

Banking with Purpose, Growing with Nation

Sustainability Report

2025



2479 11 11 | www.bankdhofar.com



His Majesty
Sultan Haitham Bin Tarik

About the Theme

Banking with Purpose, Growing with Nation



BankDhofar's sustainability journey is deeply rooted in its commitment to supporting Oman's national development agenda while creating lasting value for its stakeholders. The theme "Banking with Purpose, Growing with Nation" reflects the Bank's dedication to aligning its financial services, business strategy, and community engagement efforts with the Sultanate's long-term economic and social aspirations.

As a homegrown financial institution, BankDhofar recognizes that sustainable progress is achieved through responsible banking practices that empower communities, strengthen local enterprises, and support national capability building. The Bank anchors its sustainability strategy within Oman's development priorities, fostering inclusive economic growth through strategic partnerships with communities, small and medium enterprises (SMEs), government entities, and institutional stakeholders.

The theme "Banking with Purpose, Growing with Nation" reflects the Bank's dedication to aligning its financial services, business strategy, and community engagement efforts with the Sultanate's long-term economic and social aspirations.

This purpose-driven approach enables BankDhofar to extend its impact beyond financial performance, contributing to local empowerment, financial inclusion, and social well-being. By supporting entrepreneurship, enhancing access to finance, and investing in human capital development, the Bank actively participates in building a resilient and diversified national economy.

The report also reflects the Bank's strong alignment with Oman Vision 2040, which emphasizes localization, economic diversification, environmental stewardship, and knowledge-based growth. Through sustainable financing, responsible investment practices, and stakeholder-centric initiatives, BankDhofar continues to strengthen its role as a trusted financial partner supporting the nation's transformation journey.

By embedding sustainability into its core operations and decision-making processes, BankDhofar is not only growing as an institution but also advancing alongside Oman's economic and social progress. This shared journey reinforces the Bank's long-term commitment to responsible growth, national development, and creating sustainable value for future generations.

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A photograph of two men in traditional Arab attire, including white thobes and ghutra headwear with black agal. They are seated at a dark table in a modern office setting, looking down at documents. The man on the left is holding a pen and appears to be writing or pointing at a document. The man on the right is looking on. A large, stylized green and blue graphic element is overlaid on the image, partially obscuring the men and the table. The background shows a glass-walled office interior with plants and modern lighting.

01 About This Report

About This Report



This Sustainability Report presents BankDhofar's approach, performance, and progress in managing its environmental, social, and governance (ESG) responsibilities during the reporting period. The Bank's full legal name is BankDhofar SAOG (Société Anonyme Omanaise Générale), an Omani public joint stock company. For the purpose of this report and for ease of reference, BankDhofar SAOG is referred to as 'BankDhofar' and 'the Bank' throughout. The report reflects the Bank's continued commitment to responsible banking practices, transparency, and long-term value creation for its stakeholders.

Prepared in line with globally recognized sustainability reporting frameworks, the report aims to provide a balanced and comprehensive view of how BankDhofar integrates sustainability considerations into its strategy, operations, and decision-making processes. It outlines key initiatives, policies, and outcomes across governance, people, customers, communities, and environmental stewardship, while highlighting areas of focus and improvement.

Reporting Frameworks and Standards

This report has been developed with reference to the Global Reporting Initiative (GRI) Standards 2021, ensuring consistency, comparability, and credibility of disclosed information. In addition, the disclosures align with the Muscat Stock Exchange (MSX) ESG Disclosure Guidelines and Central Bank of Oman (CBO) circular 1208, supporting the Bank's obligations as a listed entity in Oman.

Where relevant, the report also reflects alignment with national priorities, including Oman Vision 2040, reinforcing the Bank's role in supporting sustainable economic growth, social development, and environmental protection.

Reporting Scope and Boundary

The scope of this report covers BankDhofar's operations within the Sultanate of Oman, unless stated otherwise. The reporting boundary includes activities over which the Bank has operational control and where reliable data is available. Any limitations or exclusions in data coverage are disclosed in the relevant sections of the report. All monetary disclosures are in Omani Rial (﷮), unless otherwise specified.

Reporting Period and Frequency

This Sustainability Report covers the financial year ending 31 December 2025 and is published on an annual basis. Comparative data from previous years is included where available to support trend analysis and performance evaluation.

Data Management and Reliability

The information disclosed in this report has been compiled using internal data collection processes and subject to review by relevant business functions. The Bank continues to strengthen its data governance, controls, and internal validation mechanisms to enhance the accuracy and reliability of ESG information over time.

Assurance

This report has not yet undergone any external assurance. However, we have implemented various processes and procedures to collect and evaluate the data related to ESG parameters internally. Any financial information included in the report is taken from our Annual Report, which is externally audited by financial auditors.

Restatements and Forward-Looking Statements

There are no restatements. Certain statements in this report may be forward-looking in nature, reflecting expectations, intentions, or plans regarding future sustainability initiatives and performance. These statements are based on current assumptions and are subject to risks and uncertainties that could cause actual outcomes to differ materially.

Stakeholder Engagement and Feedback

Stakeholder engagement remains central to BankDhofar's sustainability approach. The Bank welcomes feedback on this report to support continuous improvement in disclosure quality and sustainability performance.

sustainability@bankdhofar.com

02 Message from Leadership



Message from Leadership



We continue to align our business strategy with Oman's national development priorities and the aspirations of Oman Vision 2040.

K. Gopakumar
Acting Chief Executive Officer

At BankDhofar, sustainability is not simply an operational priority, it is a strategic lens through which we guide growth, strengthen resilience, and create lasting value for the communities we serve.

Guided by our theme, **“Banking with Purpose, Growing with Nation,”** we continue to align our business strategy with Oman's national development priorities and the aspirations of Oman Vision 2040. As a leading financial institution, we recognize our responsibility to support inclusive economic progress while strengthening environmental stewardship and responsible governance practices.

During the reporting year, we advanced the integration of environmental, social, and governance principles across our business model. Our sustainability framework now provides a structured approach to embedding ESG considerations into decision-making, risk management, and stakeholder engagement.

A central pillar of our progress has been our continued investment in digital transformation and customer-centric innovation. By expanding secure digital banking platforms and enhancing service accessibility, we are enabling individuals, entrepreneurs, and businesses across Oman to participate more effectively in the evolving financial ecosystem. These efforts strengthen financial inclusion while improving operational efficiency and customer experience.

Equally important is our commitment to empowering our people. BankDhofar remains proud

of its strong national workforce, with Omanization continuing to be a defining element of our human capital strategy. Through structured training programs, leadership development initiatives, and inclusive workplace practices, we are building the capabilities required to support the Bank's long-term strategic ambitions and broader development of national workforce.

Environmental stewardship is another area of growing focus. As financial institutions increasingly play a role in the global climate transition, BankDhofar is strengthening its approach to environmental risk management, resource efficiency, and sustainable finance. Through these efforts, we aim to support environmentally responsible investments while gradually enhancing the sustainability of our own operations.

Looking ahead, we remain committed to advancing responsible banking practices that generate sustainable value for customers, shareholders, and society. By combining strong governance, innovative financial solutions, and a forward-looking sustainability strategy, BankDhofar will continue to contribute meaningfully to Oman's economic diversification and long-term prosperity.

I extend my sincere appreciation to our employees, customers, regulators, and partners for their continued trust and collaboration as we progress together on this journey toward sustainable growth.

03 BankDhofar at a Glance



BankDhofar at a Glance

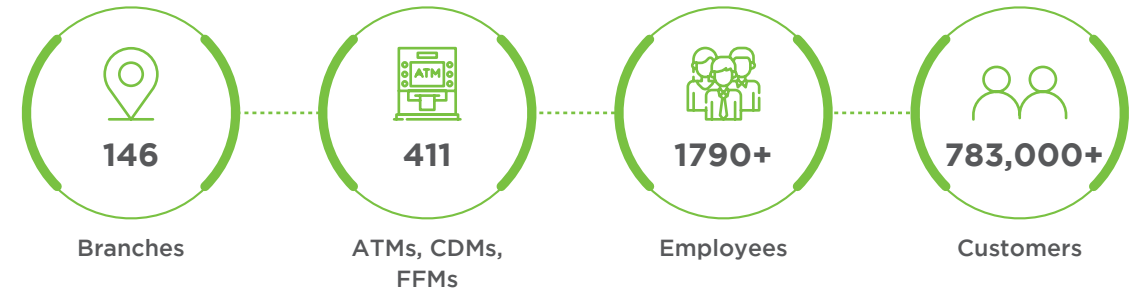


Established in 1990, BankDhofar SAOG has grown into one of the Sultanate of Oman's largest and most dynamic financial institutions. Headquartered in Muscat's Central Business District, the Bank operates as a publicly listed joint stock company on the Muscat Stock Exchange, delivering a comprehensive range of retail, corporate, wholesale, investment, and Islamic banking services across the country.

BankDhofar operates under the regulatory oversight of the Central Bank of Oman (CBO) and offers Shariah-compliant financial solutions through its dedicated Islamic window, Dhofar Islamic. These offerings reflect the Bank's commitment to inclusive, ethical, and customer-centric banking.

Guided by its core philosophy, "Closer to Customers", BankDhofar continues to strengthen its national presence while investing in digital innovation to meet the evolving needs of individuals, families, businesses, and government entities. As of December 2025, the Bank's distribution network comprised 146 branches and over 411 self-service touchpoints, including ATMs, Cash Deposit Machines (CDMs), and Full Function Machines (FFMs), strategically located across Oman.

Customers benefit from seamless, secure, and personalised access to services through the Bank's internet banking platform and award-winning mobile application, enabling 24/7 banking convenience. Through these capabilities, BankDhofar remains a key contributor to the resilience, growth, and modernisation of Oman's financial sector.





Vision, Mission and Values

Vision

To become the preferred banking partner in Oman for all financial service needs.

Mission

To deliver tailored solutions and exceptional service to customers and communities through empowered people and advanced technology, ensuring efficiency, convenience, and lasting impact.

Core Values



**Customer
Centricity**



Accountability



**Performance
Driven**



Collaboration



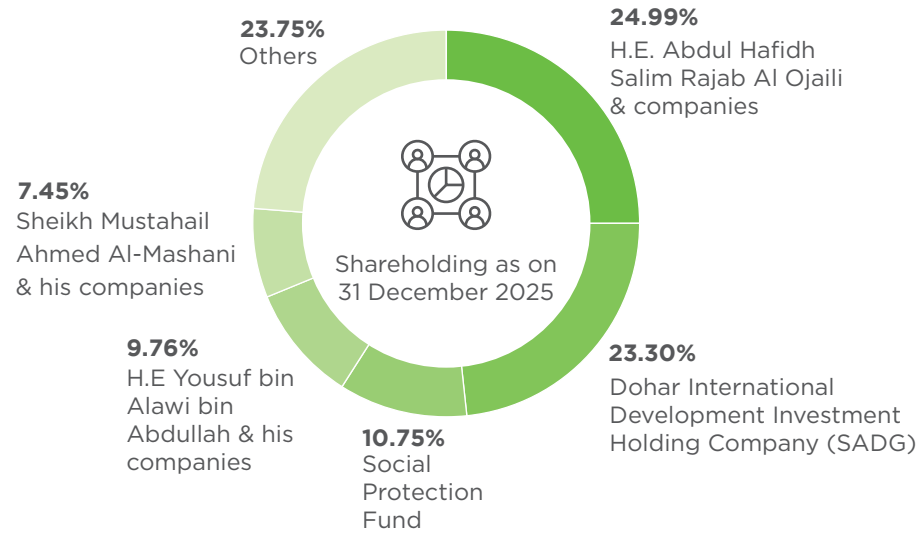
**Growth
Oriented**

Customer Service Values

BankDhofar's customer relationships are guided by eight service values that shape every interaction:

- Fair Treatment
- Continuous Improvement
- Voice of the Customer
- Availability and Reliability
- Privacy
- Ownership
- Customer Relationship
- Right to Choose and to Know

Ownership Structure



Financial Performance Overview

BankDhofar delivered strong financial performance in 2025, reinforcing its position as one of Oman's leading banks.

Year	Revenue	Gross Profit	Profit Before Tax	Net Profit	EPS (﷮)
2023	219,801	144,083	43,775	38,758	0.008
2024	232,060	152,842	50,187	43,609	0.011
2025	236,869	169,784	58,420	51,051	0.013

Note: All figures except earnings per share are in thousand Omani Rial.



BankDhofar's Business Activities: Enabling Sustainable and Inclusive Finance

BankDhofar delivers a diversified portfolio of financial solutions designed to support long-term value creation and sustainable economic development in Oman. The Bank's operations span four key business verticals: Retail Banking, Wholesale Banking, Government and Investment Banking, and Islamic Banking.

Retail Banking

The Retail Banking Division adopts a Life Cycle Banking approach, offering solutions tailored to customers' evolving financial needs across different life stages.



Private Banking

Exclusive investment opportunities across developed and emerging markets, including diversified ESG-integrated portfolios.



Digital Banking

Secure 24/7 access through electronic platforms, reducing paper use and branch dependency.



AI Riyadh Priority Banking

Personalized financing solutions, dedicated relationship management, and premium services for priority customers.



Cards & Bancassurance

Card issuance, acquiring services, and digital payment solutions with a focus on operational efficiency and sustainability.



Branches & Channels

Extensive branch network supported by a 24/7 contact centre and digital platforms that enhance efficiency and reduce environmental impact.



Wealth Management

Investment advisory, portfolio management, and financial planning with ESG-focused strategies.



Retail Small and Medium Enterprise (SME) Banking

Designed for small businesses, Numo offers simple, smart, and flexible banking solutions.

The division continues to expand access by deploying ATMs, CDMs, FFM, Multi-Function Kiosks (MFKs), and opening branches in underserved communities.

Wholesale Banking

The Wholesale Banking Division provides comprehensive financial solutions to corporate and institutional clients, supporting business resilience and sustainable growth.



Large Corporate Banking

Financing solutions for corporates with annual turnover exceeding  12 million, supporting responsible growth and governance.



Mid Corporate Banking & SME

Tailored financing for mid-sector corporates, contributing to economic diversification.



Project Finance

Structured financing for industrial and infrastructure projects, including renewable energy initiatives aligned with Oman Vision 2040.



Treasury

Market-leading treasury and investment solutions, including remittances and structured products.



Corporate Liabilities

Centralized corporate account services, business cards, and digital banking solutions.



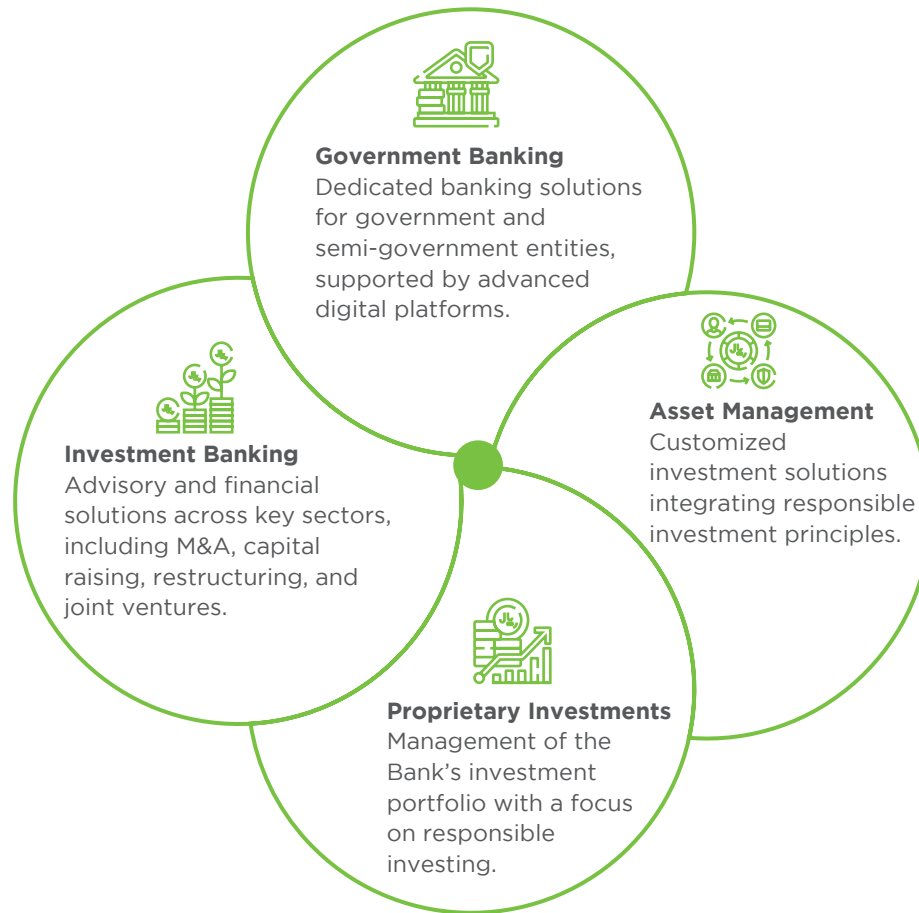
Transaction Banking & Trade Finance

Digital collections, payments, supply chain finance, and trade solutions to optimize operations and reduce environmental impact.



Government Banking and Investment Banking

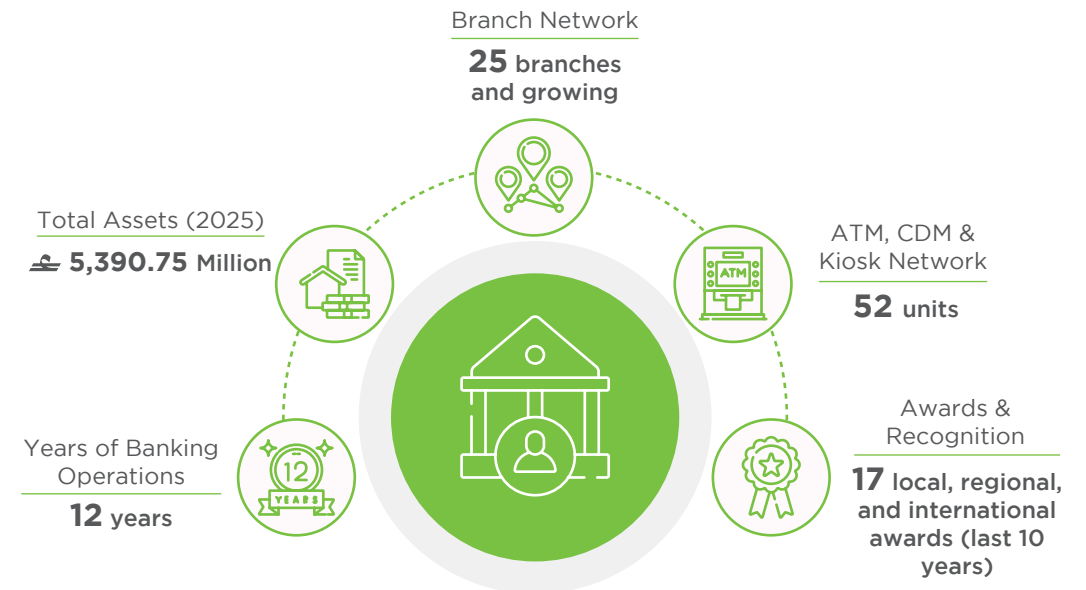
This division leverages strategic partnerships to support national development priorities.



Dhofar Islamic Banking Services

Dhofar Islamic, established in 2013, provides a comprehensive suite of Shariah-compliant banking solutions for retail, corporate, and institutional clients. In February 2024, the Islamic window launched a new visual identity, symbolising its evolution and enhanced capabilities.

Oversight is provided by an independent Shari'a Supervisory Board (SSB), which ensures full compliance with Islamic principles across all products, transactions, policies, and marketing activities. Non-compliant income, where identified, is directed to charitable causes in line with Shari'a guidance.





04 Strengthening Governance and Ethical Conduct

Strengthening Governance and Ethical Conduct



Driving Strategy Through Independent and Responsible Leadership

Operating in alignment with the regulatory requirements of the Central Bank of Oman and the Financial Services Authority (FSA), BankDhofar maintains a clearly defined governance structure that delineates roles, responsibilities, and accountability across shareholders, the BOD and executive management. At the apex of this structure, the Board of Directors serves as the Bank's highest governing authority, providing strategic supervision, approving key policies, and overseeing management performance.

Functioning in accordance with applicable regulations and the Bank's Articles of Association, the Board ensures that strategic decisions are grounded in strong ethical principles, regulatory compliance, and international best practices, while balancing the creation of shareholder value with the interests of broader stakeholders.

The Board plays a critical role in ensuring that BankDhofar maintains strong financial performance, operational efficiency, and governance discipline. By providing strategic guidance and independent oversight, the Board

strengthens accountability across the Bank and supports sustainable business growth.

BankDhofar maintains a Board structure designed to promote independence, diversity of thought, and balanced governance oversight. In compliance with the Financial Services Authority's Corporate Governance Code, at least one-third of Board members are independent, strengthening impartiality and objectivity in decision-making.

The Board consists of nine members, including two non-independent directors and seven independent directors, elected by shareholders for a three-year term, ensuring accountability and continuity in strategic leadership. The term of office of the Board of Directors is three years and each Director can be re-elected for a similar period. The term of office of the current Board expires in March 2028. Currently, the Board is composed exclusively of Non-Executive Directors, reinforcing independent oversight and maintaining a clear distinction between governance responsibilities and executive management functions.

Board Composition & Independence



**Eng. Abdul Hafidh Salim
Rajab Al Ojaili**
Chairman
Non- independent
Shareholder Director



**Mr. Ahmed Said
Mohammed Al Mahrezi**
Deputy Chairman
Independent
Non-shareholder Director



**Mr. Mohammed Yousuf
Alawi Al Ibrahim**
Member
Independent
Non-shareholder Director



**Mr. Tariq Abdul Hafidh
Salim Al Ojaili**
Member
Non-independent
Non-shareholder Director



**Mr. Zahir Marhoon
Mohammed Al Abri**
Member
Independent
Non-shareholder Director



**Mr. Khalid Sulaiman
Salim Al Kamyani**
Member
Independent
Non-shareholder Director



**Mr. Khalid Said Salim
Al Wahaibi**
Member
Independent
Non-shareholder Director



**Mr. Tariq Salim Mustahil
Al Mashani**
Member
Independent
Non-shareholder Director



**Mr. Ahmed Sultan Rashid
Al Yaqoubi**
Member
Independent
Non-shareholder Director

Note: *On 23 March 2025, the Bank held elections for new members of the Board of Directors from among shareholders and non-shareholders. Following the voting process, Mr. Hamdan Abdulhafidh Al Farsi and Mr. Faisal Mohammed Al Yousef were not re-elected and, accordingly, attended Board meetings only until March 2025. Effective April 2025, Mr. Zahir Marhoon Mohammed Al Abri and Mr. Khalid Sulaiman Salim Al Kamyani joined the Board as newly elected members and commenced participation in Board meetings.

The Board of Directors holds ultimate responsibility for establishing and maintaining sound corporate governance within the Bank, in line with the framework set by the CBO and FSA, while safeguarding the interests of shareholders and stakeholders. The Board's responsibilities include, but are not limited to, the following:

Governance and Strategy

- Establishing and upholding the Bank's corporate governance framework.
- Setting and monitoring the Bank's strategic direction in line with long-term objectives and shareholder interests.

Approvals and Compliance

- Approving the annual business plan, operating budgets, and key policies.
- Overseeing compliance with applicable regulatory requirements.

Financial and Operational Oversight

- Overseeing financial performance and operational efficiency.
- Reviewing and approving financial statements to ensure transparency and accountability.

Risk and Controls

- Supervising the effectiveness of risk management frameworks and internal control mechanisms.

Leadership Oversight

- Overseeing executive management performance, including leadership development and succession planning.

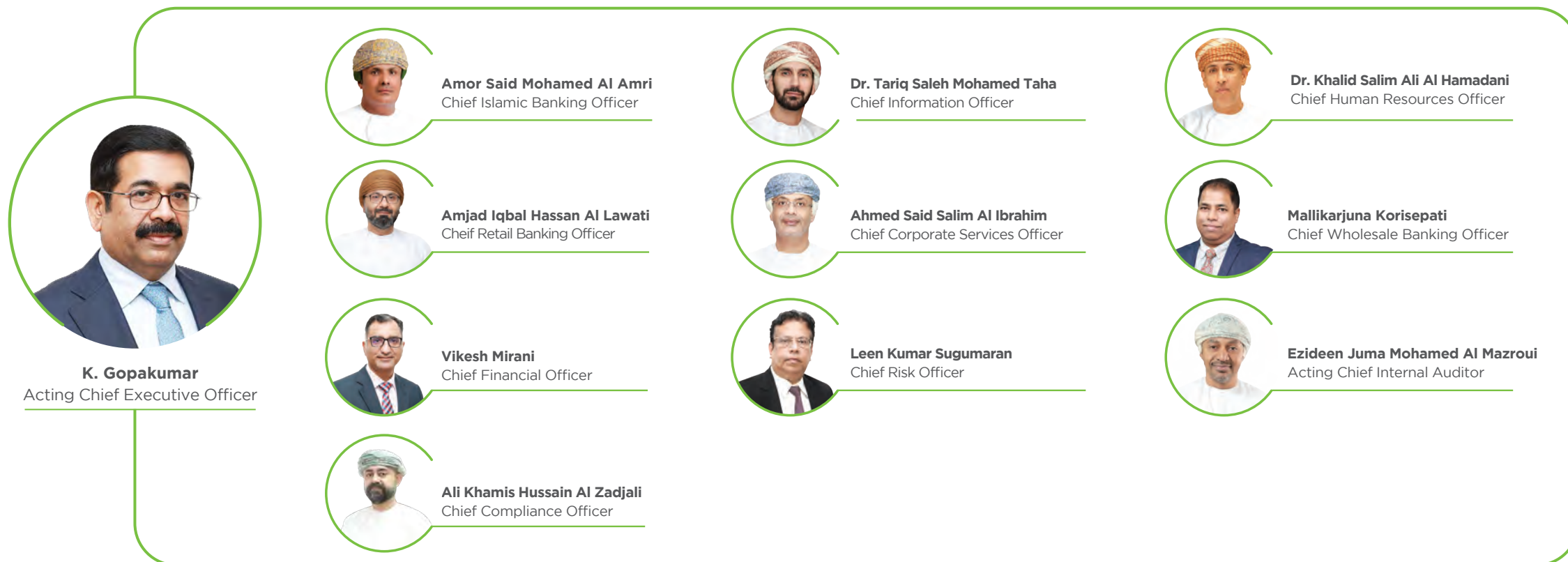
While the Board retains overall authority within the framework of applicable laws and the Bank's Articles of Association, day-to-day operations are managed by executive management.



Executive Management

BankDhofar operates under a well-structured two-tier governance model that ensures a clear separation between strategic oversight and operational management. The Executive Management team, led by the Acting Chief Executive Officer, is responsible for implementing Board-approved strategies, policies, and operational frameworks across the Bank.

This governance model strengthens accountability and ensures that corporate objectives are translated into measurable operational outcomes. Through close coordination with the Board and Board Committees, Executive Management reinforces transparency, operational discipline, and performance excellence across business units.





Specialized Committees

The Board discharges some of its key responsibilities through four dedicated committees. Each operates under a Board-approved charter and meets regularly to support strong corporate governance and effective oversight. These committees provide expert guidance, strengthen internal controls, and ensure alignment with regulatory expectations and corporate strategy.

Committee members are appointed based on their experience, expertise, and the value they bring to discussions and decision-making. Each committee has full access to the information, people, and external advice it needs to perform its duties effectively. Additional committees may be formed as required to address evolving business needs and priorities.



Committee Name	Committee Description	Committee Responsibilities
Board Audit Committee (BAC)	Ensures financial transparency, regulatory compliance, and internal control integrity.	- Monitors financial reporting and accounting standards compliance - Supervises internal and external audit processes - Reviews and strengthens risk management frameworks
Board Risk Committee (BRC)	Oversees risk governance and proactive risk mitigation across the Bank.	- Defines risk appetite and risk frameworks - Oversees credit, market, operational, and liquidity risks - Ensures compliance with CBO directives - Conducts stress testing and scenario analysis
Board Nomination & Remuneration Committee (BNRC)	Oversees leadership development, remuneration policies, and succession planning.	- Ensures merit-based nominations for Board and executive positions - Establishes transparent compensation frameworks - Develops leadership and succession planning strategies

About Sharia Supervisory Board

Sharia Supervisory Board was formed in the year 2012 for the Islamic Banking operations of the Bank’s window, Dhofar Islamic Banking Services (previously Maisarah). The SSB ensures that Dhofar Islamic operates in full compliance with Islamic banking principles and Sharia requirements. The Board provides formal Sharia rulings on financial products and transactions, reviews and endorses contractual structures, and oversees adherence to applicable Islamic finance regulations. It also monitors ongoing compliance across operations and promotes awareness and understanding of Sharia-compliant banking practices within the institution.

Embedding Integrity and Regulatory Compliance

BankDhofar embeds integrity, transparency and accountability at the core of its governance framework. Ethical conduct is reinforced through robust policies, internal controls and clear oversight mechanisms that promote responsible business practices across all operations. Aligned with the regulatory expectations of the CBO and the FSA, the Bank continuously strengthens internal policies and training programs to support ethical decision-making, reinforce compliance and foster a culture of accountability across the Bank.

Code of Conduct

BankDhofar's Code of Conduct serves as the foundation of ethical governance and professional behaviour across the Bank. The Code establishes clear expectations for employees, ensuring that business activities are conducted with integrity, transparency, and accountability. It reflects the Bank's commitment to responsible banking and provides guidance across key areas of professional conduct. It promotes ethical decision-making, strengthens stakeholder trust, and reinforces compliance with regulatory and legal obligations.



Ethical Standards

Upholding honesty, fairness, and responsibility in all business interactions



Professionalism & Personal Conduct

Ensuring integrity, mutual respect, and professional accountability



Conflicts of Interest

Preventing personal interests from influencing business decisions



Confidentiality

Safeguarding sensitive information and maintaining data security



Respect for Laws & Regulations

Ensuring compliance with banking and financial regulations



Environmental Responsibility

Promoting environmentally responsible banking practices



Financial Crime Compliance Program

The Board retains ultimate oversight of financial crime compliance, with delegated supervision to the Board Risk Committee. The Management Risk Committee reviews financial crime risks and oversees implementation of the Financial Crime Compliance (FCC) Program and related mitigation measures. The Chief Compliance Officer (CCO), who also serves as the Money Laundering Reporting Officer (MLRO), is responsible for implementing the FCC Program, including policies, procedures, systems and controls.

The FCC Program is governed by the following key policies:

- Anti-Bribery & Corruption (ABC) Policy
- AML/CFT Policy
- Sanctions Policy
- FATCA and CRS Policy

These policies are supported by detailed procedures and a whistleblowing framework that enables confidential reporting of suspected breaches through established channels.

The FCC Program operates under a Three Lines of Defense model:



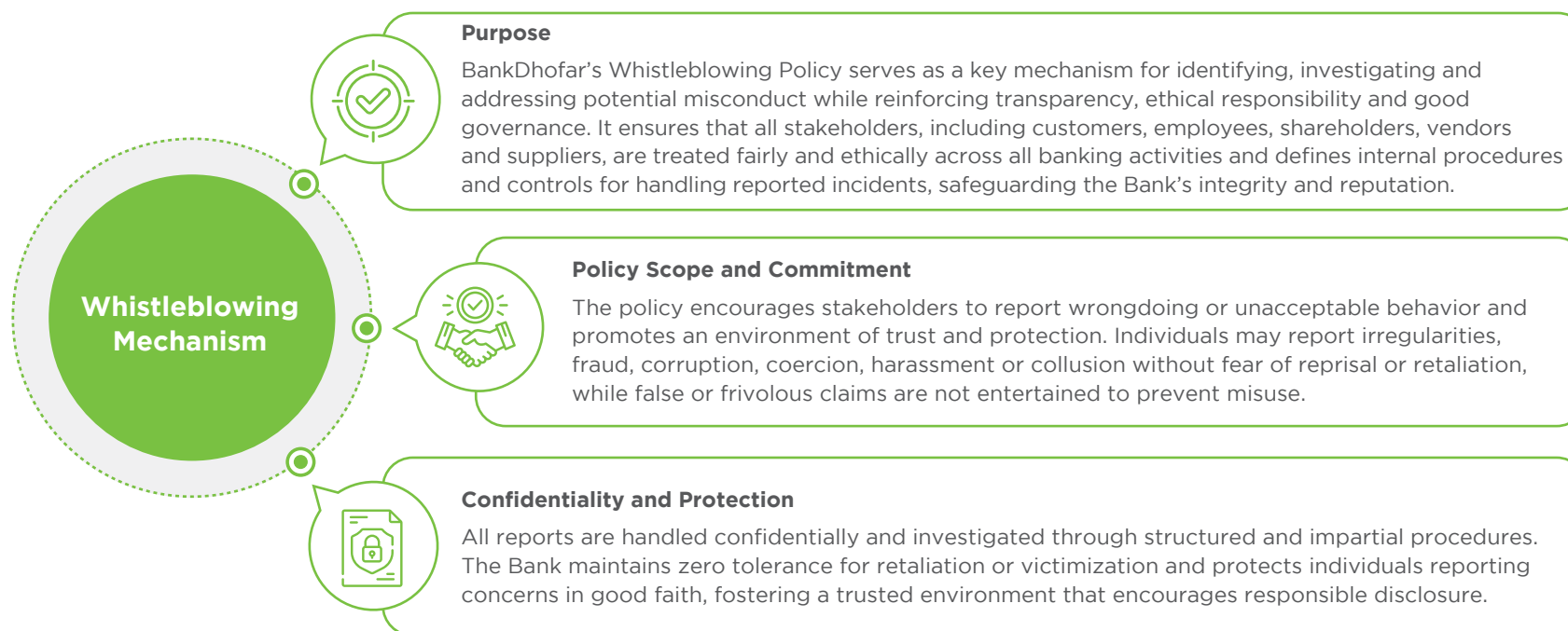
Anti-Bribery and Corruption Framework

BankDhofar adopts a zero-tolerance approach to bribery and corruption, reinforced through its Anti-Bribery and Corruption Policy and Code of Conduct. The Bank strictly prohibits the offering, giving or receiving of bribes in any form, whether directly or through third parties.

Comprehensive controls and procedures are in place for the detection, prevention, investigation and reporting of bribery and corruption incidents in line with applicable laws and international standards, including the UK Bribery Act, U.S. Foreign Corrupt Practices Act and Wolfsberg guidance. The Bank ensures full employee awareness of these requirements through mandatory regulatory e-learning modules, with 100% employee coverage.

BankDhofar adopts a zero-tolerance approach to bribery and corruption, reinforced through its comprehensive Anti-Bribery and Corruption (ABC) Policy.





Reporting Channels

Reports may be submitted through the Bank's official whistleblowing channels:



Hotline: 22652069
For International Calls: +968 22652069
(international charges are applicable)



whistleblow@bankdhofar.com





Compliance and Regulatory Framework

BankDhofar maintains a robust regulatory compliance framework aligned with local and international standards to safeguard integrity, transparency and responsible banking practices. The Bank operates in full compliance with the requirements of the Central Bank of Oman, the Financial Services Authority and other applicable regulatory authorities. Compliance oversight is provided by the Board Risk Committee, while the Compliance Division is responsible for execution across the Bank. Under this structure, the Compliance Division identifies, assesses and mitigates compliance risks through continuous monitoring, internal reviews and periodic policy enhancements, ensuring ongoing alignment with evolving regulatory requirements and best practices.

Global Anti-Financial Crime Compliance

BankDhofar continues to strengthen its global anti-financial crime compliance framework through the implementation of international standards/recommendations of Financial Action Task Force (FATF), Guidance of Wolfsberg Group and other relevant global regulatory programs.

The Bank maintains comprehensive controls across core compliance areas, including Know Your Customer and Customer Due Diligence processes, Anti-Money Laundering and Combating the Financing of Terrorism frameworks, and international sanctions compliance.

Sanctions Compliance

BankDhofar ensures adherence to international sanctions requirements issued by the United Nations Security Council (UNSC), Oman, Office of Foreign Assets Control (OFAC - USA), European Union (EU), United Kingdom (UK) and other relevant regulatory authorities. This structured sanctions compliance supports effective screening, monitoring and risk mitigation across all banking activities.

Local Regulatory Compliance

The Bank's regulatory compliance is aligned with local regulatory requirements, including those of the Central Bank of Oman, the Financial Services Authority and applicable national laws and directives. Compliance is reinforced through advisory, continuous

monitoring of regulatory developments, periodic policy and procedure updates, internal compliance reviews and established escalation and reporting mechanisms, ensuring consistent adherence to evolving regulatory expectations and responsible banking practices.

Capability Building and Training

BankDhofar promotes a strong compliance culture through continuous capability development and specialized training programs for Board members, executive management and employees. E learning on AML/CFT, Sanctions, ABC, Anti Fraud, IT Security etc., are mandatory for all staff and refresher is done on annual basis. Additionally, relevant staff are also given job specific training on AML/CFT, Sanctions, ABC, TBML etc.

Professional Certifications Held by Compliance Team

- Certified Anti-Money Laundering Specialist (ACAMS)
- International Diploma in Governance, Risk and Compliance (ICA)
- Advanced Certificate in Managing Sanctions Risk (ICA)

Risk Management

Risk Governance and Oversight

Risk management is a fundamental pillar of BankDhofar's governance framework, supporting responsible operations, financial stability and the protection of stakeholder interests. Oversight rests with the Board of Directors, supported by the Board Risk Committee, which ensures that the Bank's risk profile remains aligned with its strategic objectives and regulatory requirements. The Risk Management Division of the Bank operates as an independent and dedicated unit with direct reporting lines to the Board Risk Committee (BRC). It is responsible for assessing, monitoring and recommending strategies for the control of credit, market, liquidity, operational and compliance risks.

The BRC provides detailed oversight of enterprise-wide risks, reviews and recommends risk policies for Board approval, and monitors alignment with regulatory requirements and international best practices. Significant risk matters are escalated to the Board to support informed strategic decision-making.

**The Board Risk Committee
convened
11 times during 2025**



Risk Management Framework

The Bank maintains an integrated Enterprise Risk Management framework to identify, assess, monitor and mitigate risks across all business and operational areas. The framework supports proactive risk identification, effective decision-making, and long-term organizational resilience. It is supported by a host of committees comprising executive management and the Board of Directors for approval and reporting purposes, with the Board retaining overall authority for strategies and policies through its sub-committees.

The Board-approved Risk Appetite Framework establishes clear quantitative and qualitative parameters to guide decision-making. The Bank continuously strengthens its risk management through a transformation programme enhancing policies, processes, and risk information systems.

As the global economy shifts toward sustainability, businesses and financial institutions are recognizing the need to include environmental and social factors in their decision-making. This can help identify and reduce risks related to climate change, resource limits, and social impact. It also opens up chances for sustainable growth and long-term value. For BankDhofar, gradually adding these factors to its strategic and risk management framework is a key priority. This supports Oman's sustainable development goals and keeps pace with changing global practices.





05

Our Sustainability Approach

Embedding Sustainability into Strategy and Value Creation

At BankDhofar, sustainability is woven into the Bank's core management philosophy, integrating strategy, governance, and performance into a unified framework for long-term value creation. The Bank sees sustainability as a key driver as it helps anticipate emerging risks, seize opportunities, and strengthen institutional resilience.

By aligning growth with responsible banking principles, the Bank promotes a culture of accountability, responsible employment practices and environmental transition efforts. Thus, contributing meaningfully to Oman's socio-economic development.

National and Global Alignment

The Bank's sustainability strategy is firmly aligned with Oman Vision 2040, which prioritizes economic diversification, localization, environmental stewardship,

private sector development, and knowledge-based growth. As a leading financial institution in Oman, BankDhofar plays an instrumental role in supporting national priorities by mobilizing capital toward productive sectors, fostering entrepreneurship, strengthening financial inclusion, and advancing sustainable economic transformation.

At the global level, the Bank aligns its sustainability reporting with the Global Reporting Initiative (GRI) Universal Standards (2021) and contributes to the United Nations Sustainable Development Goals (SDGs). The Bank also recognizes international climate commitments, including the Paris Agreement, and continues to assess its role in supporting Oman's transition toward a low-carbon and climate-resilient economy. Through this alignment, the Bank ensures that its reporting meets internationally recognized standards.



Governance

Strategic ESG Focus	Alignment with Oman Vision 2040
 Strengthening governance transparency and anti-corruption practices	Legislative and Oversight Systems
 Financing infrastructure and industrial expansion	Economic Diversification
 Supporting housing and urban development financing	Sustainable Urban Development

Social

Strategic ESG Focus	Alignment with Oman Vision 2040
 Expanding access to inclusive and responsible financial services	Well-being and Social Protection
 Supporting national health and well-being initiatives	Health
 Enabling education, skills development, and national capability building	Education and National Capabilities
 Promoting gender diversity and leadership participation	Well-being and Social Protection
 Supporting entrepreneurship, SME Growth, and job creation	Labor Market and Employment
 Expanding financial access for underserved communities	Social Protection

Environmental

Strategic ESG Focus	Alignment with Oman Vision 2040
 Advancing water stewardship and resource efficiency	Environment and Natural Resources
 Financing renewable energy and energy efficiency projects	Environment and Natural Resources
 Promoting sustainable operations and responsible consumption	Natural Resource Management
 Strengthening climate risk management and mitigation practices	Environment and Natural Resources

Sustainability Governance and Oversight

BankDhofar integrates ESG considerations across its business model to balance financial performance with societal and environmental stewardship. Structured oversight, clear accountability mechanisms, and cross-functional ESG integration ensure that sustainability considerations inform strategic and operational decision-making. The Bank continuously strengthened sustainability integration by elevating governance and leadership oversight of ESG Priorities. Sustainability considerations are now embedded more formally into strategic deliberations, ensuring alignment with stakeholder expectations and reinforcing measurable progress toward long-term value creation.

ESG Steering Committee

BankDhofar has in place ESG Steering Committee to oversee the implementation of its ESG strategy and monitor performance

across key sustainability priorities. The Committee operates as a cross-functional governance platform that brings together senior leadership representation across core business divisions, ensuring ESG considerations are integrated into operational and strategic decision-making. Chaired by the ACEO, the Committee provides oversight and strategic direction to ensure ESG initiatives remain aligned with the Bank's ESG objectives and overall corporate strategy. Meeting on a quarterly basis, the Committee reviews sustainability performance indicators, monitors the implementation of initiatives under the ESG roadmap, evaluates relevant policy frameworks, and provides guidance to ensure timely execution of ESG initiatives. It also reviews and approves any significant changes related to the scope, timeline, or resources associated with ESG initiatives.

ESG Steering Committee Members



K. Gopakumar
Acting Chief Executive
Officer



**Ahmed Said
Salim Al Ibrahim**
Chief Corporate Services
Officer



**Amjad Iqbal Hassan Al
Lawati**
Chief Retail Banking
Officer



**Dr. Khalid Salim Ali Al
Hamadani**
Chief Human Resources
Officer



**Dr. Tariq Saleh Mohamed
Taha**
Chief Information Officer



**Amor Said Mohamed Al
Amri**
Chief Islamic Banking
Officer



Vikesh Mirani
Chief Financial Officer



Mallikarjuna Korisepati
Chief Wholesale Banking
Officer



Leen Kumar Sugumaran
Chief Risk Officer



Sreenath Manghat
Head of Strategy &
Transformation



**Ezideen Juma Mohamed
Al Mazroui**
Acting Chief Internal
Auditor



**Ali Khamis Hussain Al
Zadjali**
Chief Compliance Officer



Ammar Askari Ismail
Head of Customer
Experience and
Sustainability



Naama Riyadh Al Asfoor
Lead Sustainability

Working Group Leads (WGL)

Working Group Leads comprises Chiefs and Heads of division. They are responsible for overseeing the implementation of ESG initiatives within their respective business units and ensuring alignment with the Bank's ESG objectives. They validate initiative performance and expected outcomes, monitor progress, and manage operational risks or challenges associated with implementation. Working Group Leads also provide periodic updates to the ESG Steering Committee and escalate key issues when required, supporting effective oversight and coordination across departments.

Initiative Leads (IL)

Initiative Leads comprises of Heads of department. They coordinate and manage the execution of assigned ESG initiatives at the departmental level. They organize the delivery of initiatives and oversee any related process or system changes required for implementation. Initiative Leads are responsible for ensuring that implementation timelines are followed, monitoring progress, and identifying and addressing risks or operational challenges that may arise during execution.

Initiative Members (IM)

Initiative Members support the delivery of ESG initiatives by carrying out assigned tasks and contributing relevant technical expertise. They collaborate with Initiative Leads and other team members to ensure effective implementation of initiative activities. Initiative Members are also responsible for identifying potential risks or issues during implementation and promptly communicating them to the Initiative Lead to enable timely mitigation and resolution.



Stakeholder Engagement

Recognizing that stakeholder engagement is fundamental to sustainable business growth, BankDhofar maintains ongoing and transparent communication with both internal and external stakeholders. This structured engagement enables the Bank to understand evolving expectations, proactively address concerns, and incorporate stakeholder insights into strategic decision-making and operational planning.

Through clearly defined engagement channels and feedback mechanisms, stakeholder perspectives are systematically integrated into the Bank's sustainability initiatives, reporting practices, and broader business strategy. This collaborative and responsive approach strengthens transparency, reinforces accountability, and positions the Bank to anticipate and respond effectively to emerging environmental, social, and governance priorities.

 Stakeholder Group	 Regular Meetings	 Surveys	 Website / Public Reports	 Contractual Relations	 Policies / Code of Conduct	 Company Events
Internal Stakeholders						
Employees	✓	✓	✓	✓	✓	✓
Executive Management	✓	✓	✓	✓	✓	✓
Board of Directors	✓		✓	✓	✓	✓
Shareholders	✓		✓			
External Stakeholders						
Government and Regulators	✓		✓			
Industry Peers	✓		✓			
Customers			✓		✓	✓
Community			✓			✓
Suppliers and Vendors			✓	✓		
Sustainability Standards and Framework Bodies			✓			

Materiality Assessment

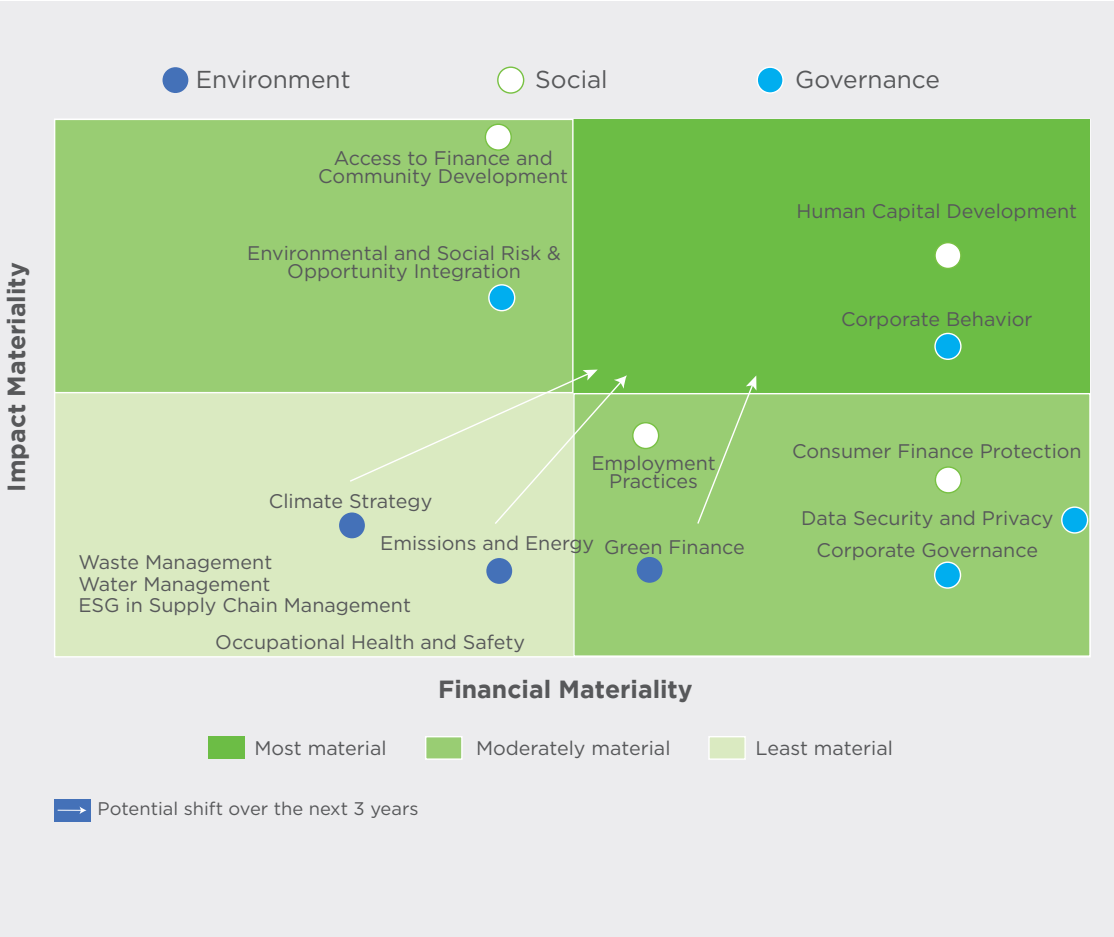
BankDhofar conducted its most recent materiality assessment in 2024 to identify and prioritise ESG topics most relevant to its operations and stakeholders. The assessment followed a structured approach. The Bank first defined the assessment boundary and identified ESG indicators based on relevant industry classification guidance. These indicators were subsequently consolidated into broader thematic ESG topics aligned with the Bank’s operating context. To support prioritization, BankDhofar conducted benchmarking against five local, regional, and global peer banks, mapping overlapping ESG topics and analyzing their frequency of disclosure. This analysis informed the relative ranking of topics, with prioritization scores normalized to support comparative evaluation.

Internal stakeholders were engaged through a management validation workshop led by the Acting Chief Executive Officer and senior leadership team. During this session, identified topics were reviewed and validated based on their significance to stakeholders, potential environmental and social impacts, and their relevance to the Bank’s operations

and strategic priorities. The assessment also considered emerging ESG expectations and sector-specific sustainability trends to ensure alignment with evolving industry practices. The resulting set of material topics reflects the Bank’s key ESG focus areas and aligns with stakeholder expectations, industry practices, and BankDhofar’s long-term strategic direction.

In 2025, the Bank refined its materiality framework by transitioning from four pillars to three core pillars Environmental, Social, and Governance to better reflect prevailing investor and industry practices. As part of this refinement, the topics ‘Environmental and Social Risk Integration’ and ‘Data Security and Privacy’ were consolidated under the Governance pillar. This reflects the role of governance structures, risk management systems, and internal oversight mechanisms in embedding ESG considerations into decision-making and enterprise risk management processes. The Bank intends to review and update its materiality assessment after three years, or earlier if significant changes occur in the operating or regulatory environment.

Materiality Matrix



BankDhofar Material ESG Topics

	Material topics	Description
 Environment	Emissions and Energy	Managing Scope 1, Scope 2, and Scope 3 GHG emissions from operations and financed activities.
	Climate Strategy	Managing climate risks, setting reduction targets, and implementing adaptation strategies.
	Green Finance	Supporting environmentally sustainable financing solutions.
 Social	Employment Practices	Upholding human rights across employees, customers, and value chains.
	Human Capital Development	Attracting, retaining, and developing skilled employees.
	Consumer Finance Protection	Promoting responsible lending and transparent financial products.
 Governance	Access to Finance and Community Development	Expanding financial inclusion and supporting community development initiatives.
	Corporate Governance	Strengthening board diversity, independence, and accountability practices.
	Corporate Behavior	Upholding ethical business conduct and maintaining transparency in taxation and financial practices.
	Environmental and Social Risk & Opportunity Integration	Integrating ESG risks and opportunities into lending and investment decisions while leveraging opportunities for positive environmental and social impact.
	Data Security and Privacy	Protecting customer data and managing cybersecurity risks.



ESG Framework and Strategic Pillars

The Bank's ESG Framework provides a structured approach to integrating environmental, social, and governance considerations into decision-making, risk management, and stakeholder requirements. Guided by its ESG statement, the framework aligns the Bank's sustainability priorities with national development goals and evolving stakeholder expectations.

The framework is structured around four strategic pillars, each supported by clearly defined objectives, initiatives, and measurable key performance indicators (KPIs). Together, these pillars guide the Bank's efforts to manage environmental impacts, enhance customer and community outcomes, strengthen employee well-being, and reinforce robust governance practices. It enables the Bank to systematically track progress across its sustainability objectives through defined KPIs and targets, ensuring accountability, transparency, and continuous improvement.

ESG Framework

ESG Statement

Fostering sustainable growth through responsible banking practices while supporting economic diversification and social well-being

Pillar 1



Enabling Climate Action

- Minimize environmental footprint and adopt circularity.
- Manage climate-related risks and opportunities impacting financial performance.
- Safeguard the environment through sustainable finance solutions.

Pillar 2



Uplifting Customers & Communities

- Expand financial inclusion.
- Empower equitable societal development.

Pillar 3



Focusing on Our People

- Promote equal opportunities and fair treatment.
- Create a supportive workplace environment that prioritizes employee well-being.
- Foster a culture of diversity, equal opportunity and inclusion in the workplace.

Pillar 4



Reinforcing Governance

- Embed sustainability culture across the Bank
- Strengthen board diversity and independence.
- Uphold ethical business conduct and supply chain integrity.
- Enhance transparency in ESG disclosures.

ESG Objectives

Initiatives &
KPIs



06 Empowering Our People

Empowering Our People

Building Capability, Inclusion, and Well-Being



Human capital Development

Oman Vision 2040 places human capital development at the core of national transformation, emphasizing that a skilled, productive workforce is essential for economic diversification and long-term competitiveness.

BankDhofar's long-term success is driven by its ability to attract, develop and retain a capable, nationally representative and ethically grounded workforce. Aligned with Oman Vision 2040, its human capital strategy strengthens organizational resilience, leadership capability and an inclusive workplace culture. It promotes equal opportunities in recruitment and career advancement, while reinforcing gender equality through regular compensation benchmarking and pay equity assessments to ensure fair and transparent remuneration practices.

Workforce Overview

	Male	Female	Total Employees
2023	952	737	1,689
2024	973	747	1,720
2025	1,014	777	1,791

6
Contract employees

3
Temporary employees

Note: Workforce overview includes temporary and contract employees. Contract staff work with the Bank through third-party vendors and do not have a fixed employment duration with the Bank. Temporary employees are on the Bank's payroll on fixed-term contracts ranging from six months to one year, renewable at the Bank's discretion.

Full-Time Employees by Gender and Level

Management Level	2025		
	Male	Female	Total
Senior Management	17	3	20
Middle Management	379	146	525
Junior Management	366	451	817
Support Staff	252	177	429
Total	1,014	777	1,791

Employees Hired	Number	Rate (%)
Male 	91	5.1 %
Female 	58	3.2 %
Total	149	8.3 %

Employees Turnover	Number	Rate (%)
Male 	63	3.5 %
Female 	31	1.7%
Total	94	5.2 %



Supporting Omanization and National Workforce Growth

Aligned with the priorities of Oman Vision 2040, BankDhofar remains committed to advancing Omanization and strengthening national workforce participation. As a core pillar of the Vision, Human Capital Development seeks to build a skilled, innovative, and future-ready Omani workforce capable of driving sustainable economic growth. While the Bank continues to attract and retain high-caliber talent, it places strong emphasis on expanding the representation of Omani nationals across all levels and functions of the organization.

BankDhofar achieved a
93%
Omanization rate,
reinforcing its
commitment to local
talent development.



Building a Respectful and Fair Working Environment

BankDhofar is committed to creating and maintaining a harmonious workplace environment, free from discrimination based on race, nationality, gender, age, physical disability, political opinions or religious convictions. The same is clearly articulated in the Banks code of conduct and policy manual. The Bank follows zero-tolerance approach to harassment, discrimination and workplace misconduct, while oversight mechanisms and periodic reviews ensure continued effectiveness and alignment with evolving workplace expectations.

The Bank maintains robust HR policies and recruitment controls to ensure compliance

with applicable labor regulations, including Omani laws prohibiting child labor. Age verification is conducted during recruitment, and employment records are periodically reviewed to ensure ongoing compliance. Contract workers are likewise governed by the Omani Labor Law, which prohibits child labor and mandates safe working conditions.

In 2025, no formal grievances related to discrimination or harassment were reported across the Bank's operations.

Women Advancement

BankDhofar remains committed to advancing women's participation and leadership as part of its broader Diversity, Equity and Inclusion (DEI) agenda. The Bank continues to promote balanced recruitment practices, maintaining a healthy gender mix across its workforce, males representing approx. 57% and females 43% of the total workforce. Further, Women currently represent 15%

of Executive Management, demonstrating continued progress toward enhancing female leadership at senior levels.

The Bank also marked International Women's Day through dedicated engagement activities, reinforcing its commitment to recognition, empowerment and an inclusive workplace culture.



Case Study: Enabling Women Entrepreneurs for Inclusive Growth

Aligned with Oman Vision 2040, BankDhofar has positioned gender-inclusive growth as a strategic priority by supporting women entrepreneurs across various sectors, including retail, technology, hospitality and manufacturing. The Bank provides tailored SME financing solutions such as working capital facilities, term loans and trade finance products, complemented by streamlined credit processes to ease access to capital for women-led businesses.

Beyond financing, BankDhofar enables digital transformation through advanced online and mobile banking platforms, e-commerce payment gateways and POS solutions, helping women entrepreneurs manage operations efficiently and scale sustainably. Through capacity-building initiatives and financial literacy programs, the Bank further strengthens entrepreneurial capability, contributing to economic diversification, higher workforce participation and resilient communities across Oman.

Supporting specially abled employees

BankDhofar is committed to creating an inclusive and accessible workplace that ensures equal opportunities for all employees. In collaboration with the National Initiative for the Integration and Empowerment of Persons with Disabilities, the Bank continues to strengthen workforce inclusion and expand opportunities for people with special abilities, with 4 specially abled employees currently part of its workforce.

Accessibility Measures Across BankDhofar



Braille-
enabled ATMs



Accessible
branch ramps



Dedicated
accessible
parking



Sign language
training
for branch
employees



Employee Well-being and Work-Life Integration

Employee well-being is fundamental to fostering a productive, engaged, and resilient workforce. BankDhofar adopts a holistic approach to employee well-being by integrating healthcare support, wellness initiatives, and family-friendly workplace practices into its human capital strategy.

The Bank provides comprehensive medical insurance coverage to all employees and their immediate family members, ensuring access to quality healthcare. Throughout the year, structured health and wellness campaigns are conducted to promote preventive care, healthy lifestyles, and overall well-being. Employees are also encouraged to participate in community fitness initiatives, including the Muscat

Marathon, reinforcing a culture of health, engagement, and teamwork across the Bank.

All women employees are entitled to maternity leave, and parental support measures which include flexible working arrangements and a one-hour reduction in daily working hours for new mothers, enabling a smoother transition back to work while supporting childcare responsibilities.

Female employees are entitled to 98 days of maternity leave, with the option to take up to one year of unpaid leave to care for newborns and young children.

Maternity Leave

Women who took maternity leave



Building, Developing and Retaining High-Performing Talent

BankDhofar’s human capital strategy is centered on structured capability development, succession planning, and alignment with evolving business priorities. The Bank follows a blended learning model comprising 50% experiential learning, 30% mentorship and coaching, and 20% formal training, embedding continuous development into daily operations.

The Bank supports academic advancement through scholarship and sponsorship programs for higher education and professional certifications. Postgraduate opportunities,

offered locally and internationally, strengthen technical expertise and leadership capability. Structured learning pathways delivered through internal and external programs, digital platforms and professional certifications, supported by partnerships with institutions such as the College of Banking and Financial Studies (CBFS). Training effectiveness is monitored through a Manager Evaluation for Implementation at Work framework (Level 3) to ensure practical application and measurable workplace impact.

Training Hours

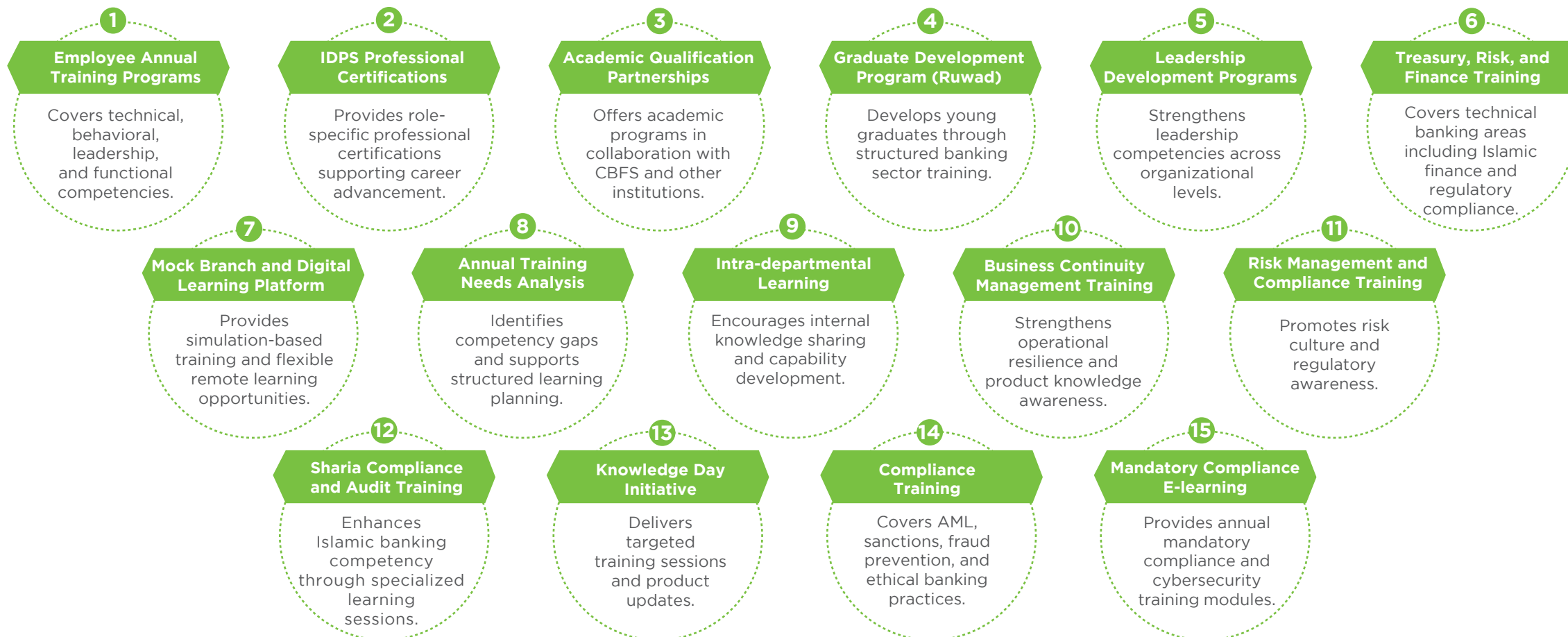
Total Hours of Training	Male	Female
Senior Management	208	172
Middle Management	18	26
Junior management	140	42

Average Training Hours



Training and Development Programs

BankDhofar continues to invest in structured learning and professional development to strengthen employee capability and leadership readiness across all functions. In 2025, these ongoing training and development programs continued to support the enhancement of technical, behavioral, and regulatory competencies across the Bank.



Academic Sponsorship and Career Advancement

BankDhofar offers structured academic sponsorship and tuition support programs to enhance employees' professional qualifications and long-term career progression. Eligible employees receive financial assistance or sponsored placements based on defined performance and relevance criteria.

The Bank provides postgraduate opportunities at master's level, both locally and internationally, to strengthen technical and leadership capability. Employees who complete sponsored programs are aligned to structured career pathways, ensuring that enhanced qualifications contribute to individual advancement and Banks capability.

Case Study: Investing in Future Leaders

BankDhofar celebrated the successful graduation of 40 employees from its Leadership Development Programme, marking a significant milestone in strengthening internal leadership capability. Delivered in collaboration with the Indian School of Business (ISB) and academically linked with globally renowned institutions including Wharton, Kellogg and London Business School, the six-month programme focused on enhancing strategic thinking, leadership effectiveness and decision-making skills.



Supporting National Financial Awareness

BankDhofar continues to advance financial literacy and inclusion as a core component of its community engagement and national development agenda, aligned with Oman Vision 2040 and the Central Bank of Oman's Circular BM 1184 on the Financial Consumer Protection Regulatory Framework (FCPRF). In partnership with key national stakeholders, including the Ministry of Education, Ministry of Higher Education, Ministry of Awqaf, Youth Centre, and the Authority for SMEs, the Bank delivers structured financial education initiatives designed to strengthen financial knowledge

and promote responsible financial behaviour among students, youth, and wider community segments across the Sultanate.

Key initiatives included participation in financial awareness forums such as at Dhofar University, where students and faculty were supported in opening bank accounts and building responsible banking habits, as well as Islamic financial education training delivered in partnership with the Ministry of Awqaf to strengthen awareness of ethical banking practices and access to Islamic banking services.

The Bank has also developed an interactive e-learning platform in partnership with the Ministry of Education to provide accessible digital financial education tools, while collaborating with the Ministry of Higher Education and Riadah Youth Center further strengthen financial literacy among young people and students. Program effectiveness is monitored through stakeholder engagement metrics, including participation levels and new account openings generated through financial literacy outreach initiatives.

Case Study: “Khutwa” Advancing Financial Literacy Among Youth

BankDhofar launched Khutwa, a digital financial learning program for students in grades 11 and 12, to strengthen financial literacy and equip young people with essential money management skills. Developed in collaboration with the Ministry of Finance under the National Program for Financial Sustainability and Financial Sector Development (Estidama), and supported by multiple national entities including the Ministry of Education and the Youth Center, the initiative aligns with Oman's broader financial literacy enhancement framework.

The program offers interactive modules covering key financial topics such as personal finance management, digital payments, loans, insurance, investments and future financial planning, enabling students to make informed financial decisions. Khutwa builds on BankDhofar's wider financial awareness efforts, including financial literacy podcasts, SME-focused digital platforms and student engagement initiatives, reinforcing the Bank's commitment to financial inclusion and supporting Oman Vision 2040's goals of building a financially aware and resilient society.



Safeguarding Workplace Health, Safety and Well-being

BankDhofar is committed to providing and maintaining a safe, healthy and efficient working environment for employees, customers and visitors across its operations. Occupational health and safety practices are guided by the Omani Labour Law and supported by internal policies that define responsibilities for maintaining safe working conditions and ensuring employees can perform their duties with appropriate safeguards in place. While the Bank is not currently ISO 45001 certified, it maintains established health and safety measures and practices to ensure safe and secure working conditions across its operations.

The Bank's Code of Conduct reinforces this commitment by setting clear expectations for adherence to safety and security procedures, supported by a formally established Occupational Health and Safety (OHS) Policy that outlines responsibilities and safety requirements across the organization. Workplace safety practices are monitored through regular supervision and inspections, with the Logistics, Procurement and Premises (LPP) department conducting detailed reviews of potential hazards and materials that may pose risks to employees and escalating any identified concerns to Human Resources for appropriate action.

Any violations of safety practices may result in disciplinary action in line with internal policies, and all incidents, regardless of severity, are recorded and reviewed by the Employee Relations Manager to support corrective action and continuous monitoring of workplace safety conditions.

Hazard Management and Workplace Safety Measures

Given the predominantly administrative and office-based nature of operations, workplace risks remain limited; however, necessary measures are implemented to maintain secure and safe conditions across all locations. Employees are provided with guidance to remain aware of potential risks associated with their roles, while Department Heads and Divisional Heads are responsible for maintaining safety standards within their areas and escalating any concerns to Human Resources for further review and action.

Safety considerations are also extended to business relationships through supplier due diligence and contractual requirements addressing occupational health and safety expectations, with identified risks addressed through corrective actions, periodic reviews and established escalation procedures.

Employees collectively completed
3.11 million man-hours worked
without major incident.



Employee Engagement, Health and Well-being

BankDhofar supports employee well-being by ensuring access to medical facilities and healthcare providers for all staff and their immediate family members, supporting both occupational and non-occupational health needs. Employees are able to raise workplace concerns through multiple channels, including the HR Contact Centre and the LPP services platform, while Employee Relations Managers provide direct counselling and support on occupational health and safety matters.

Bank-wide engagement surveys further enable employees to communicate concerns and provide feedback on workplace conditions.

100%
of the employees were covered under family medical insurance, supporting the Bank's commitment to holistic employee health and welfare.

Medical Insurance Program



Fitness and Wellness Program



Life-Saving Maneuvers and CPR Training



Training and Safety Awareness

Occupational health and safety awareness is supported through learning materials and training resources available to employees through the Bank's Learning Management System and external platforms such as Udemy and Almentor. These learning resources support employees in understanding workplace safety requirements and encourage responsible work practices across all functions.

Occupational Health and Safety Performance

BankDhofar continues to maintain low incident levels across its operations.





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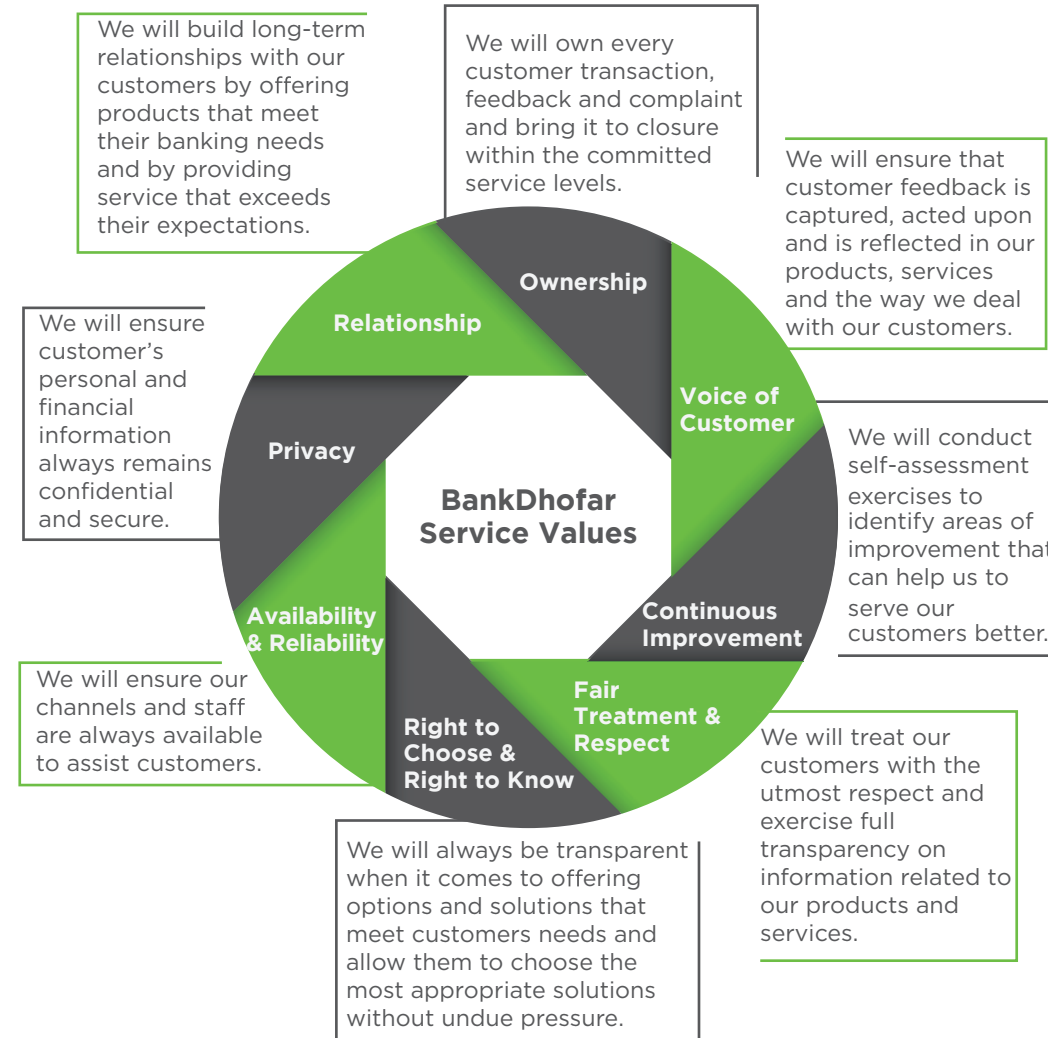
Customer Trust, Digital Innovation and Community Impact

Institutionalizing Customer-Centric Excellence

BankDhofar has cultivated a culture of excellence that places customers at the core of its service delivery. Its commitment to exceptional service differentiates the Bank and strengthens its position as a trusted financial partner across the Sultanate of Oman. The Bank continues to enhance and redefine the customer experience, ensuring seamless, efficient, and personalized interactions across all touchpoints. Clearly defined service standards, structured accountability mechanisms, and performance frameworks reinforce customer-centric behaviors throughout the Bank.

The Bank's Customer Experience (CX) Strategic Roadmap establishes measurable service objectives aligned with institutional priorities. This roadmap is supported by a formal CX Charter, which defines service commitments, turnaround standards, and behavioural expectations across branches, digital platforms, and support functions.

Ongoing investments in digital transformation have streamlined processes and improved accessibility, making banking services faster, smarter, and more convenient. By combining human expertise with technology-enabled processes, BankDhofar ensures consistent, personalized, and efficient customer engagement across the Bank.



Customer Recognition and Service Excellence

In 2025, BankDhofar was recognized as the Best Customer Centric Banking Brand - Oman 2025 by Global Brands Magazine (UK).



Strengthening Complaint Resolution & Service Accountability

BankDhofar has established a robust customer feedback mechanism to strengthen service quality and accountability. The Customer Feedback Department, reporting to the Chief Corporate Services Officer, oversees customer care, management information systems, and quality assurance, while coordinating closely with all business units to drive continuous service improvement.

A formal Customer Complaint Redressal Policy guides the end-to-end management of grievances, ensuring that complaints are systematically recorded, investigated, resolved, and analyzed. Beyond case resolution, complaint data is leveraged as a strategic performance intelligence tool to identify trends, address root causes, and enhance operational efficiency. To further ensure consistency across channels, frontline employees are equipped with a standardized Customer FAQ Guide, enabling accurate, timely, and aligned responses at every customer touchpoint

Customer Query Response Rate have been 100%

Customer Complaint Snapshot

Metric	2023	2024	2025
Total Complaints Received	36,278	60,462	66,995
Complaints Filed with CBO/Other Authorities	251	464	385
Complaints Resolved	36,278	60,237	66,675

Accessible Complaint Channels

BankDhofar maintains multiple customer access points to promote inclusivity and responsiveness:

Nearest BankDhofar or Dhofar Islamic branch

Call Centre +968 24791111 (BankDhofar) +968 24775777 (Dhofar Islamic)

Email care@BankDhofar.com, care@dhofarislamic.com

Available on BankDhofar & Dhofar Islamic websites

Social Media platforms (Twitter, Instagram, Facebook, YouTube, LinkedIn)



Responsible Banking & Consumer Finance Protection

BankDhofar strengthens responsible banking practices through its Charter of Consumer Rights & Statement of Consumer Responsibilities, which establishes clear expectations regarding transparency, fairness, and accountability.

The Charter supports customers in understanding their rights while reinforcing the Bank's obligation to deliver ethical financial services

Core Principles

Bank Dhofar's consumer protection framework is grounded in four key principles that ensure a fair, transparent, ethical and continuously improving banking experience for customers:



Respect for Consumer Rights

The Bank recognizes and safeguards the needs and expectations of its customers, ensuring their rights are upheld at every interaction.



Fair and Ethical Business Conduct

The Bank is committed to conducting all activities with integrity, fairness, and full compliance with applicable laws and ethical standards.



Transparency in Communication and Banking Practices

Open, clear, and honest communication is prioritized so that customers have all the information they need to make informed financial decisions.



Commitment to Continuous Improvement

There is an ongoing focus on enhancing services, products, and processes to better meet evolving customer needs and expectations.

Protecting Customer Information in a Digital Economy

As digital adoption accelerates, BankDhofar continues to strengthen enterprise-wide data governance and cybersecurity resilience. Data protection is integrated into technology architecture, operational procedures, and regulatory compliance mechanisms. Customer data is collected solely through explicit consent and shared only with authorized regulatory bodies in compliance with applicable legal frameworks. Ongoing investments in cybersecurity infrastructure ensure resilience against evolving threats and the secure management of digital transactions.

The Bank operates a comprehensive Data Security and Privacy Protection Framework supported by ISO/IEC 27001:2013 certification, validating the effectiveness of its information security management systems.

Governance is reinforced through dedicated policies:

- Data Privacy and Protection Policy
- Cybersecurity Policy
- Information Security Policy

The average resolution time for customer privacy and data breach complaints is 5 days.



Protecting Customer Information in a Digital Economy

Indicator	2025
Substantiated Complaints – Data Leakage (External Parties)	10
Substantiated Complaints – Regulatory Bodies	0
Total Identified Leaks, Thefts, or Losses of Customer Data	1

Strengthening Cybersecurity Awareness

The Bank conducts internal and external cybersecurity awareness campaigns to educate customers and employees on fraud prevention, digital hygiene, and secure banking practices. These initiatives enhance customer confidence and reduce exposure to digital risk



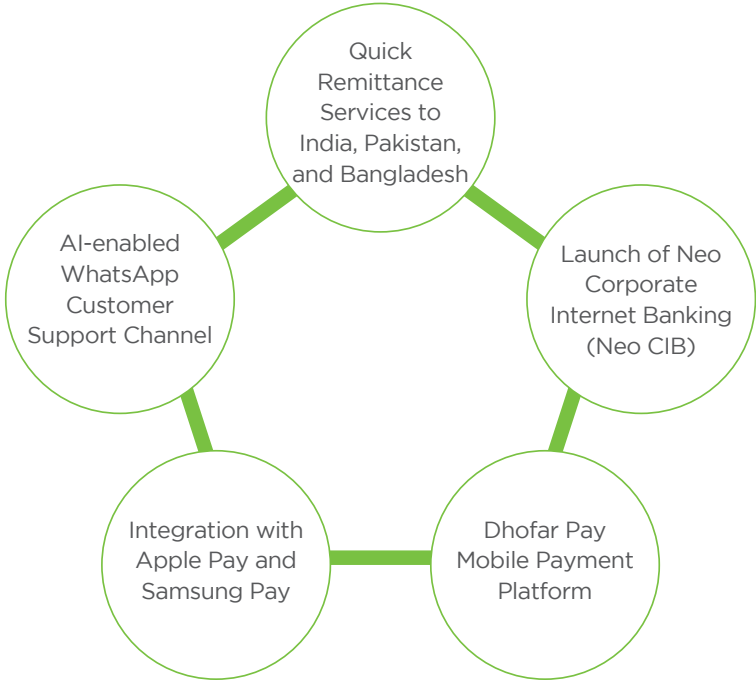
Driving Innovation Through Digital Transformation

BankDhofar continues to enhance its digital infrastructure to improve customer accessibility, operational efficiency, and service innovation. The Bank’s IT division supports a ‘run-grow-transform’ model, overseeing digital channel development, infrastructure modernization, and

application system enhancements. Through a major digital transformation initiative, BankDhofar is redefining customer experience across mobile and online banking channels, delivering enhanced accessibility and efficiency for both Islamic and conventional banking clients.

Expanding Digital Banking Services

BankDhofar continues introducing customer-focused digital solutions including:



Digital Banking Performance Metrics

Indicator	2023	2024	2025
Digitally Registered Customers – Internet Banking	4,209	12,654	10,280
Digitally Registered Customers – Mobile Banking	47,565	75,233	1,01,579
New-to-Bank Customers Onboarded Digitally	4,726	4,401	1,862
Mobile App Retail Transactions	3,622,181	7,771,147	12,829,889

Dhofar Islamic Banking

Indicator	2023	2024	2025
Digitally Registered Customers	7,257	11,270	11,860
New-to-Bank Customers Onboarded Digitally	1,250	1,106	162
Mobile App Retail Transactions	355,992	741,001	1,457,148





Innovation Strategy Pillars

Innovation Leadership through AI, predictive analytics, and blockchain exploration

Strategic Fintech Partnerships to enhance financial solution capabilities

Global Benchmarking to maintain international service standards

Powering Digital Banking Ecosystem Through Strategic Partnerships

In 2025, BankDhofar accelerated its digital transformation journey through a series of strategic partnerships that reinforce its leadership in fintech innovation and customer-centric banking.



Fintech & Social Innovation

In partnership with the Social Protection Fund, the Bank is advancing fintech innovation to enhance digital accessibility and financial inclusion across Oman.



Next-Generation Payments

Through collaboration with Mastercard, BankDhofar is redefining digital payments by introducing secure, seamless, and innovative payment technologies that enhance customer convenience.



Customer-Centric Financing Solutions

The Bank partnered with Taageer Finance to deliver enhanced financing offerings, combining digital agility with customized financial services.



Multi-Cloud Digital Infrastructure Transformation

Through its collaboration with Omantel, BankDhofar is advancing a multi-cloud digital architecture that enhances scalability, cybersecurity resilience, and operational continuity.

Driving Community Impact Through Strategic CSR Investments

BankDhofar integrates Corporate Social Responsibility (CSR) as a core pillar of its sustainability strategy, advancing community development, social inclusion, and environmental stewardship across the Sultanate. Its CSR approach is designed to generate measurable social value while aligning with the national priorities of Oman Vision 2040.

CSR governance is embedded within a structured oversight framework to ensure strategic alignment and accountability. The Executive Committee approves the annual CSR action plan and budget, while the Marketing and Corporate Communications Department leads the design, implementation, and stakeholder engagement processes. This framework ensures that CSR investments are effectively deployed to create long-term societal impact and support Oman's sustainable development agenda.

During the reporting year, the Bank implemented targeted initiatives across education, social welfare, environmental sustainability, and cultural development. In 2025, a total of **90,950** was allocated to programs benefiting diverse segments of society.



Creating Long-Term Value Through Responsible Community Investment

Through its CSR programs, BankDhofar continues to strengthen its position as a responsible corporate citizen, ensuring that social investments contribute to national development goals while creating meaningful value for communities and stakeholders. The Bank remains committed to expanding the scope and impact of its CSR initiatives by aligning investments with emerging social priorities, environmental sustainability objectives, and stakeholder expectations, supporting Oman's transition toward a resilient and inclusive future.

Strengthening Cultural and Community Engagement

BankDhofar actively supported cultural and community development initiatives that promote social cohesion and preserve Oman's rich cultural heritage. During the year, the Bank sponsored the Dar Al Atta Exhibition 2025 and the 4th Sohar Festival, reinforcing its commitment to strengthening community engagement and promoting local economic development through cultural participation and community empowerment.

Investing in Education and Youth Development

Recognizing education as a key enabler of long-term national growth, BankDhofar

expanded its support for academic and youth-focused initiatives. The Bank supported the Sultan Qaboos University Summer School and student engagement activities through a strategic one-year partnership with the university. This initiative reflects the Bank's commitment to investing in future generations and strengthening knowledge development across Oman's youth population.

Advancing Social Welfare and Humanitarian Support

Demonstrating its strong commitment to social welfare, BankDhofar allocated 20% of its CSR budget to the Oman Charitable Organization, supporting humanitarian programs aimed at assisting vulnerable communities. Through these contributions, the Bank continues to reinforce its role in addressing social challenges and strengthening national humanitarian efforts.

Promoting Environmental Sustainability and Responsible Practices

Environmental responsibility remains an integral component of BankDhofar's CSR strategy. During the year, the Bank collaborated with the Environment Authority and supported the Green Office Program Proposal in partnership with EFP Oman,

encouraging sustainable workplace practices and environmental awareness across institutions and communities. In addition, BankDhofar supported sustainable mobility initiatives by sponsoring a Hybrid Car Rental Program for Dhofar Municipality. This initiative contributes to reducing environmental emissions and promoting environmentally responsible transportation solutions.

Supporting Social Inclusion and Community Well-Being

BankDhofar continued to champion inclusivity and community welfare through partnerships with organizations focused on social empowerment. The Bank supported initiatives undertaken by the Al Noor Association for the Blind, reinforcing accessibility and social inclusion for individuals with visual impairments. The Bank also sponsored the Haj and Umrah Exhibition, supporting initiatives that enhance community engagement and cultural participation while strengthening social well-being.





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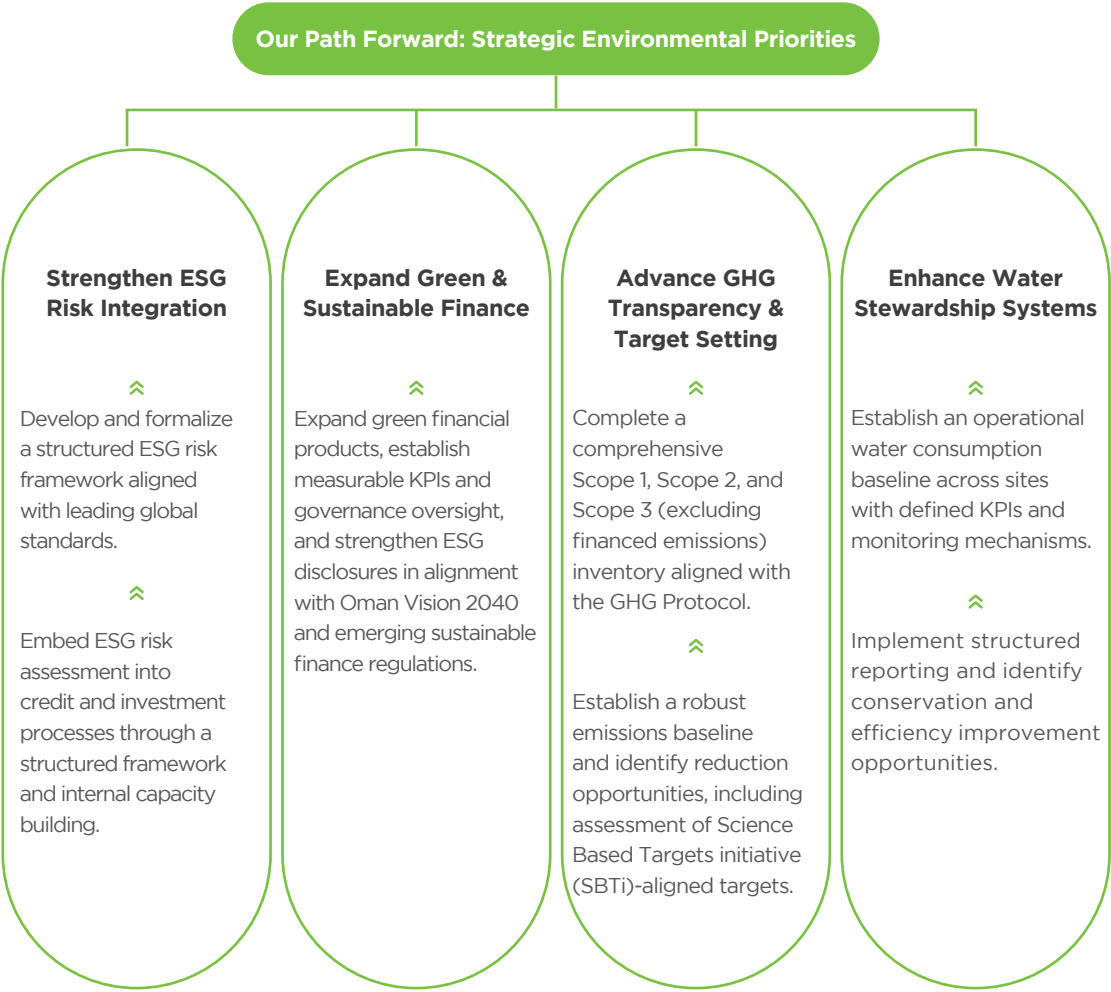
Accelerating Climate and Environmental Action



Advancing Environmental Responsibility and Climate Leadership

BankDhofar recognizes that environmental stewardship is integral to sustaining long-term economic resilience and supporting Oman’s national development agenda. In alignment with Oman’s Net Zero 2050 ambition and Oman Vision 2040, the Bank is progressively embedding climate and environmental considerations into its strategy, governance, risk management, and operational practices. As a financial institution, BankDhofar plays a dual role reducing the environmental footprint of its own operations while enabling clients and markets to transition toward a low-carbon and climate-resilient economy.

Environmental awareness remains embedded within the Bank’s culture through its flagship “Go Green” platform (established in 2017), which promotes employee engagement, recycling initiatives, and community-based environmental programs. As the Bank’s ESG governance framework matures, climate-related disclosures and performance management mechanisms will continue to be strengthened.



Advancing Green Finance to Enable Oman's Sustainable Transition

As Oman accelerates its transition toward a diversified and climate-resilient economy under Oman Vision 2040, the need to mobilize capital toward sustainable growth becomes increasingly critical. Reducing dependence on hydrocarbon revenues requires not only economic diversification but also the strategic redirection of financial flows toward environmentally and socially responsible sectors.

Recognizing this shift, Bank Dhofar acknowledges the critical role of the banking sector in enabling this transition by channeling capital toward sustainable and responsible investments. Therefore, green finance has become a strategic priority for the Bank, strengthening financial resilience while creating long-term stakeholder value. The Bank is developing a comprehensive ESG Framework to formalize its green finance approach across lending, investment, and financial product offerings. The framework will integrate ESG considerations into customer engagement, credit evaluation, and investment decision-making processes.

The Bank's commitments include expanding green and sustainability-linked lending and investment products, limiting financing for activities with significant environmental harm,

and developing innovative instruments such as green bonds and sustainability-linked loans. Implementation will be supported by defined governance structures, performance indicators, and periodic reviews to ensure alignment with evolving regulatory requirements and market expectations.

Value Created Through Green Finance



Supports Oman Vision 2040 and the Sustainable Development Goals of the United Nations



Reducing financial, regulatory, and reputational risks



Enhances industry leadership and strengthens competitive positioning



Reinforces sustainable and responsible banking practices



Encourages sustainable market behavior and innovation



Managing Operational Emissions and Energy Consumption

Although BankDhofar primarily operates as an office-based institution with relatively limited direct emissions, the Bank adopts a precautionary and proactive approach toward managing energy consumption and reducing greenhouse gas emissions across its operations. The Bank monitors and tracks both direct emissions (Scope 1) and indirect emissions (Scope 2).

Measuring Energy and Emissions

In alignment with the GHG Protocol, BankDhofar has initiated greenhouse gas (GHG) emissions monitoring as a foundational step toward establishing a comprehensive emissions inventory. The Bank is in the process of developing a more comprehensive GHG inventory in line with the GHG Protocol, and emission and energy figures will be disclosed and, where applicable, restated in the forthcoming GHG report to reflect enhanced accuracy, consistency, and completeness. The current scope of reporting covers operational emissions under:

Greenhouse Gas Emissions

Indicator	Unit	2025
Total Scope 1 GHG Emissions	tCO ₂ e	1,126.56*
Total Scope 2 GHG Emissions	tCO ₂ e	3,711.09
Total GHG Emissions	tCO ₂ e	4,837.65
GHG Emissions Intensity	Per employee	2.70

* This includes emissions from Mobile Combustion only.

Energy Consumption

Indicator	Unit	2025
Petrol Consumption	kL	483.50
Electricity Consumption	MWh	7,523.90

Note: The observed variation in energy consumption and greenhouse gas (GHG) emissions between the current and previous reporting periods is primarily attributable to changes in calculation methodologies and improvements in data availability and quality.





Driving Energy Efficiency Across Operations

BankDhofar continues to implement energy optimization initiatives to improve operational efficiency and reduce environmental impact. A key initiative includes the LED Lighting Transition Program, which involves replacing conventional lighting systems with energy-efficient LED technology across branches and corporate offices.

During Phase I, the Bank initiated the transition to energy-efficient LED lighting across new and selected existing branches. The Phase 2 will expand implementation to all remaining branches and office floors, supporting further reductions in energy consumption.

Enabling Sustainable Banking Through Digital Transformation

BankDhofar continues to leverage digital innovation to reduce the environmental impact of banking services while improving customer convenience and accessibility. Digital banking platforms are designed to minimize reliance on physical branch visits and paper-based processes, contributing to lower operational emissions and reduced resource consumption.

Key sustainability-driven digital initiatives include



Digital Customer Onboarding

Enables remote account opening through mobile banking applications, significantly reducing customer travel and associated transportation emissions.



Paperless Multifunction Banking Machines

The Bank is upgrading multifunction banking terminals to support paperless transactions and onboarding processes, reducing paper usage and supporting responsible resource management.

Water and Waste Management

Strengthening Water Stewardship

Oman faces significant water stress, classified as high to extremely high by the World Resources Institute Aqueduct Water Risk Atlas. This challenge is driven by the country's arid climate, limited renewable freshwater resources, groundwater dependence, and growing demand from population growth and economic development.

Recognizing Oman's vulnerability to water scarcity, BankDhofar continues to prioritize responsible water management within its operations. Although, water consumption across the Bank is largely limited to administrative and employee welfare uses, the Bank remains committed to improving oversight and efficiency. As part of its evolving ESG framework, the Bank is working toward establishing a comprehensive baseline assessment of water consumption across all operational locations.

Indicator	Unit	2023	2024	2025
Total Water Consumption	m ³	11.27	42,387.47	37,088.40
Water Consumption Intensity	m ³ per employee	6.67	24.65	20.70

Building upon this baseline, BankDhofar intends to implement a water efficiency action plan focused on:

- 

Enhancing operational water efficiency
- 

Reducing water consumption across facilities
- 

Supporting national water conservation priorities
- 

Strengthening internal water monitoring and reporting systems

Circular Resource Management

BankDhofar promotes responsible resource utilization and waste minimization across its operations. While the nature of banking activities generates relatively low levels of hazardous waste compared to industrial sectors, the Bank remains committed to ensuring the proper segregation, handling, recycling, and safe disposal of all waste generated across its branches, offices, and data centres. As part of its ESG roadmap, the Bank is establishing waste measurement protocols covering both general and hazardous waste streams generated across its offices and operational facilities.

The Bank is currently developing a circular economy action plan designed to:

- 

Reduce operational waste generation
- 

Increase recycling and responsible waste disposal practices
- 

Promote resource efficiency and sustainable procurement practices





09 Appendices

GRI Index

Statement of use	BankDhofar has reported the information cited in this GRI Content Index for the period 1st of January 2025 to the 31st of December 2025 'with reference' to the GRI Standards
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	GRI Disclosure	Description	Location in Report Section	Page no.
GRI 2: General Disclosures 2021	2-1	Organizational details	About This Report BankDhofar at a Glance	6, 10
GRI 2: General Disclosures 2021	2-2	Entities included in sustainability reporting	About This Report	6
GRI 2: General Disclosures 2021	2-3	Reporting period, frequency and contact point	About This Report	6
GRI 2: General Disclosures 2021	2-4	Restatements of information	About This Report	6
GRI 2: General Disclosures 2021	2-5	External assurance	About This Report	6
GRI 2: General Disclosures 2021	2-6	Activities, value chain and business relationships	BankDhofar at a Glance	13-15
GRI 2: General Disclosures 2021	2-7	Employees	Empowering Our People: Human capital Development	39
GRI 2: General Disclosures 2021	2-8	Workers who are not employees	Empowering Our People: Human capital Development	39
GRI 2: General Disclosures 2021	2-9	Governance structure and composition	Strengthening Governance and Ethical Conduct: Driving Strategy Through Independent and Responsible Leadership	18
GRI 2: General Disclosures 2021	2-10	Nomination and selection of the highest governance body	Our Sustainability Approach: Sustainability Governance and Oversight	32
GRI 2: General Disclosures 2021	2-11	Chair of the highest governance body	Our Sustainability Approach: Sustainability Governance and Oversight	32
GRI 2: General Disclosures 2021	2-12	Role of the highest governance body in overseeing the management of impacts	Our Sustainability Approach: Sustainability Governance and Oversight	32
GRI 2: General Disclosures 2021	2-13	Delegation of responsibility for managing impacts	Our Sustainability Approach: Sustainability Governance and Oversight	32
GRI 2: General Disclosures 2021	2-14	Role of the highest governance body in sustainability reporting	Our Sustainability Approach: Sustainability Governance and Oversight	32
GRI 2: General Disclosures 2021	2-16	Communication of critical concerns	Strengthening Governance and Ethical Conduct: Risk Management	27-28
GRI 2: General Disclosures 2021	2-22	Statement on sustainable development strategy	Message from Leadership	8
GRI 2: General Disclosures 2021	2-23	Policy commitments	Strengthening Governance and Ethical Conduct: Embedding Integrity and Regulatory Compliance	23

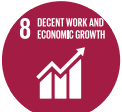
GRI Standard	GRI Disclosure	Description	Location in Report Section	Page no.
GRI 2: General Disclosures 2021	2-24	Embedding policy commitments	Strengthening Governance and Ethical Conduct: Embedding Integrity and Regulatory Compliance	23
GRI 2: General Disclosures 2021	2-26	Mechanisms for seeking advice and raising concerns	Strengthening Governance and Ethical Conduct: Embedding Integrity and Regulatory Compliance	25
GRI 2: General Disclosures 2021	2-27	Compliance with laws and regulations	Strengthening Governance and Ethical Conduct: Embedding Integrity and Regulatory Compliance	26
GRI 2: General Disclosures 2021	2-29	Approach to stakeholder engagement	Our Sustainability Approach: Stakeholder Engagement	34
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Our Sustainability Approach: Materiality Assessment	35
GRI 3: Material Topics 2021	3-2	List of material topics	Our Sustainability Approach: Materiality Assessment	35-36
GRI 3: Material Topics 2021	3-3	Management of material topics	Our Sustainability Approach: ESG Framework and Strategic Pillars	37
GRI 302: Energy	302-1	Energy consumption within the organization	Accelerating Climate and Environmental Action: Managing Operational Emissions and Energy Consumption	63
GRI 305: Emissions	305-1	Direct (Scope 1) GHG emissions	Accelerating Climate and Environmental Action: Managing Operational Emissions and Energy Consumption	63
GRI 305: Emissions	305-2	Energy indirect (Scope 2) GHG emissions	Accelerating Climate and Environmental Action: Managing Operational Emissions and Energy Consumption	63
	305-4	GHG emissions intensity	Accelerating Climate and Environmental Action: Managing Operational Emissions and Energy Consumption	63
GRI 401: Employment	401-1	New employee hires and employee turnover	Empowering Our People: Human capital Development	40
GRI 401: Employment	401-2	Benefits provided to full-time employees	Empowering Our People: Employee Well-being and Work-Life Integration	44
GRI 404: Training and Education	404-1	Average hours of training per employee	Empowering Our People: Building, Developing and Retaining High-Performing Talent	45
GRI 404: Training and Education	404-2	Programs for upgrading employee skills	Empowering Our People: Training and Development Programs	46
GRI 405: Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Strengthening Governance and Ethical Conduct: Driving Strategy Through Independent and Responsible Leadership	18, 39
			Empowering Our People: Human capital Development	
GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy	Customer Trust, Digital Innovation and Community Impact: Responsible Banking & Consumer Finance Protection	55

MSX ESG Index 2025

	Metric	Calculation	Corresponding GRI standards	Bank Dhofar 2025 Performance	Mandatory or Optional
Environmental	E1. GHG Emissions 	E1.1) Total amount, in CO2 equivalents, for Scope 1 E1.2) Total amount, in CO2 equivalents, for Scope 2 (if applicable) E1.3) Total amount, in CO2 equivalents, for Scope 3 (if applicable)	GRI 305: Emissions 2016	E1.1) Yes E1.2) Yes E1.3) No	E1.1 Mandatory E1.2 Mandatory E1.3 Optional
	E2. Emissions Intensity 	E2.1) Total GHG emissions per output scaling factor E2.2) Total non-GHG emissions per output scaling factor	GRI 305: Emissions 2016	E2.1) Yes <i>Will be disclosed in 2025 GHG Inventorization report</i> E2.2) No <i>Will be disclosed in 2025 GHG Inventorization report</i>	E2.1 Mandatory E2.2 Mandatory
	E3. Energy Usage 	E3.1) Total amount of energy directly consumed E3.2) Total amount of energy indirectly consumed	GRI 302: Energy 2016	E3.1) Yes E3.2) No	E3.1 Mandatory E3.2 Mandatory
	E4. Energy Intensity 	E4) Total direct energy usage per output scaling factor	GRI 302: Energy 2016	E4) No <i>Will be disclosed in 2025 GHG Inventorization report</i>	E4 Mandatory
	E5. Energy Mix 	E5) Percentage: Energy usage by generation type	GRI 302: Energy 2016	E5) Yes	E5 Mandatory

	Metric	Calculation	Corresponding GRI standards	Bank Dhofar 2025 Performance	Mandatory or Optional
Environmental	E6. Water Usage 	E6.1) Total amount of water consumed E6.2) Total amount of water reclaimed	GRI 303: Water and Effluents 2018	E6.1) Yes E6.2) No	E6.1 Mandatory E6.2 Mandatory
	E7. Environmental Operations 	E7.1) Does your company follow a formal Environmental Policy? Yes/No E7.2) Does your company follow specific waste, water, energy, and/or recycling policies? Yes/No E7.3) Does your company use a recognized energy management system? Yes/No	GRI 301-306 and GRI 3	E7.1) No E7.2) No E7.3) No	E7.1 Mandatory E7.2 Mandatory E7.3 Mandatory
	E8. Environmental Oversight	E8) Does your Management Team oversee and/or manages sustainability issues? Yes/No	GRI 2 General Disclosures 2021 (also see 303, 305, 306, 308) 2016	E8) Yes	E8 Mandatory
	E9. Environmental Oversight	E9) Does your Board oversee and/or manage other sustainability issues? Yes/No	GRI 2 General Disclosures 2021 (also see 303, 305, 306, 308) 2016	E9) Yes	E9 Mandatory
	E10. Climate Risk Mitigation 	E10) Total amount invested, annually, in climate-related infrastructure, resilience, and product development	GRI 201 Economic Performance 2016	E10) N/A	E10 Mandatory
Social	S1. CEO Pay Ratio 	S1.1) Ratio: CEO total compensation to median FTE total compensation S1.2) Does your company report this metric in regulatory filings? Yes/No	GRI 2 General Disclosures 2021	S1.1) - S1.2) No	S1.1 Optional S1.2 Optional

	Metric	Calculation	Corresponding GRI standards	Bank Dhofar 2025 Performance	Mandatory or Optional
Social	S2. Gender Pay Ratio 	Ratio: Median male compensation to median female compensation	GRI 405: Diversity and Equal Opportunity 2016	S2) 1.34	S2 Mandatory
	S3 Employee Turnover	S3.1) Percentage: Year-over-year change for full-time employees S3.2) Percentage: Year-over-year change for part-time employees S3.3) Percentage: Year-over-year change for contractors and/or consultants	GRI 401: Employment 2016	S3.1) 4.3 S3.2) 0 S3.3) 0.03	S3.1 Mandatory S3.2 Mandatory S3.3 Mandatory
	S4 Gender Diversity 	S4.1) Percentage: Total enterprise head count held by men and women S4.2) Percentage Entry and mid level positions held by men and women S4.3) Percentage: Senior and executive level positions held by men and women	GRI 2 General Disclosures 2021 GRI 405: Diversity and Equal Opportunity 2016	S4.1) 43.38% Female / 56.62% Male S4.2) 43.70% Female / 56.30% Male S4.3) 15% Female / 85% Male	S4.1 Mandatory S4.2 Mandatory S4.3 Mandatory
	S5 Temporary Worker Ratio	S5.1) Percentage: Total enterprise headcount held by part-time employees S5.2) Percentage: Total enterprise headcount held by contractors and/or consultants	GRI 2 General Disclosures 2021 GRI 405: Diversity and Equal Opportunity 2016	S5.1) 0 S5.2) 0.2	S5.1 Mandatory S5.2 Mandatory
	S6. Nondiscrimination 	S6) Does your company follow nondiscrimination policy? Yes/No	GRI 3 2021 and GRI 406: Non-Discrimination 2016	S6) Yes	S6 Mandatory

	Metric	Calculation	Corresponding GRI standards	Bank Dhofar 2025 Performance	Mandatory or Optional
Social	S7. Injury Rate 	S7) Percentage: Frequency of injury events relative to total workforce time	GRI 403: Occupational Health and Safety 2018	S7) 0	S7 Mandatory
	S8. Global Health & Safety 	S8) Does your company follow an occupational health and/or global health & safety policy?	GRI 3: 2021 and GRI 403: Occupational Health and Safety 2019	S8) Yes	S8 Mandatory
	S9. Child & Forced Labor 	S9.1) Does your company follow a child and/or forced labor policy? Yes/No	GRI 3: 2021 and GRI 414: Supplier Social Assessment 2016	S9.1) Yes	S9.1 Mandatory
	S10. Human Rights 	S10.1) Does your company follow a human rights policy? Yes/No	GRI 3: Material Topics 2021 and	S10.1) Yes	S10.1 Mandatory
		S10.2) If yes, does your human rights policy also cover suppliers and vendors? Yes/No	GRI 2: General Disclosures 2021	S10.2) No	S10.2 Optional
	S11. Community Investment 	S11) Amount invested in the community, including philanthropic donations, as a percentage of the company's pre- tax profits	GRI 3: Material Topics 2021	S11) No	S11 Mandatory

	Metric	Calculation	Corresponding GRI standards	Bank Dhofar 2025 Performance	Mandatory or Optional
Governance	G1. Board Diversity 	G1.1) Percentage: Total board seats occupied by men and women G1.2) Percentage: Committee chairs occupied by men and women	GRI 405: Diversity and Equal Opportunity 2016	G1.1) 100% Male, 0% Female G1.2) 100% Male, 0% Female	G1.1 Mandatory G1.2 Mandatory
	G2. Board Independence	G2.1) Does the company prohibit the CEO from serving as board chair? Yes/No G2.2) Percentage: Total board seats occupied by independents	GRI 405: Diversity and Equal Opportunity 2016	G2.1) Yes G2.2) 77.78%	G2.1 Mandatory G2.2 Mandatory
	G3. Incentivized Pay	G3) Are executives formally incentivized to perform on sustainability? Yes/No	GRI 2: General Disclosures 2021	G3) No	G3 Mandatory
	G4. Supplier Code of Conduct 	G4.1) Are your vendors or suppliers required to follow a Code of Conduct? Yes/ No G4.2) If yes, what percentage of your suppliers have formally certified their compliance with the code?	GRI 204 (See also: GRI 308: Supplier Environmental Assessment 2016 & GRI 414: Supplier Social Assessment 2016)	G4.1) Yes G4.2) 100%	G4.1 Mandatory G4.2 Mandatory
	G5. Ethics & Anti- Corruption 	G5.1) Does your company follow an Ethics and/or anti-corruption policy? Yes/No G5.2) If yes, what percentage of your workforce has formally certified its compliance with the policy?	GRI 205: Anti-Corruption 2016)	G5.1) Yes G5.2) 100%	G5.1 Mandatory G5.2 Mandatory
	G6. Data Privacy	G6.1) Does your company follow a Data Privacy policy? Yes/No G6.2) Has your company taken steps to comply with GDPR rules? Yes/No G6.3) Has your company taken steps to comply with Oman Personal Data Protection Law rules? Yes/No	GRI 418: Customer Privacy 2016	G6.1) Yes G6.2) Yes G6.3) Yes	G6.1 Mandatory G6.2 Mandatory G6.3 Mandatory

	Metric	Calculation	Corresponding GRI standards	Bank Dhofar 2025 Performance	Mandatory or Optional	
Governance	G7.Sustainability Reporting	G7.1) Does your company publish a sustainability report? Yes/No	GRI 1: Foundation 2021 & GRI 2: General Disclosures 2021	G7.1) Yes	G7.1	Mandatory
		G7.2) Is sustainability data included in your regulatory filings? Yes/ No		G7.2) Yes	G7.2	Mandatory
	G8. Disclosure Practices	G8.1) Does your company provide reporting frameworks? Yes/No	GRI 1: Foundation 2021 & GRI 2: General Disclosures 2021	G8.1) Yes, GRI Standards 2021	G8.1	Mandatory
		G8.2) Does your company focus on specific UN SDGs? Yes/No		G8.2) Yes	G8.2	Mandatory
		G8.3) Does your company set targets and report progress on the UN SDGs? Yes/No		G8.3) No	G8.3	Mandatory
	G9. External Assurance	G9) Are your sustainability disclosures assured or validated by a third party? Yes/No	GRI 2: General Disclosures 2021	G9) No	G9	Mandatory



P.O.Box 1507
P.C 112, Ruwi
Sultanate of Oman

T. +968 24 790 466
F. +968 24 702 865