy. Developed by a new Board of Directors and Management, the new strategy was designed to shift the Bank from a product-centric approach to a more customer-centric business model. In addition, the Bank redefined and updated its mission, vision, purpose and values (resonating the structural pillars of code of ethics of Shari'ah) through an enterprise-wide process that involved almost one-fifth of the Bank's employees in focus groups and workshops .



Purpose

To make a difference for the better



Vision

To be recognised as the world's best contemporary Shari'ah compliant bank



Values

Integrity | Innovation | Excellence | Agility | Collaboration



Mission

Empowering people to deliver outstanding customer experiences



Strategic Priorities

- Empowering, enabling and engaging with our employees
- Becoming simpler and more efficient through the use of technology and analytics
- Enabling sustainable growth through strong and proactive control functions
- Delivering outstanding customer experiences

**Aspire to
influence
the global
shift towards
sustainability**



Sustainability Management Approach, Framework and Governance

Noor Bank's sustainability approach and framework are closely tied to reflecting and informing the overall corporate strategy. The Bank's sustainability efforts are viewed as an opportunity to advance and evidence the outlined vision, mission, purpose, and values - to build a strong organisational culture and support the process of change.

"Building stronger sustainability governance at Noor Bank is fundamental to building a better business, achieving our purpose of 'making a difference for the better,' and accentuates our values as a Shari'ah compliant bank".



Maha Maisari
Head of Corporate Governance & Sustainability

At the top of its sustainability framework is its corporate vision: 'To be recognised as the world's best contemporary Shari'ah compliant bank'. The Bank is aware that principles and rules of Shari'ah have and shall always remain applicable to every socially good contemporary need. Everything that the Bank does, supports this vision.

In line with Shari'ah rules and principles, the Bank's purpose of 'making a difference for the better' is about re-imagining how the bank can create and capture value for the society. Ultimately, members of the Bank aspire to influence the global shift towards sustainability and demonstrate strong support for national and global priorities.

The two areas of the sustainability framework are to deliver outstanding customer experiences and to use sustainability to grow the Bank's business, particularly in leveraging responsible financing and investment practices. Both focus areas reflect the Bank's strategic priorities of 'enabling sustainable growth through strong and proactive control functions' and 'delivering outstanding customer experiences'.

The foundation for these outcomes and impacts are three-fold. Noor Bank heavily relies on robust governance systems as well as leveraging efficient operations, particularly when it comes to the use of technology and digitalisation. But the key to sustainable growth and outstanding customer experiences are the Bank's employees. The need to 'empower, enable and engage' them has been identified to achieve the vision of being recognised as the world's best contemporary Shari'ah-compliant bank.



Build a strong framework to meet the sustainability objectives and commitments

To be recognised as the world's best contemporary Shari'ah compliant bank



Over the next year, the Bank will build stronger sustainability, governance and management framework around the identified approach.

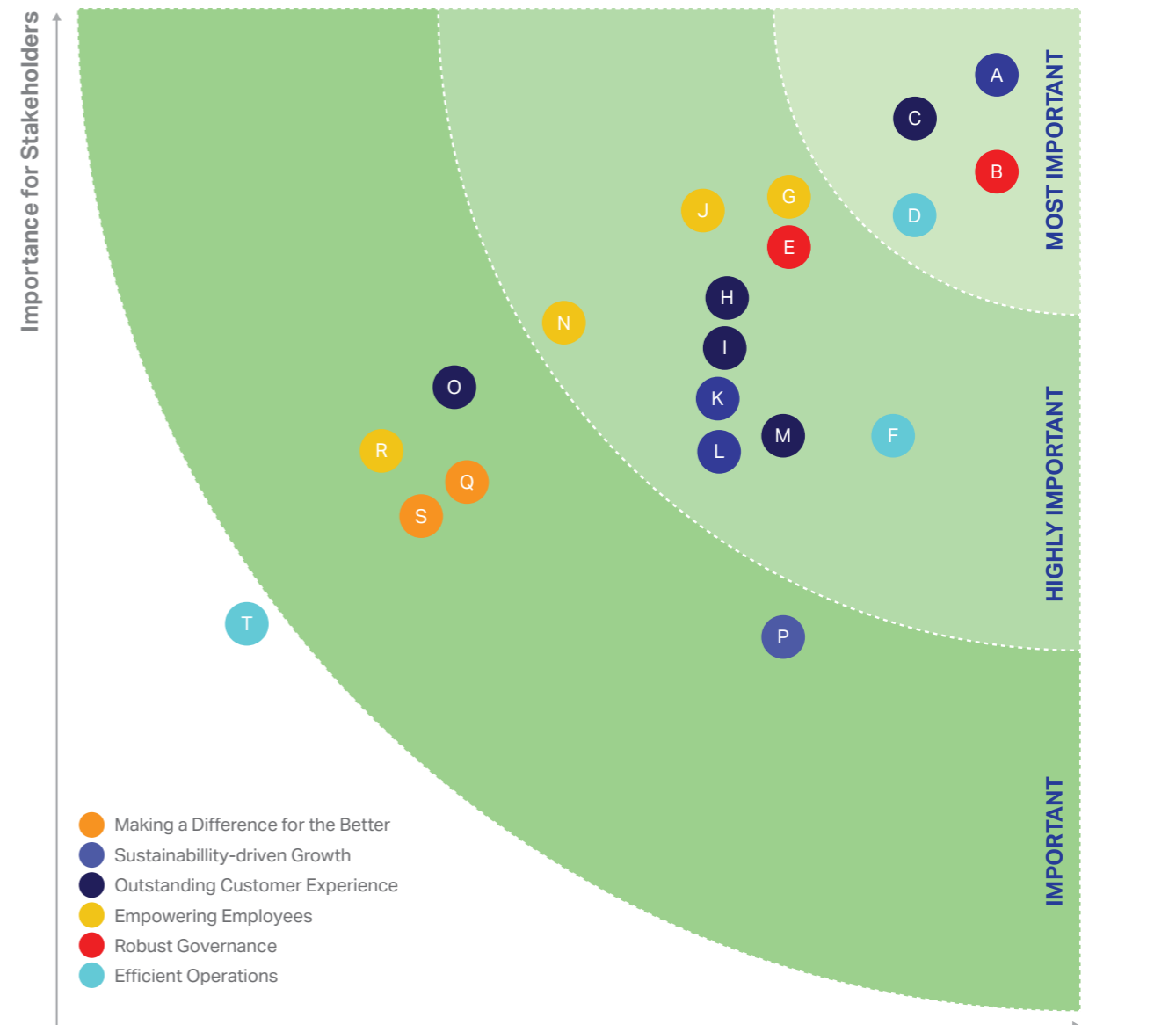
A dedicated sustainability team will spearhead the efforts and provide guidance through the sustainability implementation plan, under the direct supervision of the Board of Directors and direction of the Internal Shari'ah Supervision Committee.

In close collaboration with all departments, the team will track performance and report on progress, ensuring that the Bank meets its sustainability objectives and commitments.



Prioritising the Issues that Matter the Most

For each area of the sustainability framework, a formal materiality process has been used to identify a set of emerging sustainability issues that are relevant for the business as well as the stakeholders, which was validated by Noor Bank's senior leadership. The materiality matrix maps 20 topics based on their level of significance in terms of stakeholder interest (y-axis) and importance to Noor Bank (x-axis), and denotes the corresponding framework area for each topic. Issues found closer to the upper right-hand corner of the matrix are of highest importance to Noor Bank and its stakeholders.



- | | | |
|--|---|--|
| A Sustained Financial Growth | B Systemic Risk Management | C Brand Value and Reputation |
| D Data Privacy and Security | E Ethical Business Practices | F Digital Transformation and Operational Excellence |
| G Employee Engagement and Wellbeing | H Customer Experience | I Customer Relationship Management |
| J Emiratization | K Responsible Financing | L ESG Focused Financing and Investment |
| M Investor Demands | N Employee Training and Development | O Access to Banking Services |
| P Product Innovation | Q Community Support | R Diversity and Inclusion |
| S Alignment to National and Global Priorities | T Environmental Impact of Operations | |

Noor Bank's Sustainability Report follows the structure of the framework and corresponding material issues, shedding light on the activities and performance in each area. While not all issues are covered in detail in this report and the KPI dashboard, the team will be working to integrate them in future reporting.

Measuring Performance

Material Issue	Key Performance Indicators	2016	2017	2018
Sustainability-driven Growth				
Sustained Financial Growth	Total Assets (in AED '000)	40,591,114	42,668,538	50,719,198
	Pre-tax Profit (in AED '000)	366,904	370,889	601,344
	Cost to Income Ratio (%)	40.5%	37.4%	36.0%

Material Issue	Key Performance Indicators	2016	2017	2018
Outstanding Customer Experience				
Customer Experience	Customer Satisfaction Score ¹	N/A	N/A	8.5/10
	Payment Accuracy (%)	99.99%	99.99%	99.07%

Material Issue	Key Performance Indicators	2016	2017	2018
Empowered Employees				
Employee Engagement and Wellbeing	Full-time Employees	571	561	1,049
	Employee Turnover (voluntary and involuntary)	17%	32%	20%
Employee Training and Development	Average Number of Training Hours Provided Per Employee	84	150	44
Emiratization	Percentage of Emirati Employees	23%	30%	20%
	Percentage of Emirati New Hires	7.6%	13.2%	15.1%
Diversity and Inclusion	Percentage of Female Employees	28%	34%	31%
	Percentage of Female Employees in Management (Middle Management and above)	17%	21%	23%
	Percentage of Female Board Members	0%	11%	11%
	Percentage of Female New Hires	39%	44%	29%

Material Issue	Key Performance Indicators	2016	2017	2018
Efficient Operations				
Environmental Impact of Operations	Water Usage Intensity (litres per employee)	N/A	N/A	7,525
	Paper Consumption Intensity (kg per employee)	61	58	25
	Paper Recycling Rate (%)	38%	52%	65%
Data Privacy and Security	Number of Data Security Breaches	0	0	0

Material Issue	Key Performance Indicators	2016	2017	2018
Robust Governance				
Systemic Risk Management	Finance-to-Deposit Ratio for Overall Financing	86.87%	90.51%	90.50%
	Financing to Stable Resources Ratio	93.58%	88.14%	86.11%
Ethical Business Practices	Total Incidents of Non-compliance with Laws and Regulations (including those of Shari'ah)	0	0	0
	Total Incidents of Corruption	1	5	6
	Percentage of Board Seats Occupied by Independent Directors	88.9%	66.7%	66.7%
	Percentage of Local Suppliers Engaged	97%	94%	93%
	Percentage of Procurement Spending on Local Suppliers	99%	93%	89%

¹This KPI measurement was introduced in 2018.

Noor Bank will be working to extend its KPI dashboard (including enhancements of the existing KPIs) to include additional sustainability-related indicators over the coming years.

Making a Difference for the Better

The purpose of the Bank is to 'make a difference for the better', which remains at the heart of its corporate strategy and at the top of its sustainability framework.

The Bank drives sustainability across the organisation and gives back to the community, in close alignment to national and global priorities.

Aligning to National and Global Priorities

Our Approach

As a bank closely tied to the government and ruling families of Dubai and Abu Dhabi, Noor Bank considers it a responsibility to make a positive contribution to the national visions of the leadership of the country to make the UAE one of the best countries in the world by the time of its Golden Jubilee anniversary in 2021. The **Dubai Plan 2021** as well as the **UAE Vision 2021** both set forth priority areas that the Bank's sustainability efforts will be closely linked with, among others to create a competitive knowledge economy, empowering Emiratis to be part of the local workforce, strengthening education and healthcare systems and working towards a sustainable infrastructure and environment.

Noor Bank endorses the UAE's commitment to the **Paris Climate Agreement** and the **UN Sustainable Development Goals (SDGs)**, as well as supports the sustainable development of the country in line with the **UAE Green Growth Strategy**.

As a financial institution in the UAE, the Bank also firmly supports the **Dubai Declaration on Sustainable Finance**, recognising the important roles it plays in enabling a climate-resilient, inclusive and sustainable economy particularly through the Shari'ah compliant financing and investment practices.



Outlook

Define Shari'ah guided KPIs that are directly tied to national and global goals, obtain baseline data and set targets, capture and report the measured impacts.

Community Support

Our Approach

As a bank that is closely tied to the UAE's vision of creating a cohesive society and preserving its identity, Noor Bank recognises its role in contributing to the sustainable development of the society and people, particularly vulnerable communities and encourages its staff to volunteer in their local communities.

As an Islamic banking institution, the Bank follows the principles of Shari'ah, particularly relating to contracts involving indebtedness (such as Murabaha). Under Shari'ah law, it is prohibited to collect interest (Riba) on any financial transaction. However, to encourage financial responsibility and to recover administrative losses (other than opportunity cost) due to default, the bank may prescribe an obligation on the customer. This charge is not considered interest and does not reflect the interest rate. If the charge collected is more than the actual losses of the bank, the remaining amount will be collected in the Late Payment Fund (LPF) and donated on the customer's behalf to a charitable organisation under the supervision of the Fatwa and Shari'ah Supervisory Board (FSSB).

In 2018, contributions from Noor Bank's Late Payment² Fund amounted to AED 12.3 million. In active support of Dubai's ambition to foster a 'Tolerant and Inclusive Society', the Bank has established long-lasting relationships with organisations that dedicate their efforts to people of determination, such as the Rashid Centre for Disabled, Ajman Club for Disabled and Emirates Associations of the Visually Impaired, amongst others.

In addition, the Bank proactively supported projects that closely align to its purpose.



"As a financial institution that is strongly guided by the principles of Shari'ah, Noor Bank works relentlessly to make a positive impact on the society and giving back to the community is one of its key priorities."



Sami Al Awadi
Chief Compliance Officer
and Head of Government Relations

- An internal toy drive to collect toys for children through the Red Crescent
- Support to Dubai Police's Ski Dubai event during Ramadan
- A solo exhibition of acclaimed Emirati artist Faisal Abdulqader Al Bastaki under the umbrella of Noor Art Gallery. This exhibition showcased elements of UAE culture and landmarks. Exhibitions are well-received by clients, who appreciate the fact that a portion of the sale proceeds of these paintings goes to charity.

²A Late Payment Fund is an investment medium, which is disbursed by the Shari'ah department to charities (on behalf of those Noor Bank clients who were contractually obliged, by Noor Bank, to contribute additionally to the Late Payment Fund because of delay in payment of monies they owe to Noor Bank).



"We are proud of our collaboration with Mawaheb from Beautiful People, which reinforces our commitment to our ethical values and giving back to the community. It's an honour for us to promote the talent, creativity and self-expression of people of determination among our customer base"



Mufazzal Kajiji
Head of Retail Banking

Artists of determination gave Noor Bank's credit and debit card welcome boxes a new design. Noor Bank launched redesigned credit and debit cards. Inspired by modern art and Islamic heritage, the credit and debit card welcome boxes and cheque books feature innovative artwork from Mawaheb from Beautiful People, a local studio for artists of determination.

Outlook

- Formulate a more strategic approach to community support based on existing relationships
- Develop methodology and undertake baseline total impact analysis, issue total impact report demonstrating how Noor Bank captures and creates value for shareholders and society



Sustainability-driven Growth

With an inspiration towards shaping a more sustainable future for the business and the shared society, Noor Bank is elevating its attention to sustainability-driven growth, in line with its national and global aspirations.

This focus builds on the Bank's Shari'ah-guided commitment to presenting its customers with creative, innovative and responsible products and services.



Net Profit
**AED
601.3 million**



Net Profit Growth
compared to 2017
62%



Total Assets
**AED
50.7 billion**



Total Assets Growth
compared to 2017
19%

Sustained Financial Growth

2018 was a milestone year for Noor Bank, as the Bank celebrated its 10th anniversary. The institution has evolved and matured into one of the UAE's top banks, with a reputation for delivering smart and sustainable financial growth.

Our Approach

Noor Bank continues to make progress by maintaining financial strength and flexibility and has embarked on a three-year transformation journey that will enable it to broaden horizons, develop sustainably and build a distinctive identity. The Bank is diversifying into new business streams and targeting new growth areas for its corporate portfolio while reducing concentration in specific sectors.

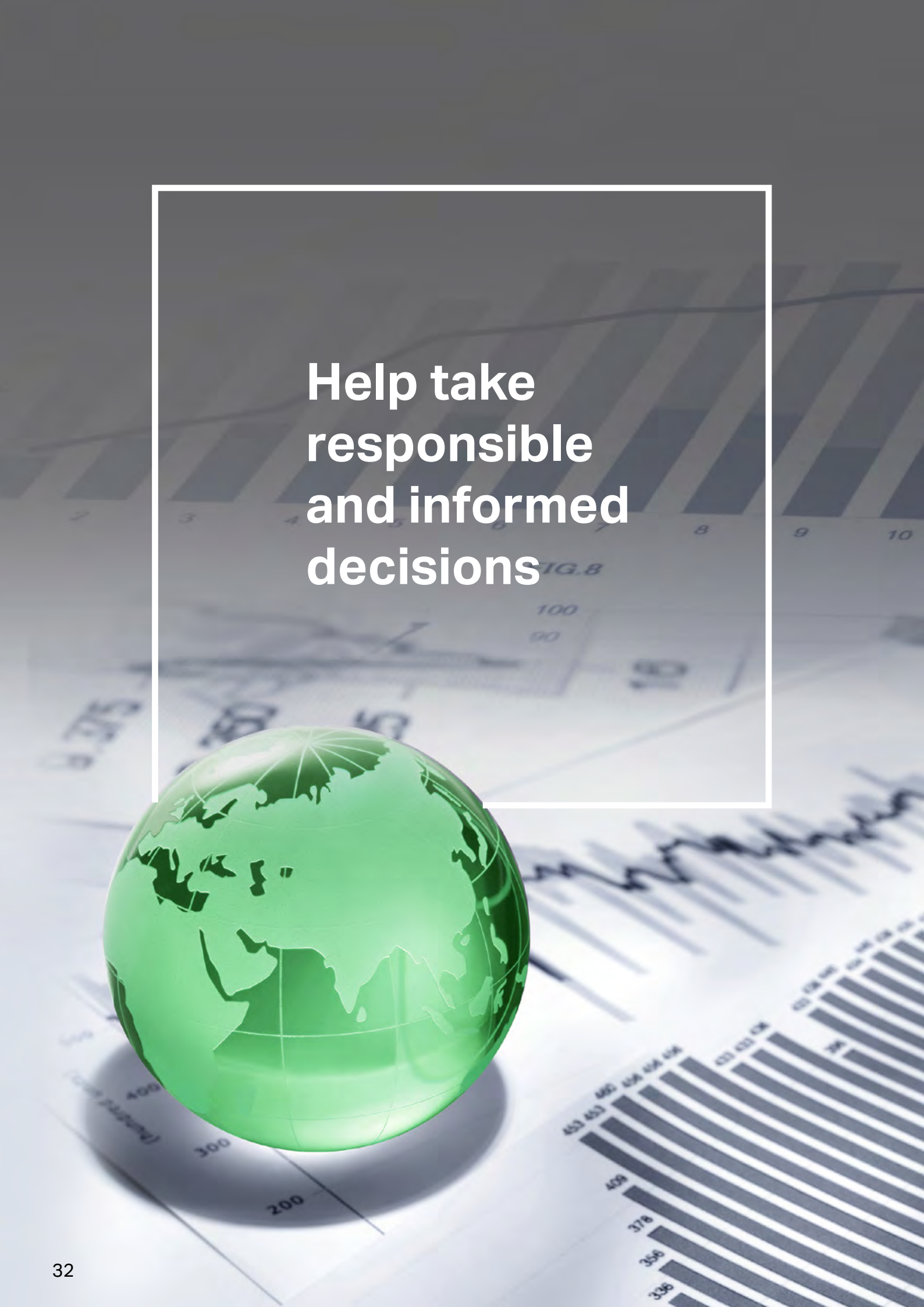
Highlights - 2018

- By directing efforts to sustainable growth and effective risk management, Noor Bank realised a strong profit of AED 601.3 million, up by 62% over 2017.
- Total assets increased by 19% to AED 50.7 billion, making Noor Bank the 10th largest bank in the UAE.
- Double-digit growth in Corporate and FI segments, Wealth Management, Consumer Cards and Liability products was achieved.
- Cost to Income ratio continues to improve, reaching 36.0% in 2018, as a result of stringent cost management.

Key Performance Indicators (in AED '000)	2016	2017	2018
Total Assets	40,591,114	42,668,538	50,719,198
Revenues	1,700,306	1,957,428	2,016,595
Operating Costs	688,370	731,690	726,587
Pre-tax Profit	366,904	370,889	601,344
Financial Highlights			
Cost to Income Ratio	40.5%	37.4%	36.0%
Net Profit Margin	2.8%	3.2%	3.0%

Outlook

- Develop and enhance brick and click model for Retail Bank, focus on secured Retail Asset business and high-yielding Cards portfolio
- Diversify Corporate Banking, build trade and off-balance sheet business



**Help take
responsible
and informed
decisions**

Responsible Financing

Noor Bank provides a wide range of Personal Finance options to meet diverse customer needs. The Bank believes that responsible financing is the key to its customers' long-term prosperity and growth.

Our Approach

All the products, services and transactions comply with Shari'ah rules and principles, which include treating customers fairly and providing them with all the necessary information to help take responsible and informed decisions about their finances. To support customers facing financial challenges or unforeseen circumstances that make meeting of payment obligations difficult, the Bank offers multiple solutions that provide financial protection and added comfort. Payment deferment options are also available on all instalment-based finance facilities. The Bank also follows all Central Bank and UAE guidelines on financing decisions, granting credit cards and finance facilities, adhering to Shari'ah requirements as well as the minimum income criteria and debt service ratio caps and does not engage in any form of predatory or subprime financing.

Highlights - 2018

The Bank introduced a regular payment instalment plan to make Home Finance obligations easier, giving customers peace of mind for future financial planning.

Outlook

Assess opportunities to incentivise sustainability in its existing high exposure sectors, e.g. through product offerings such as retrofit financing or 'green property' finance partnerships with more sustainable communities

ESG Focused Financing and Investment

Considering and embracing sustainability objectives, while underpinning the Shari'ah principles in financing and investing activities, offers considerable benefits – for customers, communities and the business.

Our Approach

Through core business activities, Noor Bank is helping finance the transition to a low carbon economy and a more sustainable world. As a signatory of the Dubai Declaration on Sustainable Finance, the Bank is committed to drive more sustainable financing and investment practices.

Investing

As a large investor, Noor Bank is committed to investing responsibly and shifting financial markets towards sustainability. This will allow the Bank to better manage risks, meet investor needs and generate sustainable returns. While investment products or decisions against specific ESG factors are not currently being evaluated, the Shari'ah review process and Islamic banking products overlap with some of these considerations and are regarded as a form of socially responsible investing. In 2015, the Bank launched the Shari'ah-Compliant Sustainable Equities Index, a basket of ethical equities that meet the strict Shari'ah guidelines and were screened for sustainability criteria. Going forward, Noor Bank aspires to heighten its focus on sustainability themed investing and drive more ESG-based investment practices.

Finance

By its financing business, Noor Bank seeks to provide financing facilities to organisations that are leading the way in creating a better future. Similar to its investment approach, the Bank does not currently screen for ESG criteria in corporate financing and project finance activities. However, through Shari'ah-compliant financing, it contributes to sustainable growth and assesses a range of potential risks as part of the due diligence process. Going forward, Noor Bank will expand and accelerate its sustainable finance practices to improve performance and contribute to the country's transformation towards a greener economy.

Highlights - 2018

- Work collaboration with Trucost, a leader in carbon and environmental data and risk analysis, to explore the development of an environmental footprint Shari'ah index, based on a basket of the least carbon and resource intensive companies of their sector. The launch of the index is planned for 2019.



- The Bank embarked on a transformation to shift emphasis on high growth, high impact sectors such as healthcare, education, clean technology and clean transport. Currently, almost one-third of the Bank's finance portfolio goes to consumer staples, 25% to the energy sector, 23% to industrials and utilities, 15% to financials and 5% to healthcare.

Outlook

- Improve the degree of ESG screening in investment products for improved performance
- Introduce a low-carbon investment product
- Assess ESG performance of the existing portfolio, increase financing in high growth and high positive impact sectors and develop ESG screening capabilities

Create high performing, relevant and personalised services



Product Innovation

"In line with the Smart Dubai 2021 vision, Noor Bank's innovation journey has manifested in an array of forward-looking products and services designed to engage customers across all touch-points. Through our new Noor Trade Business Accelerator app for example, we seek to provide an intuitive and relevant banking experience for our SME clients, and support their ongoing business needs."

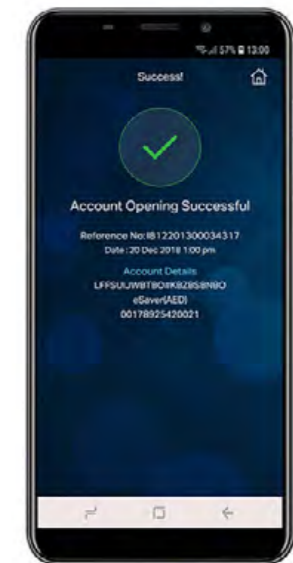
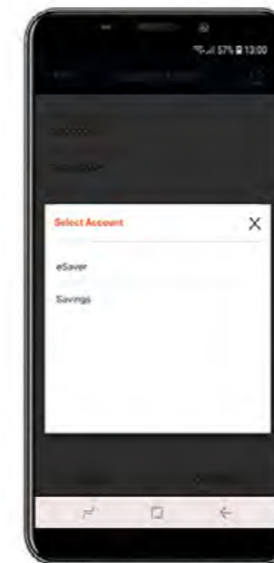


Mufazzal Kajiji
Head of Retail Banking

Our Approach

Innovation is a core value and has been a major area of focus since the Bank's inception. Noor Bank was the first UAE bank to open a 24/7 branch, the first Islamic bank to offer an online account opening service and a mobile Internet banking service. In 2012, it broke new ground by launching an augmented reality smartphone and tablet app.

As Noor Bank advances on its innovation journey, technology in new and sophisticated ways is being employed – to create products and services that are high performing and to provide excellent customer experiences that are relevant and personalised. The Bank is partnering with leading technology firms to drive new and exciting digital solutions for customers to enhance their banking experience.



Drive new digital solutions to enhance the banking experience



Highlights - 2018

- Noor Bank Mobile App was launched in May 2018 and registered over 37,000 new customers in the first six months.
- Collaboration with UB QFPay to bring a new and innovative mobile payment solution to the UAE. A first-of-its-kind in the region, the service enables tourists to make payments at retail outlets using multiple international mobile wallets from various markets.
- For small and medium-sized enterprises, the Noor Trade Business Accelerator was launched, which is a first-of-its-kind mobile application designed to offer clients a complete ecosystem of banking services on-the-go. The app enables users to access information on financial products and allows customers to earn and redeem reward points on online transaction services.
- A white paper titled 'The Evolving Landscape of Trade Finance in the United Arab Emirates' was published that highlighted the growing importance of blockchain and e-commerce in the UAE trade finance landscape.
- The Bank introduced an online application process to avoid paper. For customers who prefer paper applications, the application form was redesigned to reduce the number of pages.
- Launch of a digital on-boarding process (Kohinoor) that makes it easier for customers to open a savings account and identify financial solutions.

Outlook

Expand the digital ecosystem and integrate it with mobile banking to allow clients to access and engage with all the available services from anywhere in the world.

Outstanding Customer Experience

Noor Bank's ambition is to deliver outstanding customer experiences and achieving this is fundamental to the outlined purpose to make a difference for the better.



TOP NOTCH

UPERB

THUMBS UP

EXCELLENT

I AM HAPPY

IMPERSSIVE

HIGH QUALITY

PERFECTLY

FIVE STARS

VERY GOOD

Customer Experience and Relationship Management

Noor Bank takes a customer-centric approach to its clients' experience. It aims to deliver high quality and consistent service to exceed the customers' expectations.

Our Approach

The Bank understands that managing one's money, investments and financial affairs are increasingly complex activities in today's busy marketplace. To this end, it is committed to helping customers navigate the financial universe and working closely with them to achieve their financial goals. The goal is to differentiate Noor Bank based on a 'customer first' service culture. The Bank's products and systems are designed around the needs and feedback of its customers to ensure that they can engage through the channels most convenient for them. Elements of the approach include:

Leveraging technology and data analytics to gain deeper insights and to deliver tailored customer solutions and services that are simple, reliable and flexible.



Empowering its people on the frontline with the tools and knowledge to deliver excellent customer service and appropriate solutions.

Providing an omni-channel experience, allowing its customers to utilise banking services anywhere, anytime.

Maintaining a robust customer-response system, which includes interactive social media platforms and other channels that help to connect with customers, better understand their needs and respond quickly to any problems or concerns.

Ensuring all products, services, and conduct are consistent with and carried out in accordance with the rules of Shari'ah.

Highlights - 2018

- To better understand the perspectives of customers, Noor Bank has mapped several customer journeys to make its products and services more relevant and easier to use.
- The credit and debit card activation process has been simplified to reduce the time needed to receive a card for use. New benefits were added on credit cards, including Jumeirah Sirius, U by Emaar, and "Personal Wallet" was introduced with features like emergency cash.
- Launch of Samsung Pay feature as well as an E-Saver product to cater to customers' needs.

Key Performance Indicators	2016	2017	2018
Overall Customer Satisfaction	Not tracked	Not tracked	8.5/10
Payment Accuracy (%)	99.99%	99.99%	99.07%
Payment Timeliness (%)	~100%	~100%	~100%

Outlook

Achieve an overall 8.7 customer satisfaction score (out of 10) in 2019.

**Empower the frontline
to deliver excellent
service and solutions**



Increase financial literacy for informed decision-making



Access to Banking Services

Our Approach

Understanding financial terms and language can be difficult for some people. Therefore, Noor Bank strives to educate its customers through brochures, its website and information sessions. With increased financial literacy, people can make more informed decisions related to their financial affairs and feel more confident in navigating the financial marketplace.

The Bank also strives to make banking services accessible to entrepreneurs and small to medium-sized enterprises (SMEs), offering a comprehensive set of benefits and flexible financing options to meet each customer's unique needs. Moreover, it partners with government agencies such as Dubai SME and the Emirates Development Bank to facilitate or enhance financing for UAE Nationals.

Highlights - 2018

- The Bank's relationship officers participated in a community-trade event (Cityscape) to guide citizens on the Noor Home proposition.
- The employee banking teams conducted regular visits to local companies to deliver information sessions on financial products and to answer questions on Personal Finance.
- A thought leadership programme under the Noor Business Council was created to engage SMEs on prominent business topics.

Outlook

- Develop specific materials and participate in relevant events to increase customer financial literacy and relevant Shari'ah principles/structures
- Launch project with Etisalat to give unbanked population increased access to banking
- Streamline the customer journey for SMEs to improve turnaround times for opening accounts

Empowered Employees

Noor Bank is a boutique bank that aims to be the Employer of Choice for individuals seeking to work in a progressive and exciting banking environment. Employees are the key drivers of the Bank's business transformation and are its greatest asset.



Emiratisation
20%



Female employees
31%



Average hours of training per employee
44



Employee Engagement and Wellbeing

Noor Bank has a passionate and committed business culture, actively promoting engagement and strong collaboration amongst its employees to ultimately become a purpose-driven organisation.

Our Approach

The overall ambition is to embed Shari'ah guided values across the organisation, where every colleague shares a common goal and a collective vision. Active employee engagement is especially important in times of organisational change. To ensure that the refined vision and values resonate with each employee, members of staff were involved in a bottom up strategy development process based on the ethical foundation of Shari'ah.

As the Bank continues to grow, it is looking out for smart and qualified people who can contribute to the vision and purpose. Noor Bank offers exciting career mobility opportunities as well as competitive salaries and benefits to attract and retain the best talent. The team believes in a culture of work-life balance and offers flexible hours, job sharing, home office and other benefits to ensure that the employees are happy and fulfilled. The bank believes in investing in its employees and places great emphasis on supporting their overall health and wellness.

Highlights - 2018

- As part of the Emiratisation strategy, 47 Emiratis were welcomed into the workforce in 2018.
- Representatives from Noor Bank participated in Careers UAE, bringing together more than 160 UAE-based companies and close to 18,000 Emirati job seekers. Alongside job openings across various business units, potential candidates and visitors learned about the Bank's legacy, strategy and key departments.

'BeWell' Programme

In March 2018, Noor Bank launched the 'BeWell' Programme, a new wellness initiative. It comprises wellness and wellbeing activities, such as a 30-day weight-loss challenge, health screen check-ups across various locations, life coaching session ('Are you a leader in your life'), 30-day challenge to walk 10,000 steps a day, mindfulness courses and a corporate gym discount membership at Snap Fitness 24/7.

Key Performance Indicators	2016	2017	2018
Employees on an Indefinite or Permanent Contract	571	559	1,038
Employees on a Fixed Term or Temporary Contract	0	2	11
Full-time Employees	571	561	1,049
Part-time Employees	0	0	0
Employment Per Job Category			
Senior Management Employees	43	53	75
Middle Management Employees	238	190	255
Non-management Employees	290	316	708
Employee Turnover			
Employee Turnover (voluntary and involuntary)	17%	32%	20%
Employee Turnover (voluntary)	15%	8%	10%

Highlights - 2018

- Value Ambassadors conducted up to 3,300 hours of bank-wide trainings and value sessions, engaging more than 1,000 employees.
- Four teams of 10 employees each participated in the Dubai Dash 2018, the UAE's largest corporate team relay race and Activity Village. The 1.5-km run per person (15 km in total) was the perfect opportunity for the teams to get active in a fun and friendly environment.

Outlook

- Initiate cultural transformation and deploy change management through various organisational design activities supporting the Shari'ah guided change agenda and solidifying the 'Noor Culture'
- Develop employee journeys and design employee value proposition, implement best practice under the new Reward and Recognition Strategy
- Redesign the HR operating model and update technology and out-of-date platforms towards a cloud-based HR management system

Initiate cultural transformation through different activities

Enable employees to deliver outstanding customer services

Employee Training and Development

Noor Bank strives to create a culture of learning, helping its employees grow personally and develop their professional careers.

Our Approach

2018 was a year of change. Not only did the Bank update the Vision, Mission and Values, it also almost doubled the number of employees. The Bank takes responsibility to empower all employees, esp. those that are on the frontline with the customers, to empower them to make informed decisions.

To enable the employees to deliver outstanding customer services, there is an increased emphasis on organisational learning and development, with a focus on core competencies, learning curriculums and talent reviews. High calibre talent for leadership positions are being attracted and the Bank is committed to continue developing its capabilities.

Highlights - 2018

Key Performance Indicators	2016	2017	2018
Total Number of Training Hours Provided	47,831	84,091	45,789
Senior Management Employees	171	419	1,447
Middle Management Employees	2,981	4,384	3,690
Non-management Employees	20,750	37,243	17,758
Male Employees	19,538	27,125	16,340
Female Employees	4,391	14,921	6,554
Average Number of Training Hours Provided	84	150	44
Senior Management Employees	4	8	19
Middle Management Employees	13	23	14
Non-management Employees	72	118	25
Male Employees	47	73	22
Female Employees	28	78	20

Outlook

- Refresh core competencies and develop a core learning curriculum
- Build leadership capabilities through a thorough talent management approach and clearly defined leadership curriculum and competencies
- Introduce talent reviews and develop succession plans for critical roles

Emiratisation

In line with the vision of the national leaders, Noor Bank seeks to unlock the potential of UAE Nationals and enable them to be a driving force of the Bank's growth and economic development.

"Emiratisation plays an important part of our People strategy. We are heavily committed to investing in and cultivating Emirati talent, providing on-going development and long term, rewarding career opportunities."



John Iossifidis
Chief Executive Officer

Our Approach

It is the Bank's strategic objective to be positioned as an Employer of Choice amongst professionally qualified Emiratis. Having a large number of UAE Nationals occupying key positions at Noor Bank is a strong indication of the success of its Emiratisation strategy. Representatives of the Bank are constantly looking to induct new talent into the organisation, regularly participating at events such as Careers UAE.

Noor Bank also runs its Management Associate programme 'Imtiaz' in association with the Emirates Institute for Banking and Financial Studies. The programme targets high-calibre Emirati graduates from different universities. The one-year programme comprises extensive functional inputs, classroom training by professional experts and on-the-job training and mentoring, culminating in a certification to prepare participants for leadership positions in core banking roles across various departments.

Highlights - 2018

- As part of the Emiratisation strategy, 47 Emiratis were welcomed into the workforce in 2018.
- Representatives from Noor Bank participated in Careers UAE, bringing together more than 160 UAE-based companies and close to 18,000 Emirati job seekers. Alongside job openings across various business units, potential candidates and visitors learned about the Bank's legacy, strategy and key departments.



Key Performance Indicators	2016	2017	2018
Total Number of National Employees	133	166	213
Number of Female National Employees	90	124	153
Emiratisation of Senior Management (%)	19%	11%	12%
Emiratisation among Total Workforce (%)	23%	30%	20%
Percentage of Emirati New Hires	8%	13%	15%

Outlook

Develop and implement Emiratisation and Diversity Strategy

Diversity and Inclusion

Diversity and inclusion are an integral part of Noor Bank's corporate strategy, and the Bank takes pride in being an equal opportunity employer.

Our Approach

Noor Bank's People strategy seeks to develop a multicultural and diverse workforce that reflects the community and particularly the diverse customer base. The Bank believes that diversity and inclusion drive innovation and growth and enhance organisational culture. Hence, qualified candidates are considered as part of the hiring process, without any discrimination on gender, age, ethnicity, disability, religion or marital status.

To particularly empower female employees and enhance their work-life balance, Noor Bank has put in place a number of policies related to flexible working, job sharing, home office and enhanced maternity leave. Additionally, efforts are being made to recruit women for senior management and Board positions.

Highlights - 2018

Key Performance Indicators	2016	2017	2018
Employment Per Gender	47,831	84,091	45,789
Male Employees	413	370	728
Female Employees	158	191	321
Female Employees in Senior Management	2	5	10
Female Employees in Middle Management	47	47	65
Percentage of Board Seats Occupied by Women	0%	11%	11%
Employee Per Age	84	150	44
Employees Age 18-30	85	96	190
Employees Age 31-50	461	442	819
Employees Age 51+	25	23	40
New Hires Per Age and Gender	47	73	22
Age 18-30	41	43	92
Age 31-50	75	80	259
Age 51+	02	10	10
Male	72	75	258
Female	46	58	103



Outlook

- Develop and implement the Emiratisation and Diversity Strategy
- Review and act on key factors to attracting, supporting and retaining female talent, particularly in management positions and Board roles, achieving 33% female employment by 2020

Efficient Operations

Noor Bank aims to be a simpler and more efficient bank, while still delivering quality financial products, services and support in compliance with rules and principles of Shari'ah. To achieve this, the Bank is leveraging technology and analytics, while reducing its environmental impact and resource use, and strengthening its data protection.



Launched several innovations, including a new mobile payment solution in the UAE
Digital First



Paper recycling rate
65%



Security breaches
Zero

Digital Transformation and Operational Excellence

As customer expectations and the world continue to evolve, Noor Bank is changing too. One of its strategic imperatives is to build a modern, digitally-focused bank to better serve its stakeholders, become more efficient and a much leaner organisation by consolidating its focus on driving effective cost optimisation strategies and promoting watertight process controls to achieve operational excellence.

Our Approach

In today's digitally-driven world, Noor Bank recognises that long-term sustainability depends on the ability to keep up with digital change, embrace new technologies and foster an agile, collaborative and innovative work culture.

The Bank continues to invest significantly in its digital transformation, resources and efforts in various bank-wide process and re-engineering initiatives in order to improve productivity, cycle time, service quality and capacity absorption ratio. By harnessing technology and building digital capabilities across the organisation, Noor Bank is supporting frontline employees and back-office operations, reducing bureaucracy and maximising productivity. As one example, the Bank is embedding digital technology in the trade finance area, which is enabling it to develop more efficient Shari'ah compliant products and services for its SME customers and, in turn, enhancing business processes.

Efforts on the digital front are also focused on delivering a superior customer experience – the Product Innovation section in this report includes examples of the Bank's latest digital offerings for customers.

In order to achieve operational excellence, Noor Bank has adopted best practices that will maximise its efficiency gains through cost rationalisation, simplify operational processes by empowering employees, accelerate transaction velocity and strengthen controls via process automations and digitalisation.

Highlights - 2018

- One major initiative which Noor Bank took in 2018 was to digitally transform the customer on-boarding and asset products application journey.
- The Bank realised a 60% reduction in the end-to-end turnaround time of the credit card application process, by eliminating bottlenecks, policy and system changes and automating processes.
- The payment verification process was automated through the deployment of robots ("bots"), resulting in 100% transactions accuracy.

Outlook

- Build a unified Customer Relationship Management (CRM) as a single enterprise platform organisation-wide, by targeting the modern age of a CRM framework
- Enhance the IT infrastructure to enable faster and safer computing environments
- Expand the payment platform to deliver an enhanced and optimised payment processing experience to the customers
- Complete revamp of self-service terminals
- Expand digital platform to various customer interaction channels with new services
- Additional focus on improving operational efficiency
- Extend the utilisation of existing Robotic Process Automations (RPAs)
- Promote cultural changes to drive Operational Excellence
- Drive various policy and process rationalisation programmes
- Strengthen the foundation for automation in 2019 and beyond



Environmental Impact of Operations

The Bank is committed to becoming an environmentally sustainable organisation and leaving the Earth in a better state.

Our Approach

With 15 branches and offices and close to 200,000 square feet of occupied space, Noor Bank has a sizeable operational footprint and impact on the communities it operates in. The Bank continues to focus its efforts on increasing the eco-efficiency of its operations and reducing the environmental impact, including driving down emissions and seeking ways to minimise the consumption of resources.



Highlights - 2018

- The Bank's solar power panels generate approximately 3,500 kWh clean energy per year.
- Through a variety of paper reduction efforts, Noor Bank has achieved a paper consumption intensity rate of 25 kg per employee and a paper recycling rate of 65%.
- To increase energy efficiency, LED lights were installed across the bank's premises. The project took five months to complete, but has resulted in total savings of almost AED 300,000.
- To minimise the water costs, aerators on faucets were mounted across different locations.

Key Performance Indicators	2016	2017	2018
Total Space used by Noor Bank Facilities (sq ft)	193,674	193,674	187,261
Total Electricity Consumption (kWh)	N/A	N/A	2,473,437
Total Paper Consumption (kg)	34,589	32,668	26,351
Total Paper Recycled (kg)	13,033	16,860	17,142
Total Water Consumption (litres)	N/A	N/A	7,893,382

Saying No to Plastic

With UAE's Vision 2021, the country is aiming to divert 75% of all generated waste, including plastic waste, from landfills. Noor Bank is supporting this ambitious vision and the global effort to tackle plastic pollution by stepping up its commitment to reduce the use of plastic in its workplace.

The steps taken include:

- Replacing all plastic water bottles with water filtration systems
- Discontinuing use of all plastic cups, plates and cutlery
- Providing glassware and water dispensing jars in all meetings and offices that can be filled with in-house filtered water
- Providing the employees with BPA-free, refillable water bottles



Outlook

- Develop new solutions that enable Noor Bank employees to reduce the collective plastic waste footprint
- Calculate environmental performance and impact, increase efficiency and develop a path to environmental neutrality, e.g. through CO2 and environmental impact reduction initiatives or offset investment to achieve net environment-neutral performance by 2021

Data Privacy and Security

In this digital age of connected devices and evolving cyber security threats, Noor Bank's commitment to safeguarding information has never been stronger.

Our Approach

Noor Bank relies on personal, business and financial information to serve its customers and provide them with the best experience, which is why keeping that information safe and confidential are the top priorities for the Bank. The information security governance unit's main objective is to secure customer information, and maintain trust and confidence with stakeholders. Customer and bank information are protected by advanced technology and multiple security and privacy safeguards appropriate to the sensitivity of the data. Elements of the programme include:

- A framework of policies and procedures for protecting customer information, both online and offline, based on leading international standards like ISO 27000 series and industry best practices
- Rigorous data security governance controls on integrating and layering people, process and technology built into products, services and day to day activities
- Strong authentication and encryption methods to verify customers
- Mandatory employee training and awareness-building campaigns
- Continuous risk assessment and compliance testing to evaluate and assure the security posture

The Bank is committed to taking all precautions required to protect its customers from fraud-related activities to the use of the Bank's electronic channels, including cyber threats. Recognising that everyone has a role to play in preventing fraud and other security threats, Noor Bank provides tips and guidelines on its website to help customers in protecting themselves and reducing the risks in online activities and transactions. The Bank also recognises that its employees, including the senior management and board members, have a role to play in protecting the security of the Bank and its customers.

**Drive sustainable
financing and
investment
practices**



Highlights - 2018

- No material breaches related to data security or customer privacy were experienced.
- Continued enhancement of the security control programme and further investments made to strengthen cyber defence capabilities to respond to and prepare for evolving digital threats.
- The Bank subscribed to the leading fraud monitoring and scoring service, and actively participated in the country's Fraud Forum to keep itself abreast of industry trends and best practices.
- Regular communications were sent to customers encouraging them to ensure the security of their financial information and safeguard their accounts from phishing attacks.
- Training provided to the staff and Board members on the importance of cyber security and ways to protect the Bank's systems from cyber-attacks.

Key Performance Indicators	2016	2017	2018
Amount of Fraudulent Transaction Activity (Total value of account holder transactions refunded to account holders due to fraud; in AED)	133,127	310,738	534,572
Percentage of Activity from Card-not-present Fraud	74%	92%	99%
Percentage of Activity from Card-present and Other Fraud	26%	8%	1%

Outlook

- Develop and maintain the information security strategy to support the Bank's business strategy
- Continue investing and enhancing the Bank's cyber security program, capabilities and controls to mitigate and manage emerging cyber threats
- Continue enhancing the employees' and customers' security awareness levels

Enhance cyber security and create awareness among employees and customers



Robust Governance

One of Noor Bank's strategic priorities is 'enabling sustainable growth through strong and proactive control functions.' To achieve this, robust governance systems have been implemented, including a strong risk management and Shari'ah compliance framework and high standards of business ethics.



Independent directors on Board
67%



Finance-to-deposit ratio for overall financing
90.50%



Procurement spending to local suppliers
89%

Systemic Risk Management

Understanding, measuring and proactively managing risks in all aspects of the business is essential to the Bank's long-term success. The aim is to achieve an appropriate balance between risks and returns and minimise potential adverse effects on the Bank's financial performance.

"We are committed to adopting sustainability and strong governance practices that positively impact our stakeholders – be it colleagues, customers, investors or the wider community. By promoting a culture of transparency and accountability, we aim to create shared value."



John Iossifidis
Chief Executive Officer

Our Approach

Noor Bank's strategy is to embed a risk management culture in all business processes and to ensure that this culture is adopted throughout the organisation. Steps are being taken to continually improve the Bank's management of risks in line with industry standards and Central Bank guidelines and by investing in the right people and systems.

The Bank's risk management structure covers credit risk, market risk, liquidity risk, legal risk, operational risk, reputational risk, Shari'ah non-compliance risk, compliance and remedial management. The teams rely on a suite of risk management policies to identify and analyse risks faced by the Bank and have set appropriate risk limits and controls besides monitoring risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions, emerging best practices and the products and services offered.

Everyone at Noor Bank has a role to play in protecting the business and customers from risks prevalent in the financial industry. Through training and management standards and procedures, the Bank works hard to develop a disciplined and constructive control environment, in which all employees understand their roles and obligations. Further information on the risk management procedures and governance structures can be found in Noor Bank's 2018 Annual Report.


Highlights - 2018

- Current and emerging risks are being continuously monitored, while validating the risk models and strengthening controls is helping the Bank predict and mitigate risk proactively.
- A sound funding and liquidity profile is maintained and the Bank continues to diversify its balance sheet in order to reduce risk.
- The provision coverage is adequate, and the process on provisioning is prudent.
- Noor Bank has adopted a robust process to stress test the balance sheet to ensure adequate coverage of liquidity and capital in the future growth strategy.
- Cyber security was identified as one of the Bank's most pressing concerns and further investments were made in the IT security capabilities to respond and prepare for new digital threats.
- Fitch Ratings upgraded Noor Bank's standalone viability rating from "B+" to "BB-," while maintaining the long-term IDR at "A-". The change in rating clearly demonstrates the Bank's ability to execute its strategy effectively and meet targets even under challenging market conditions.

Key Performance Indicators	2016	2017	2018
Finance-to-deposit Ratio for Overall Financing	86.87%	90.51%	90.50%
Financing to Stable Resources Ratio	93.58%	88.14%	86.11%

Outlook

- Build strong sustainability governance and management into the Bank's risk framework
- Effectively and efficiently manage Shari'ah non-compliance risks by having dedicated teams to help provide efficient Shari'ah advisory/guidance as well as undertake regular Shari'ah audits
- Achieve a finance-to-deposit ratio of 86.31% for overall financing and a 97% financing to stable resources ratio by 2019



Embed a risk management culture in all business processes

Ethical Business Practices

Noor Bank's enduring focus on conducting business in a Shari'ah guided ethical manner defines the institution's strong sense of purpose. Its reputation, relationships with its stakeholders, and prosperity all hinge on demonstrating a deep ethical commitment.

Our Approach

Acting with "integrity" is an important Shari'ah principle and is at the core of Noor Bank's values. Everyone at Noor Bank must follow the outlined Code of Conduct and corporate policies to ensure responsible and lawful behaviour. Responsible conduct is modelled at the highest levels of the organisation through strong leadership and corporate governance practices, ensuring that the Bank's behaviour is ethical, legal and transparent and creating trust. Transparency is the cornerstone of good corporate governance and it is ensured that all stakeholders are kept up to date on the Bank's activities and commitments through different communication channels.

In addition, employees receive ongoing training around workplace rules and regulatory requirements (including those of Shari'ah). The Bank consults with them and encourages their inputs and feedback, expecting employees to speak up about any misconduct they witness. The reporting systems, including a Whistleblower Policy and a Confidential Hotline managed by an external party, are kept anonymous so that employees can raise concerns without fear of retribution.

To fight global financial crimes such as money laundering, transactions are monitored and the Bank screens customers and relies on appropriate controls such as a Know Your Customer (KYC) Policy, Anti-Money Laundering (AML) and Combating the Financing of Terrorism (CFT) Policy. Enhanced due diligence is performed on existing and potential clients who may pose a potential risk to Noor Bank.

The focus on ethical business also extends to the procurement practices and relationships with suppliers. The Procurement Policy seeks to ensure transparent, fair and unbiased dealings with vendors. Local suppliers are favoured, wherever possible.



**Demonstrate
a deep ethical
commitment
and responsible
conduct**



Improve backend processes to reduce risk

Highlights - 2018

- Through the AML/CFT screening, the Bank detected and submitted 146 suspicious transactions.
- As a result of the AML/CFT diagnostic exercise, the number of AML testing scenarios were increased to cover overall bank transactions, ongoing name screening launched, and cash deposit and KYC forms improved to meet compliance requirements and obtain more customer information. Additionally, an AML risk assessment template was implemented for trade finance transactions.
- Through the anti-bribery programme, six cases of corruption were reported in 2018. Some cases remain pending with the prosecution and others resulted in the termination of employees.
- The compliance team conducted branch visits to monitor employee behaviour and compliance with ethical guidelines as the first phase of a risk-based Compliance Monitoring Programme.

Key Performance Indicators	2016	2017	2018
Ethical Business Behaviour			
Total Incidents of Non-compliance with Laws and Regulations	0	0	0
Percentage of Legal and Regulatory Fines and Settlements that Resulted from Whistleblowing Actions	0%	0%	0%
Total Incidents of Corruption	1	5	6
Percentage of Board Seats Occupied by Independent Directors	88.9%	66.7%	66.7%
Responsible Procurement			
Total Number of Suppliers Engaged	118	145	181
Total Number of Local Suppliers Engaged	114	136	169
Total Procurement Spending (AED mn)	19.7	22.5	41.5
Procurement Spending on Local Suppliers (AED mn)	19.5	20.9	37.0

Outlook

- Launch next phase of Compliance Monitoring Programme
- Further automate compliance processes to reduce manual interventions
- Launch supplier code of conduct and ESG questionnaire for vendors
- Conduct audits of any suppliers identified as risky

Appendix 1- GRI Standards Content Index

GRI Standard	Disclosure	Page number(s) and/or URL(s)
GRI 101: Foundation 2016		
General Disclosures		
GRI 102: General Disclosures 2016	Organizational profile	
	102-1 Name of the organization	Noor Bank
	102-2 Activities, brands, products, and services	Section: Business lines, products and services, pg.12
	102-3 Location of headquarters	Dubai, United Arab Emirates
	102-4 Location of operations	United Arab Emirates
	102-5 Ownership and legal form	Noor Bank PJSC
	102-6 Markets served	Noor Bank Annual Report 2018, pg. 10
	102-7 Scale of the organization	Section: Sustained financial growth, pg. 22, 31 Noor Bank Annual Report 2018 pg. 44-48
	102-8 Information on employees and other workers	Section: Employee engagement and wellbeing, pg. 22, 47 Section: Diversity and inclusion, pg. 22, 54-55
	102-9 Supply chain	Section: Ethical Business Practices, pg. 23, 70-73
	102-10 Significant changes to the organization and its supply chain	Section: Bank's Mission, Vision and Values, pg.15, 51
	102-12 External initiatives	Section: Community support, pg.26-29 UAE Vision 2021, Dubai Declaration on Sustainable Finance, UAE Green Growth Strategy, pg. 25
	Strategy	
	102-14 Statement from senior decision-maker	Section: A message from the CEO, pg. 8-9 Noor Bank Annual Report 2018, pg. 22, 23, 24, 25
	102-15 Key impacts, risks, and opportunities	Section: Prioritising the issues that matter the most, pg. 20-21 Section: ESG focused financing and investment, pg. 34-35

Ethics and integrity	
102-16 Values, principles, standards, and norms of behavior	Section: Ethical business practices, pg. 23, 70-73
102-17 Mechanisms for advice and concerns about ethics	Section: Ethical business practices, pg. 23, 70-73
Governance	
102-18 Governance structure	Noor Bank Annual Report 2018, pg. 18
102-19 Delegating authority	Noor Bank Annual Report 2018, pg. 18
102-22 Composition of the highest governance body and its committees	Noor Bank Annual Report 2018, pg. 20-21
102-23 Chair of the highest governance body	Chair is a non-executive member
102-24 Nominating and selecting the highest governance body	Noor Bank Annual Report 2018, pg. 18-21
102-26 Role of the highest governance body in setting purpose, values, and strategy	Noor Bank Annual Report 2018, pg. 18-19
102-30 Effectiveness of risk management processes	Noor Bank Annual Report 2018, pg. 21 The Board Risk Committee (BRC) provides oversight of the Bank's risk management framework covering credit risk, market risk, liquidity risk, legal risk, operational risk, compliance and remedial management.
102-35 Remuneration policies	Noor Bank Annual Report 2018, pg. 19
Stakeholder engagement	
102-40 List of stakeholder groups	Noor Bank Annual Report 2018, pg. 18
102-41 Collective bargaining agreements	Trade unions are not allowed in the UAE.
102-43 Approach to stakeholder engagement	Noor Bank Annual Report 2018, pg. 21
Reporting practice	
102-45 Entities included in the consolidated financial statements	Noor Bank Annual Report 2018, pg. 49

	102-46 Defining report content and topic Boundaries	Section: Prioritising the issues that matter most, pg. 20-21
	102-47 List of material topics	Section: Prioritising the issues that matter most, pg. 20-21
	102-49 Changes in reporting	No significant changes
	102-50 Reporting period	Section: About this report - Reporting scope and parameters, pg. 7 January 1, 2018 – December 31, 2018
	102-51 Date of most recent report	2017
	102-52 Reporting cycle	Annual
	102-53 Contact point for questions regarding the report	Section: About this report - Feedback, pg. 7
	102-54 Claims of reporting in accordance with the GRI Standards	Section: About this report - Reporting scope and parameters, pg. 7
	102-55 GRI content index	pg. 74-80
	102-56 External assurance	This report has not been assured by a third party.

Material Topics

GRI 200 Economic Standard Series

Economic Performance

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	pg. 30-31
	103-2 The management approach and its components	pg. 30-31
	103-3 Evaluation of the management approach	pg. 30-31
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Section: Sustained financial growth, pg. 31 Noor Bank Annual Report 2018, pg. 28-29
	201-3 Defined benefit plan obligations and other retirement plans	Noor Bank Annual Report 2018, pg. 67-68

GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	Section: Emiratisation, pg. 52-53
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Noor Bank Annual Report 2018, pg.79-80

Procurement Practices

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	pg. 73
	103-2 The management approach and its components	pg. 73
	103-3 Evaluation of the management approach	pg. 73
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Section: Ethical business practices, pg. 23, 70-73

Anti-corruption

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	pg. 70-73
	103-2 The management approach and its components	pg. 70-73
	103-3 Evaluation of the management approach	pg. 70-73
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Section: Ethical business practices, pg. 70 Know Your Customer (KYC) Policy, Anti-Money Laundering (AML) and Combating the Financing of Terrorism (CFT) Policy
	205-2 Communication and training about anti-corruption policies and procedures	Section: Ethical business practices, pg. 70 Employees receive ongoing training around workplace rules and regulatory requirements, expecting employees to speak up about any misconduct they witness. Reporting systems, including a whistleblowing policy and a confidential hotline managed by an external party, are anonymous so employees can raise concerns without fear of retaliation.
	205-3 Confirmed incidents of corruption and actions taken	Section: Ethical business practices, pg. 73 Through the anti-bribery programme, six cases of corruption were reported in 2018. Some cases remain pending with the prosecution and others resulted in termination of employees.

GRI 300 Environmental Standards Series		
Energy		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	pg. 60-61
	103-2 The management approach and its components	pg. 60-61
	103-3 Evaluation of the management approach	pg. 60-61
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Section: Environmental impact of operations, pg. 60-61
	302-4 Reduction of energy consumption	Section: Environmental impact of operations, pg. 60-61
Water		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	pg. 61
	103-2 The management approach and its components	pg. 61
	103-3 Evaluation of the management approach	pg. 61
	303-5 Water consumption	Section: Environmental impact of operations, pg. 60-61
GRI 400 Social Standards Series		
Employment		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	pg. 46-48
	103-2 The management approach and its components	pg. 46-48
	103-3 Evaluation of the management approach	pg. 46-48
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Section: Employee engagement and wellbeing, pg.47-48
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Noor Bank Annual Report 2018, pg. 85-86

Training and Education		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	pg.51
	103-2 The management approach and its components	pg.51
	103-3 Evaluation of the management approach	pg.51
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Section: Employee training and development, pg. 51
	404-2 Programs for upgrading employee skills and transition assistance programs	Section: Employee training and development, pg. 51 Core competencies, learning curriculums and talent reviews
Diversity and Equal Opportunity		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	pg. 54-55
	103-2 The management approach and its components	pg. 54-55
	103-3 Evaluation of the management approach	pg. 54-55
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Section: Diversity and inclusion, pg. 54-55
Customer Privacy		
PRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	pg. 62-64
	103-2 The management approach and its components	pg. 62-64
	103-3 Evaluation of the management approach	pg. 62-64
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Zero Section: Data privacy and security, pg.23, 62-64

Socioeconomic Compliance		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	pg. 70-73
	103-2 The management approach and its components	pg. 70-73
	103-3 Evaluation of the management approach	pg. 70-73
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	Zero Section: Ethical business practices, pg. 73

