

# Sustainability Report 2011

Sustaining Ambition. Building Value.



## Our Sustainability Roadmap

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## About this Report

Welcome to Abu Dhabi Commercial Bank's first sustainability report. This report represents a milestone in our progress towards sustainability, serving as both a reflection of our current sustainability efforts and a glimpse ahead at exciting new developments.



**Our Customers**



**Our Country**



**Our Employees**



**Our Shareholders**

'Sustainability' at ADCB revolves around our primary goal of supporting the ambitions of our stakeholders: our customers, country, employees and shareholders. This report describes our approach to and performance concerning, this central objective. Each strategic area of sustainability performance is presented in this report, charted from 2009 to 2011, with a focus on our responses to our stakeholder's ambitions. Going forward, ADCB is committed to issuing a sustainability report annually.

We believe that engaging all of our stakeholders directly through dialogue is essential to ensuring that our activities remain aligned with our stakeholder's ambitions. Such alignment, and the engagement necessary to achieve it, is crucial to our continued sustainability excellence.

Should you have any feedback concerning this report, or our sustainability approach and performance, please contact us using the following channel:  
Email [sustainability@adcb.com](mailto:sustainability@adcb.com)

This report utilises the Global Reporting Initiative (GRI) G3.1 guidelines, which are the most widely used international guidelines for sustainability reporting.

The report also relies upon the GRI Financial Sector Supplement (FSS) for disclosure of information concerning certain financial sector topics. We have self-declared this report to meet GRI Application Level B.

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## Message from the Chairman

On behalf of ADCB's Board of Directors, I am pleased to present ADCB's 2011 Sustainability Report, which outlines our baseline performance across key economic, environmental and social indicators.

In this report, we outline our commitment to sustainability and our efforts to continually improve performance. ADCB embraces the future with confidence, using sustainability as a catalyst for innovation and growth, both internally and externally. We strive to create value for all stakeholders by establishing clear and measurable links between ADCB's operations and their positive impact on stakeholder's ambitions.

At ADCB, we know that our success hinges on our ability to meet and exceed our stakeholder's expectations. In 2011, we initiated a comprehensive campaign to embed sustainability within all levels of our organisation. This campaign is a natural manifestation of our desire to add greater value for our clients in the form of increased transparency, improved efficiency and broader engagement. Sustainability at ADCB involves going beyond conventional business conduct to support the ambitions of our stakeholders and create a better future for our company. We understand that alignment of our economic, environmental and social responsibilities with those of our stakeholders is the best way to maintain growth while contributing to the foundation of a sustainable UAE.

Among our many awards this year, ADCB received the World Finance award for 'Best Corporate Governance in the UAE' for the second straight year and the 'Best Commercial Bank' award from Banker Middle East Industry Awards. Going forward, ADCB is poised to continue its success and increase our prominence in the UAE. In particular, we strive to improve our sustainability performance in 2012, using our 2011 efforts as the foundation for future action.

I would like to express my sincere appreciation to the President, HH Sheikh Khalifa Bin Zayed Al Nahyan, and to Crown Prince HH Sheikh Mohamed Bin Zayed Al Nahyan and Sheikh Mansour Bin Zayed Al Nahyan, for their valuable support. Without their wise guidance, ADCB's achievements would not have been possible.

This report represents ADCB's ongoing commitment to excellence. I invite you to be a part of our success and to help us to continue supporting our stakeholder's ambitions.

**Eissa Mohammad Al Suwaidi**  
Chairman  
Abu Dhabi Commercial Bank

## Message from the CEO

As part of ADCB's commitment to building life-long partnerships with our customers, employees and community, I am happy to present our first sustainability report. Sustainability is becoming an integral part of our management, product innovation and stakeholder relationship strategies. ADCB's 2011 Sustainability Report discusses our social, economic and environmental performance while outlining opportunities for improvement and growth in the future.

ADCB understands the importance of integrating sustainability into its operations and relationships. The Bank firmly believes that sustainability is more than just an option; it is the best opportunity for ADCB to reach new levels of excellence and enhance its relationships with customers and shareholders.

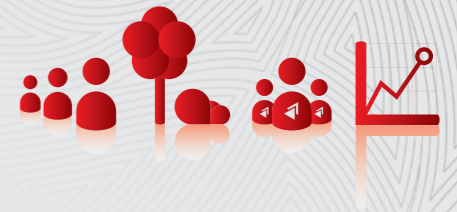
In 2011, ADCB developed a wide variety of products and services focused on client needs and ambitions. One highlight of these new initiatives is our Free Banking programme, which increases the affordability and accessibility of our banking services. As a leader in the banking sector, ADCB recognises its critical role in supporting job creation, education and development in the UAE. In 2012, in order to expand our support of education in the UAE, we launched a website offering resources on the financial aspects of education.

In regard to our impact on the environment, ADCB is working to develop reduction strategies focusing on the most critical areas of impact: usage of water, electricity and paper. ADCB's ambition of embedding sustainability into its operations helps to weave environmental awareness and responsibility into the company's framework. As the embedding process continues, we strive to harness the innovation of our staff and customers to develop new, measurable initiatives to improve our environmental and economic performance.

I would like to take this opportunity to thank our Board of Directors and stakeholders for their contribution to our ongoing success. I would also like to recognise our senior management and staff's commitment to helping our customers achieve their financial ambitions.

**Ala'a Eraiqat**  
Chief Executive Officer  
Abu Dhabi Commercial Bank

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## Message from the Head of Sponsorships & CSR

It gives me great pleasure to welcome you to ADCB's first sustainability report, which is one of a range of first steps ADCB has taken to embed the principles of sustainability into the organisation.

This report is an assessment of ADCB's sustainability performance regionally and internationally, and part of a clear strategy and approach for our organisation.

As you will see, this approach is 100% focused on ADCB's key stakeholders – encouraging the kind of engagement that truly promotes the spirit of ambition. We have set out the bank's performance and objectives clearly and transparently, covering a range of topics that have previously never been formally reported.

As we now move forward with our commitment to sustainability, we are ready to accelerate implementation and build on the solid foundations we already have in place.

Let me take this opportunity to thank all of the contributors to our first report. It was truly a collective effort and will act as a launchpad for a long and rewarding journey.

**Fiona Walker**  
Head of Sponsorships & CSR  
Abu Dhabi Commercial Bank

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# About ADCB

ADCB is the third largest bank in the UAE and the second largest in Abu Dhabi by assets.

ADCB at a Glance (as of 31 <sup>st</sup> December 2011)			Ownership (as of 31 <sup>st</sup> December 2011)	
Total Assets <b>AED 184 bn</b>			Abu Dhabi Investment Council <b>58.08%</b>	
Number Of Branches <b>48</b>	Pay Offices <b>4</b>	Number of ATM Machines <b>294</b>	Tasameem Real Estate Co. LLC <b>5.97%</b>	
Number of Retail Customers <b>454,996</b> Retail Customers		Number of Corporate Customers <b>34,197</b> Corporate Customers		
			Others <b>35.95%</b>	

## Memberships

- Institute of International Finance (IIF)
- Emirates Banking Association
- UAE Financial Markets Association (UAEFMA)
- EIBOR Steering Committee (Central Bank)
- Emirates Banks Association (EBA)

## Our Vision, Mission, and Strategy

Our Vision is to be the number one bank of choice in the UAE. We aspire to be a constantly innovating, financially successful organisation with the highest integrity, one that is respected by our customers, competitors, and the community alike.

- **Our Mission is to build a lifelong partnership with our customers by:**
  - Treating every customer as an individual
  - Offering innovative products and unparalleled service
  - Always remembering that our customers have a choice
- **Our Strategy - We are currently in the process of finalising our strategic plan for 2012-2016, featuring:**
  - Growth through a UAE-centric approach and controlled 'internationalisation'
  - Sustainability through liability growth
  - Maintaining a culture of service excellence and efficiency
  - Managing ADCB's risks in line with a predefined risk strategy
  - Attracting, developing, and retaining the best talent, with incentives aligned with the Bank's strategic objectives

## Our Business Lines

ADCB's four principal business groups are Wholesale Banking, Consumer Banking, Treasury & Investments, and Property Management. Together, these groups provide a range of products and services which are tailored to our customer's needs and which help to distinguish ADCB from our competitors.

## A full description of each business line and its related products can be found in our annual report:

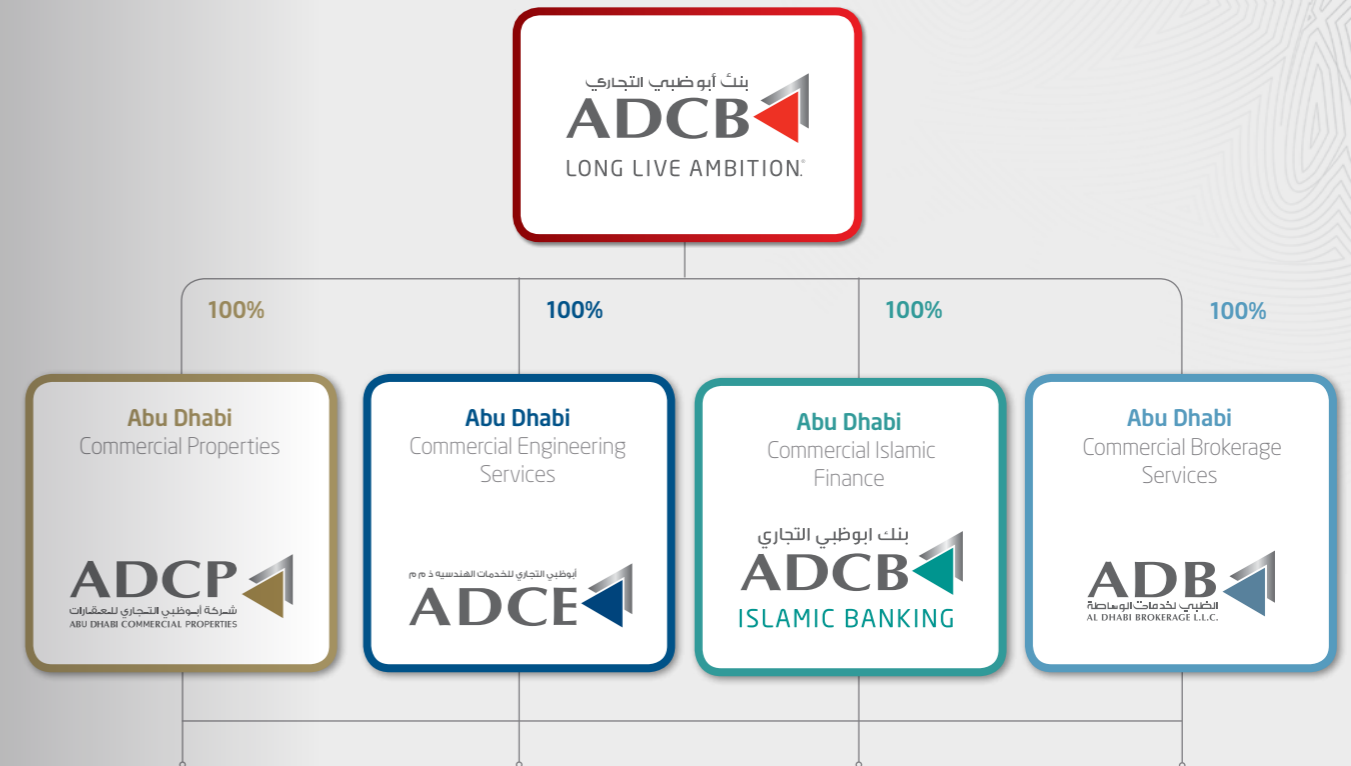
[www.adcb.com/about/investorrelations/financialinformation/ARsite/2011/vision.html](http://www.adcb.com/about/investorrelations/financialinformation/ARsite/2011/vision.html)

## For our organizational structure, please refer to our annual report at:

[www.adcb.com/about/investorrelations/financialinformation/ARsite/2011/organisation.html](http://www.adcb.com/about/investorrelations/financialinformation/ARsite/2011/organisation.html)

## Our Principal Subsidiaries

ADCB's brokerage products, real estate management and services operations, certain Islamic products and specialised investment funds are conducted through ADCB's principal subsidiaries, which include Abu Dhabi Commercial Properties LLC, Abu Dhabi Commercial Engineering Services LLC, Al Dhabi Brokerage LLC and Abu Dhabi Commercial Islamic Finance Pvt JSC.



- Established in 2005
- Real Estate Property Management & Services Operations
- Bank's facility management, vendor management, and fit out services

- Established in 2007
- Exclusively focused on providing design, tendering, project management, property valuations and engineering consultancy services

- Established in 2009
- Launched as part of ADCB's 5 year 'Fast Forward' strategy to cater to the lucrative Islamic banking market segment

- Established in 2005
- Agent to trading of financial instruments and stocks

## Ranking Among the Best

ADCB has distinguished itself in recent years by ranking among the leading banks in the UAE. Since its inception, ADCB has been firmly committed to achieving excellence across all our business lines.

## This commitment was recognised through the following awards in 2011:

- 'The Best Retail Bank in UAE' award for the fourth year in a row by The Asian Banker
- The World Finance Award for 'Best Corporate Governance' in the UAE for the second year in a row
- 'The Best SME Account' award by Banker Middle East for the Bank's "BusinessEdge" suite of products offered by the SME Banking Division

- 'Best Credit Card Award' for LuLu credit card and 'Best Co-branded Card Award' for Etihad Guest Above credit card, presented at the Smart Card Awards Middle East 2011 ceremony, part of the Cards Middle East Conference and Exhibition
- 'Best Commercial Bank' award at the Banker Middle East Industry Awards
- Ranked number seven, in 'The World's Safest Banks 2011 in the Middle East' by Global Finance
- 'The Financial Institution of the Year' at the Allied Compliance Consultants third Annual International GRC and Financial Crimes Conference and Exhibition
- 'The Most Improved Islamic Bank in the UAE' by the Global Islamic Finance Awards (GIFA) committee, presented at the Oman Islamic Economic Forum

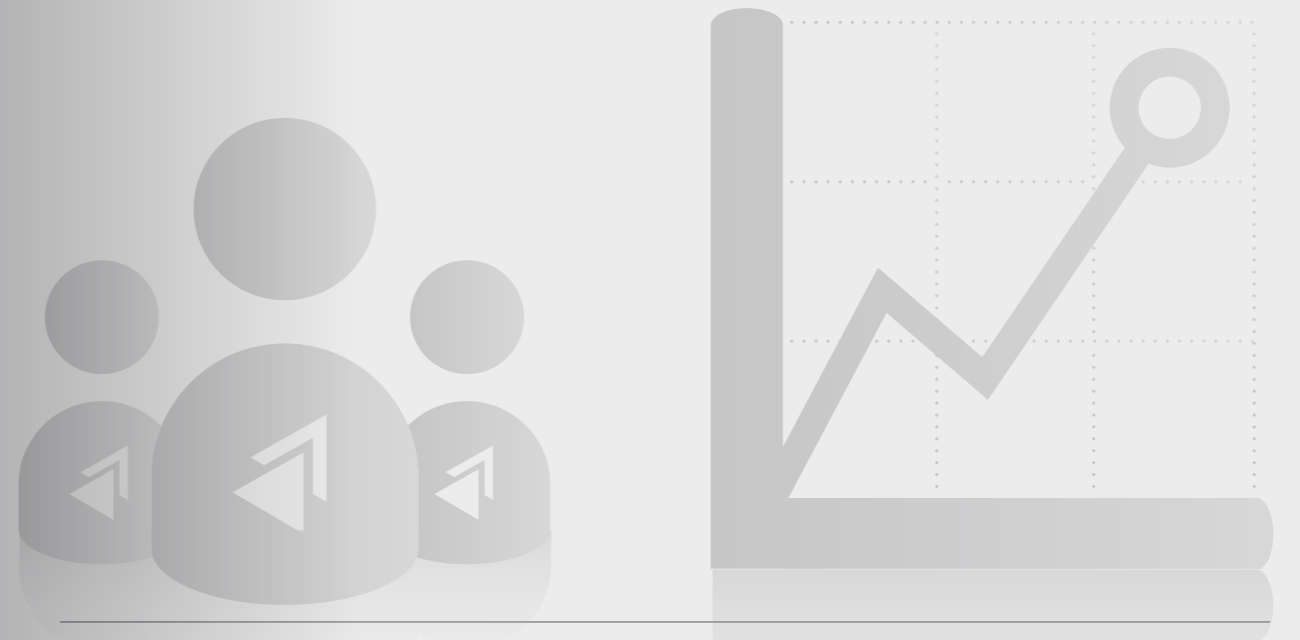
Section

# 01



## Supporting the Ambitions of Our Stakeholders

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# Our Stakeholders

At ADCB, we see the adoption of sustainability management as a shift to a system based on the integrated management of economic, environmental and social factors in a way that creates value for all of our stakeholders.

'Value' is a concept that means different things to different people and organisations, but in the Bank's view, at its heart it involves ambition. Both the stimulation of the spirit of ambition, without which the pursuit and appreciation of value have no meaning and supporting of stakeholders to achieve their individual ambitions, which are the factors that define value for each group or individual.

**Thus, before we can maximise our creation of stakeholder value, we must first understand what our stakeholder's ambitions are.**

This sustainability report details that awareness, and also serves as a platform for the continual refinement of our understanding.

#### Our Stakeholder's Ambitions

Sustainability at ADCB involves going beyond conventional business conduct and continuously working on supporting our stakeholders to achieve their ambitions. This concept aligns perfectly with ADCB's motto of 'Long Live Ambition', as it provides a mechanism for us to promote the spirit behind the motto.

ADCB is therefore devoted to supporting the spirit of ambition for our four stakeholder groups: customers, country, employees and shareholders. On a practical level, ADCB's efforts to achieve sustainability translate into the establishing of clear and measurable links between ADCB's operations and their positive impact on stakeholder's ambitions.

The following table shows the output of a detailed stakeholder mapping that we conducted in 2011. This map is a central element of ADCB's sustainability approach, as it lays out the areas in which we are best able to support our stakeholders in achieving their ambitions.



Our Customers	Channels of Engagement	Stakeholder Ambitions	Strategic Focus Areas	ADCB Response
<b>Individual and Corporate Customers</b> 	<b>Individual Customers</b> <ul style="list-style-type: none"> <li>Internet banking</li> <li>Mobile banking</li> <li>Branches</li> <li>ATMs</li> <li>Contact centre</li> <li>Phone banking</li> <li>Annual and CSR reports</li> <li>Media</li> <li>Regular market surveys</li> <li>Focus magazine</li> <li>Excellency magazine</li> <li>Dedicated relationship managers for certain client levels (mass affluent and High Net Worth Clients)</li> </ul> <b>Corporate Customers</b> <ul style="list-style-type: none"> <li>Internet banking</li> <li>SMS banking</li> <li>Branches</li> <li>Contact centre</li> <li>Phone banking</li> <li>Annual and CSR reports</li> <li>Media</li> <li>Regular market surveys</li> <li>SME advisor</li> <li>Focus magazine</li> <li>Dedicated relationship managers</li> </ul>	<b>Individual Customers</b> <ul style="list-style-type: none"> <li>High quality of life and prosperity (e.g. the ability to buy a house and car, access further education, start a business etc.)</li> <li>Understanding of customer needs on the Bank's part, and willingness to assist customers on their journey to prosperity</li> <li>Continuous innovative products that meet customer's needs</li> <li>Safe place to store and grow money</li> <li>Ability to manage money in the Bank, from anywhere and at any time</li> </ul> <b>Corporate Customers</b> <ul style="list-style-type: none"> <li>Organisational growth and profitability</li> <li>Understanding of corporate needs on the part of the Bank</li> <li>Continuous innovative products that meet corporate needs</li> <li>Safe place to store and grow money</li> <li>Ability to manage money in the Bank, from anywhere and at any time</li> </ul>	<ul style="list-style-type: none"> <li>Innovation of products and services</li> <li>Helping our customers to become more self-reliant</li> <li>Easy and effective banking channels</li> <li>Service excellence</li> <li>Secure banking (IT systems)</li> </ul>	<ul style="list-style-type: none"> <li>Launch of Free Banking to offer the customer freedom from bank charges</li> <li>A range of new products and services (e.g. Mobi, Loyalty Program - TouchPoints, SMEs Advisor)</li> <li>A range of socially focused products (e.g. Educational Loan, Zakat Fund Alliance, Meethaq Credit Card)</li> <li>Creating product suitability questionnaires</li> <li>Expansion of network of ATMs</li> <li>Dedicated complaint management system</li> <li>Expansion of functionality of internet banking</li> <li>Dedicated teams for strategic customers</li> <li>Internal information security procedures and systems</li> <li>Expansion of Shari'ah compliant products and services</li> </ul>



Our Country	Channels of Engagement	Stakeholder Ambitions	Strategic Focus Areas	ADCB Response
<p><b>The Government, the Community, the Environment, and Suppliers</b></p> 	<p><b>Government</b></p> <ul style="list-style-type: none"> <li>Regular reporting requirements</li> <li>Financing of strategic Emirate and federal-level projects</li> <li>Employment opportunities at the bank</li> <li>Emiratisation</li> </ul> <p><b>Community</b></p> <ul style="list-style-type: none"> <li>Sponsorships and events</li> <li>Media</li> <li>Reports</li> </ul> <p><b>The Environment</b></p> <ul style="list-style-type: none"> <li>Resource usage consumption</li> <li>Compliance with environmental laws and regulations</li> </ul> <p><b>Suppliers</b></p> <ul style="list-style-type: none"> <li>Contracts</li> <li>Normal business transactions</li> <li>Requests for proposals</li> <li>Meetings, when needed</li> </ul>	<p><b>Government</b></p> <ul style="list-style-type: none"> <li>Building a sustainable economy</li> <li>Providing the fuel for economic growth</li> <li>Ensuring a balanced social and economic development approach that benefits all</li> <li>Preserving the economic and natural environment for future generations</li> </ul> <p><b>Community</b></p> <ul style="list-style-type: none"> <li>Creation of more jobs</li> <li>Social welfare system</li> <li>World-class health and education system</li> <li>Strong culture and heritage</li> </ul> <p><b>The Environment</b></p> <ul style="list-style-type: none"> <li>A healthy and sustainable environment for this generation and future generations</li> </ul> <p><b>Suppliers</b></p> <ul style="list-style-type: none"> <li>Building a long-term strategic partnership with the ADCB brand</li> </ul>	<ul style="list-style-type: none"> <li>Aligning with national and federal economic strategies</li> <li>Responsible lending</li> <li>Financial literacy for all community members</li> <li>Local procurement</li> <li>Job creation</li> <li>Emiratisation</li> <li>Strategic community investment</li> <li>Sponsorships and awareness campaigns</li> <li>Climate change</li> <li>Resource management and waste reduction</li> <li>'Green' supply chain</li> </ul>	<p><b>Government</b></p> <ul style="list-style-type: none"> <li>Compliance with regulations</li> <li>Alignment of strategy with the Abu Dhabi Vision 2030</li> <li>Major Emiratisation programmes</li> </ul> <p><b>Community</b></p> <ul style="list-style-type: none"> <li>Increased sponsorship</li> <li>Educational Loans</li> <li>Mahara</li> <li>The Emirati Academy</li> </ul> <p><b>The Environment</b></p> <ul style="list-style-type: none"> <li>Increasing internal efficiency programmes</li> <li>E-waste disposal programme with Enviroserve</li> <li>Internal recycling projects</li> </ul> <p><b>Suppliers</b></p> <ul style="list-style-type: none"> <li>Structured and fair RFP process</li> <li>Automated and paperless system for procurement</li> </ul>

Our Employees	Channels of Engagement	Stakeholder Ambitions	Strategic Focus Areas	ADCB Response
	<ul style="list-style-type: none"> <li>Performance reviews</li> <li>Weekly operations meetings</li> <li>Direct individual meetings</li> <li>Annual employee engagement surveys</li> <li>HR Help Desk (to be launched in 2012)</li> <li>Tawasul (appraisal platform)</li> <li>Grievance system</li> <li>Trainings and seminars</li> </ul>	<ul style="list-style-type: none"> <li>Equal Opportunity</li> <li>Engagement &amp; attentiveness/ being listened to</li> <li>Competitive salary and benefits packages</li> <li>Recognition and fair rewards for achievements</li> <li>Clear and continuous career-development path and planning</li> </ul>	<ul style="list-style-type: none"> <li>Equal Opportunity</li> <li>Diversity</li> <li>Employee engagement</li> <li>Reward and recognition</li> <li>Career development and training</li> </ul>	<ul style="list-style-type: none"> <li>Annual performance reviews in coordination with department heads</li> <li>HR Help Desk (to be launched in 2012)</li> <li>Competitive remuneration</li> <li>ADCB annual employee engagement surveys</li> <li>Performance-based bonus system</li> <li>Emiratisation Committee</li> <li>Increased training programmes:                             <ul style="list-style-type: none"> <li>Management &amp; Leadership Academy</li> <li>Aspiring Manager Programme</li> <li>Ambition University</li> <li>Towards Service Excellence Program</li> </ul> </li> </ul>
Our Shareholders	Channels of Engagement	Stakeholder Ambitions	Strategic Focus Areas	ADCB Response
	<ul style="list-style-type: none"> <li>Annual general meetings</li> <li>Quarterly Earnings Releases, Annual Financial Reports, and investor presentations</li> </ul>	<ul style="list-style-type: none"> <li>Higher dividends as a result of increased profits and continuous growth</li> <li>Reduce volatility of dividends</li> <li>Building and safeguarding ADCB's reputation</li> <li>Achievement of all strategic goals</li> <li>Becoming the most distinguished and preeminent bank in the UAE</li> </ul>	<ul style="list-style-type: none"> <li>Profitability and growth</li> <li>Reduced volatility of dividends</li> <li>Efficient business processes</li> <li>Good governance</li> <li>Risk management</li> <li>Legal compliance</li> <li>Transparency and accountability</li> </ul>	<ul style="list-style-type: none"> <li>Efficient internal programmes</li> <li>Sound and transparent corporate governance</li> <li>ADCB five-year strategic plan</li> <li>Controlled internationalisation</li> </ul>

We are eager to collect feedback on the report in order to improve our understanding of our stakeholder ambitions, so as to better focus our efforts during the coming year and to better direct our overall business and sustainability strategies. For all feedback related to this report, please contact us by email on [sustainability@adcb.com](mailto:sustainability@adcb.com)



## Setting Our Priorities Straight: Responding to Our Stakeholder's Ambitions

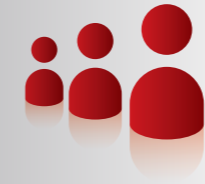
As a complement to the ambitions map, below is the visual framework of ADCB's management of sustainability, charting our most direct methods of supporting our stakeholder's ambitions.



## Snapshot of our Sustainability Performance

This section provides an at-a-glance view of ADCB's performance in the areas outlined in the above framework, and in relation to associated key performance indicators (KPIs).

These KPIs will form a starting point for measuring sustainability at ADCB. Over time, both the performance and the measurements will evolve to reflect our improving alignment with our stakeholder's ambitions.



## Supporting the Ambitions of Our Customers

Strategic Focus	Proposed KPIs	2009	2010	2011
<b>1. Being a Trusted Partner for Success</b>	# of retail customers and corporate clients (local market)	351,433	585,886	489,193
	# of new products launched	8	6	6
	# of SME customers banked	20,500	26,700	29,387
	# of sustainability-oriented products launched	New Indicator		
	# of corporate customers implementing sustainability management	New Indicator		
	# of financial literacy initiatives designed for customers	New Indicator		
<b>2. Delivering a Reliable and Seamless Banking Experience</b>	# of ADCB @ctive subscribers	101,515	142,762	199,037
	# of ADCB Mobile subscribers	244,399	303,013	378,055
	Migration to electronic statements (%)	43%	49%	57%
	Electronic transactions vs. manual transactions (%)	77%	81%	85%
	Percentage of customer complaints resolved within 3 working days by InterAct	94%	91%	92%
	# of breaches in customer privacy	0	0	0
	# of financial literacy sessions	New Indicator		
	% of spending on locally based suppliers	N/A	94.7%	94.6%
	# of direct employment opportunities created	4,096	5,757	5,469





## Supporting the Ambitions of Our Country

Strategic Focus	Proposed KPIs	2009	2010	2011
<b>3. Supporting a Sound Economic System</b>	# of financial literacy sessions	New Indicator		
	% of spending on locally based suppliers	N/A	94.70%	94.60%
	# of direct employment opportunities created	4,096	5,757	5,469
<b>4. Contributing Socially</b>	Community investment (AED)	1,256,589	2,510,470	3,844,246
	# of community events sponsored	N/A	20	12
<b>5. Safeguarding the Environment</b>	Total GHG emission (Tons)	N/A	9,809	10,319
	Total energy consumption (GJ)	N/A	47,905	57,892
	Total water consumption (m <sup>3</sup> )	N/A	41,181	31,955
	Total waste recycled (Tons)	New Indicator		
	Amount of paper saved via use of e-statements (Sheets)	292,592	325,182	504,850
	# of suppliers and contractors screened against environmental criteria	New Indicator		



## Supporting the Ambitions of Our Employees

Strategic Focus	Proposed KPIs	2009	2010	2011
<b>6. Emiratisation</b>	Emiratisation (%)	36%	36%	41%
<b>7. Creating a Diverse and Engaging Workplace</b>	Total workforce	2,708	3,824	4,118
	% of women in the workforce	48%	48%	49%
	# of special-needs employees	N/A	N/A	4
	Staff engagement rate	81.7%	80.8%	N/A
<b>8. Investing in Every Employee</b>	# of employees who received performance reviews	100%	100%	100%
	Average hours of training per employee	10	14	12
	% of employees who attended sustainability training sessions	New Indicator		
	% of annual workforce turnover	10%	7%	8%



## Supporting the Ambitions of Our Shareholders

Strategic Focus	Proposed KPIs	2009	2010	2011
<b>9. Maximising Value &amp; Financial Return</b>	Operating income (AED mn) <sup>1</sup>	4,560	5,000	6,069
	Dividends made to providers of capital (AED mn)	N/A	N/A	1,119
	Return on equity <sup>2</sup>	-3.41%	1.54%	16.74%
	Cost-to-income ratio <sup>3</sup>	32%	31%	33%
	# of incidents of non-compliance <sup>4</sup>	N/A	0	0
	GRI level achieved by sustainability report	N/A	N/A	B
	% of targets and commitments achieved	New Indicator		

1. Excludes share of profit of associates
2. For ROE calculation, net profit attributable to equity shareholders is considered i.e. net profit after deducting monthly interest and interest expense on Tier 1 capital notes and adding back interest expense on mandatory convertible securities
3. Includes share of profit of associates
4. With regulations and voluntary codes concerning health & safety impacts of products & services during their life cycle, by type of outcomes

Section

# 02



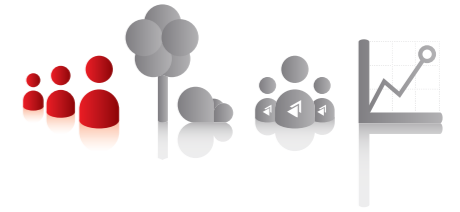
## Supporting the Ambitions of Our Customers

Being a Trusted Partner for Success

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Delivering a Reliable and Seamless Banking Experience

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# Our Customers

At ADCB, we value each one of our customers. Our main objective is to help our customers build their future, and to fulfil the role of a trusted partner in the realisation of their success. This requires continual work on our part, both on the Bank level and on the level of individual employees, to understand our customer's needs and ambitions.



Our strategy for achieving this understanding begins by listening to our customers, engaging them through our innovative communication channels and responding to their needs through a range of innovative products and services. As the ethic of service excellence spreads through every level of our bank, this listening 'engaging' responding process is becoming increasingly internalised and second-nature to us.

We are also dedicated to providing sustainability solutions for our customers. As our listening-oriented strategy reveals customer's greater desire for sustainability-oriented products and services, we place increasingly greater emphasis on satisfying that demand, generating new sustainability initiatives to better support our customer's ambitions.

Since 2009, ADCB's launching of innovative services has helped to distinguish us as a bank that supports its customers. Such services include our 'Free Banking' and 'TouchPoints' programmes. We have also continued to support education, with over 300 loans offered and a total of AED 8.7 million dedicated to scholarship. Similarly, our SME support commitment continues to flourish with over 3,700 financed SME customers and our ongoing support for 'SME Advisor'.

2011 witnessed the continuation of our shift to alternative communication channels, with over 370,000 subscribers to our Mobile Banking platform and 199,037 subscribers to ADCB@ctive, our internet banking service.

We have also continued to harness the effectiveness of Intranet and customer complaint channels, with 92% of complaints resolved in less than three days.

We put our customers first. This means that we strive to build partnerships with them that last a lifetime, through understanding their needs and ambitions and responding to them. This requires delivery of the right services and making good on our promises.

### Facts & Figures

**OVER 489,000** Total number of retail customers and corporate clients in 2011

**3,700**  
Number of SME customers financed in 2011

**20**  
Number of new products launched since 2009

**92%**  
Percentage of customer complaints resolved within three working days

**252,425**  
Total number of e-statement subscribers

**AED 8,696 mn**  
Total amount of education loans granted in 2011

## Being a Trusted Partner for Success

At ADCB, we consider our customers to be among our most important stakeholders, as they are located at the very core of our business.

Understanding customer's needs and ambitions is therefore our highest priority, and we seek continuously to address our customer's life aspirations in our quest to be a trusted partner, one who provides the financial support to achieve those aspirations.

ADCB serves a base of over 489,000 customers, who span the range of individual, corporate, and government clients. In 2011, we underwent an integration process for all bank accounts ADCB acquired from Royal Bank of Scotland in the UAE to eliminate any double accounts. This has resulted in reducing the number of accounts while keeping the same number of clients.

Number of Retail Customers and Corporate Clients (Local Market)		
2009	2010	2011
351,433	585,886	489,193

With having such a wide array of customer diversity, we acknowledge that a full understanding of all our customer's ambitions is a task that requires ceaseless work at all levels of the Bank. This acknowledgement and the understanding it grants, helps us to more efficiently use our business acumen to positively influence customer's quality of life and enable them to achieve success.

### Innovation of Products and Services

At ADCB, we continuously look for new ways to direct our expertise in the creation of products and services that serve customer's needs and achieve their ambitions. The needs most directly addressed by us are financial in nature, but the satisfaction of those financial needs creates further social, environmental, and economic value for our customers. Our philosophy in innovation revolves around our mission to provide customers with state-of-the-art banking solutions. This philosophy has manifested in our launching of 20 new products and services since 2009, with 'Free Banking' and 'TouchPoints' as premier services to reward our customers for banking with us. For full information on our products and services, please refer to our website: [www.adcb.com](http://www.adcb.com)

Number of New Products Launched		
2009	2010	2011
8	6	6

### TouchPoints

TouchPoints is the loyalty program from ADCB where we reward our customers for banking with us.

**Customers will earn TouchPoints for almost every ADCB Product or Service they 'touch', from savings, mortgages loans, credit cards to fixed deposits, loans and investment products. It's the most comprehensive rewards programme in the UAE. With TouchPoints, customers are rewarded every time they use a product or service, not just for the things they purchase.**

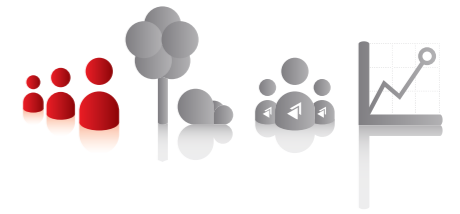
TouchPoints can be redeemed for a variety of attractive lifestyle rewards, shopping vouchers or flight tickets and upgrades.

For more information, visit [www.adcbtouchpoints.com](http://www.adcbtouchpoints.com)

### Free Banking

**At the core of our innovative products is the Free Banking we offer for current personal and savings accounts. Free Banking was launched in 2011 with the goal of increasing customer satisfaction, enhancing loyalty and reinforces ADCB as an ethical and customer oriented organization.**

With this service, our customers will benefit from a wide range of products and services with no charges applied to them.



### Supporting Education

We understand that education is one of our customer's most important ambitions. ADCB has helped many individuals to pursue their education goals through our Education Loans, which offer exceptional opportunities with most internationally recognised and leading business educational institutions in the UAE and across the world. Our Loans offer those customers interested in further education an opportunity to continue their learning and can also be used by customers to finance the education of their children, utilising optimal loan conditions with only simple documentation required for approval.

**In 2011, we granted 313 Educational Loans totalling AED 8,7 million.**

Amount Granted in on Education Loans ('000 AED)		
2009	2010	2011
5,000	7,754	8,696
Number of Education Loans		
2009	2010	2011
217	271	313

As an extension of our efforts to support education, we plan to launch a website dedicated to our wide range of financial solutions addressing customer's further education.

### Supporting SMEs

ADCB has always recognised the importance of small and medium-sized enterprises (SMEs) and their role as crucial drivers of job creation and generators of new opportunities for the community. SMEs are an integral part of our wholesale banking - that was true prior to our new sustainability direction and it remains true today.

Our SME Division offers a wide range of financial products and services. Operating under the brand name of 'Business Edge', this Division covers a wide range of financial solutions: transaction accounts, trade finance, and other financing products. It also offers a range of lending products from which our SME customers may choose. These include unsecured loans; working capital and loans to finance purchase of commercial vehicles as well as construction, medical and professional equipment. To maintain communication and continuous support to our 29,387 SME customers, we have established 18 dedicated SME Centres and a team of Relationship Managers to serve them.

SME Customers		
2009	2010	2011
20,500	26,700	29,387
SME Customers Financed		
2009	2010	2011
1,700	2,600	3,700

In addition to providing SMEs with financial services, our role as the presenting partner of SME Advisor magazine enables us to help SMEs connect with information networks, a service that goes above and beyond the practical advice already provided by the magazine. ADCB is also the presenting partner of the largest voluntary SME participation event in the region, the 'Stars of Business Awards and Summit', in which approximately 1,000 participants have the chance to network. In 2010, this Summit featured over 3,500 audited nominations.

### Helping Our Customers to Become More Sustainable

Enabling our customers to achieve sustainability is one of our primary goals. Financial sustainability resulting from stability, attained via smart management of customer finances, is the most direct manner in which we support customer sustainability, but our efforts do not end there. We aim to support our customers in their social and environmental sustainability ambitions as well by appealing to customer interest in investing in social and environmental programmes. Change takes time, as does the broadening of the currently limited demand for such products, but we believe that placing our social and environmental expertise and services at the disposal of our customers will forge a vital link in a chain of sustainable solutions.

The Zakat Fund Alliance and Islamic Banking Credit Card are two products through which we support our customer's social responsibility. By directing customer donations to causes of importance to them, we enable customers to contribute socially and economically while increasing customer awareness of the diversity of issues facing 21st Century society.

### Zakat Fund Alliance

ADCB has formed a strategic partnership with the UAE-based Zakat Fund. As a result of the Alliance, ADCB customers will for the first time be able to contribute to Zakat through electronic channels. We provide the funding for all technical systems and support by displaying the Zakat icon on our customer's electronic communications and transactions. In 2011, our customers donated AED 297,000 to the Zakat Fund through our electronic channels.

### Islamic Banking Credit Card

The ADCB Islamic Banking Credit Card is the first credit card featuring a Corporate Social Responsibility theme to be introduced in the UAE. The core ideals of the theme are reflected in ADCB's partnership with the Red Crescent Authority and the Environment Agency of Abu Dhabi.

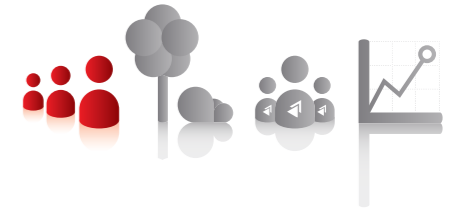
Red Crescent, a prominent humanitarian organisation, benefits from the partnership via donations made to it by ADCB. Each time an Islamic Credit Card is issued to a client, as well as each time a client uses this Card for a transaction, a donation to the Red Crescent is made by ADCB on the client's behalf, using ADCB funds.

#### Total Amount of Donations to Red Crescent on Customer's behalf (AED)

2009	2010	2011
525,000*	600,000*	1,075,000

\*Includes AED 500,000 from the Ramadan campaign

ADCB's alliance with the Environment Agency of Abu Dhabi focuses on promoting environmental awareness by assisting the Agency in educating customers as well as providing opportunities for customers to participate in environmental campaigns.



## Delivering a Reliable and Seamless Banking Experience

ADCB aims to be recognised as the most distinguished bank in the UAE through the delivery of seamless and reliable banking services to our customers.

### Delivering a Reliable and Seamless Banking Experience

We are committed to improving our service delivery through continuous development of communication channels, in pursuit of our goal of building loyalty and trust based relationships with our customers. We therefore invest considerable resources in identifying ways to better serve our customers, adapting to their life changes and responding to their developing needs.

ADCB's alternative banking channels include our 'ADCB@ctive' Internet Banking and our ADCB Mobile SMS Banking services, in addition to e-statements, websites, 24-hour contact centre with automated phone banking, and ATM machines. For full details of our customer communication channels, please follow this link to our website: [www.adcb.com/waystobank/overview.asp](http://www.adcb.com/waystobank/overview.asp)

In the goal of helping our customers to become more financially sustainable, we continued in 2011 to offer clients various channels of improving their financial literacy and management of their income.

### Easy and Effective Banking Channels

To ensure that our customers enjoy a convenient and seamless banking experience, we continue to renew and diversify our product delivery and communication channels. As of year-end 2011, we serve our customers through 48 branches, 4 pay offices and 294 ATM machines.

#### ADCB Conventional Banking Channels

	2009	2010	2011
Number of Branches	43	46	48
Number of Pay Offices	4	4	4
Number of ATMs	166	265	294

In addition to catering to our customer's conventional banking practices, we encourage the adoption of alternative banking channels, which help to reduce the time spent accessing our banking services and which generally serve as a catalyst for improving the customer experience. Our efforts in this area represent our innovative approach to facilitating customer access to our financial services.

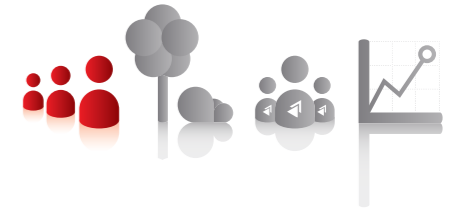
#### Number of Mobile Banking Subscribers

2009	2010	2011
244,399	303,013	378,055

#### Number of ADCB @ctive Subscribers

2009	2010	2011
101,515	142,762	199,037

ADCB has invested in various initiatives and enhancements to the above channels in order to provide timely information to customers about their relationship with the Bank. Such enhancements include alerts for various transactions, clear display of rates and pricing information prior to transaction completion and continuous customer education on how to safely bank in an electronic environment.



**e-statement**

Driven by our belief that we need to simplify our customer's experience and reduce our logistical impact on their lives, ADCB has launched the e-statement as an alternative form of bank statement. Customers who subscribe to this service will automatically receive their regular statements by e-mail instead of through the post.

In recent years, we have witnessed a major customer migration to the use of the e-statement system, which currently has approximately 250,000 subscribers. In addition to enhancing customer experience, this transition has reduced our paper use by approximately one million sheets of paper. For more details on the environmental impact had by E-statements, see page 33 of this report.

**e-statement Figures**

	2009	2010	2011
Percentage of electronic transactions vs. manual transactions	77%	81%	85%
Number of e-statement subscriptions	146,296	162,591	252,425
Percentage of e-statement subscriptions	43%	49%	57%



**Service Excellence**

At ADCB, we focus on shaping behaviour in the pursuit of a culture of service excellence. Behavioural change is accomplished through continuous training of our employees on how to serve our customers effectively and efficiently, development of the right systems to improve our customer experience and establishment of customer trust through our secure banking channels.

**Employee Training for Service Excellence**

Towards Service Excellence (TSE) employee development programme was launched in September 2011 to help our employees to raise the bar on the service they provide to our customers.

The overall programme encompasses a range of workshops which are tailored to the needs of the individual business and include Service Excellence Fundamentals, Managing Service Excellence, Service Excellence Working in Practice and Handling Complaints and Service Excellence Mindset. The workshops are delivered by TSE Facilitators from the business area so practical and real examples can be used.

During phase one, which ran from September 2011 - May 2012, over 1,800 participants from Retail Banking, Operations, Retail Credit Administration Department, Credit Initiation Unit and Direct Sales attended a TSE workshop. We have recently launched phase two to extend the programme to another 900 of our colleagues from other business areas including Excellency, Collections, Abu Dhabi Commercial Engineering, Inbound Contact Centre, Interact, and Treasury Operations. The ultimate aim is for all ADCB employees to attend the programme.

**Customer Complaints and Satisfaction**

To ensure that our customers receive excellent service and feedback on any complaints they might have, we have established a unique system, InterAct, which has become critical to ADCB's reputation as a financial and customer service organisation. InterAct is comprised of 18 customer-service professionals who handle an average of 4,000 complaints per month across ADCB, received through different channels including the contact centre, branch reports, walk-in customers, media and Central Bank. We give top priority to customer complaints and feedback in order to realise improvements and enhance customer satisfaction; these complaints are managed and closed directly by the team as per delegated authority, while the remainder are resolved through cooperation with all groups and departments within the Bank.

InterAct has demonstrated great success in its professional and timely resolution of customer complaints. In 2011, the InterAct team resolved 92% of complaints within 3 working days.

**Percentage of customer complaints resolved within 3 working days by InterAct**

	2009	2010	2011
Number of branches	94%	91%	92%

**Information Security**

ADCB is dedicated to safeguarding the privacy and confidentiality of all customer information: personal, business, financial and other. To honour our customer's trust in us, each of our employees is sworn to preserve and protect all confidential information. This commitment remains in effect even after an employee leaves ADCB.

ADCB's privacy standards represent our commitment to respecting and protecting the privacy of our customers. To properly uphold these standards, employees must follow all of the Bank's privacy directives, which include communicating standards to customers and respecting customer's consent or non-consent regarding use of their information, for marketing purposes or otherwise. Our rigorous privacy standards have paid dividends, resulting in zero breaches of customer privacy during the years 2009 to 2011.

**Our 2012 Commitments**

Launch a website dedicated to education, offering a wide range of solutions to support our customer's pursuit of further learning.

Section

# 03



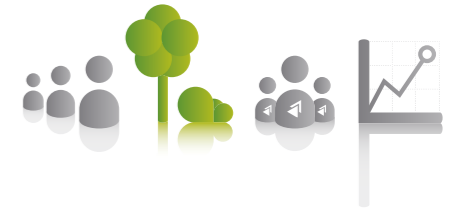
## Supporting the Ambitions of Our Country

Supporting a Sound Economic System	30
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# Our Country

We believe our financial activities have a significant social footprint and that we have a major role to play in building the communities we work in – economically, socially and environmentally.



As a premier financial institution, ADCB's role in the community transcends our business activities.

**We deliver permanent value to the communities in which we operate, contributing to our fellow citizens' well-being by creating a stronger economy, helping to maintain the fabric of our society, and safeguarding our environment.**

ADCB's responsibility to our country is threefold. We must simultaneously encourage and support a sound financial system, contribute socially to the fabric of our community and take all possible actions to safeguard the environment. Through progress in these areas, we firmly believe that our honed financial skills and ample resources can contribute to a more sustainable community and benefit the UAE as a whole.

In 2011, we began to align our sustainability strategy with the Abu Dhabi Economic Vision 2030, with a focus on supporting local procurement, job creation, and responsible lending. Within ADCB and its subsidiaries we contributed to the creation of more than 5,000 direct jobs in the UAE and we also continued our policy of purchasing locally, with more than 94% of our sourcing coming from local vendors. Additionally, in accordance with our belief that our community investments can be strategically utilised to greater effect in the coming years, we contributed approximately AED 3,844,246 in community investments in 2011.

2011 also saw the initialising of ADCB's environmental performance tracking system, allowing us to adopt a more proactive approach in reducing our operations' ecological impact. Refinement of this system is ongoing, but our current initiatives, focusing on the use of e-statements and e-waste, have contributed significantly to reduction of our climatic footprint, resulting in over a million sheets of paper saved and more than 15 tons of e-waste recycled.



## Facts & Figures

**94.6%** Spending on local suppliers      **5,469** Jobs directly created by ADCB or its subsidiaries

**10,319 Tons** Total GHG emissions      **504,850 Sheets** Amount of paper saved by issuing e-statements      **3.6 Tons** Volume of e-waste recycled

**AED 3,8 mn** Total community investment



## Supporting a Sound Economic System

We at ADCB are fully aware of our responsibility to conduct our business in a way that strengthens and develops the UAE's economic system while meeting the needs of our clients and the communities.

We continuously put our refined financial skills and knowledge to work, striving for creative collaboration with our stakeholders and for complete alignment with public policy priorities. Our goal is to positively influence the economic system of both the UAE and the local communities in which we operate.

### Alignment with the Abu Dhabi Vision 2030

Since ADCB's inception in 1985, we have directed our financial activities in support of our overarching commitment: to contribute to the development of the UAE's economy. We continue to uphold this commitment through the aligning of our sustainability approach with the Abu Dhabi Economic Vision 2030.



ADCB's sustainability approach is built on understanding our stakeholder's ambitions while working to energise their general spirit of ambition. This approach is directed by the Abu Dhabi Vision 2030 and is bringing us to the forefront of sustainability leadership. We strive to ensure that our management approach and the conduct of our business operations capture the essence of the vision and contribute to a sustainable economic system. One of the ways we achieve this contribution is through financing governmental projects in the UAE.

### Lending Responsibly

For ADCB, responsible lending means providing credit to clients who are able to manage their debt comfortably and putting in place the right policies and procedures to assist with clients' debt management. This approach helps us to protect the interests of our Bank and our stakeholders.

ADCB provides credit and banking services to both individuals and companies. Our risk management policies provide assurance that these services are designed and sold only to the appropriate

customers. Consumer banking loans are granted only after our staff have assessed the affordability of loan repayment.

We also view responsible lending through the lens of helping to change community behaviours and of increasing communities' financial awareness. Our financial literacy efforts on the behalf of our clients have been ongoing for several years, through our service representatives and special seminars and trainings. In 2012, we aim to investigate the creation of a partnership with other organisations in the UAE to explore ways that we can expand our efforts to reach all community members, both nationals and expats.

As part of our new sustainability approach, we will be looking at ways that we can integrate environmental and governance risks into our lending criteria. In 2012, we will review our current lending criteria in preparation for adopting the Equator Principles, a voluntary standard which reviews the potential social and environmental impacts of projects financed by financial institutions.

### Local Procurement

Local Procurement	2009	2010	2011
Percentage of spending on locally based suppliers	N/A	94.7%	94.6%

Our supply chain's economic contribution to the community can be significant. We strongly believe that continued reliance upon local sourcing will provide further support to the communities in which we work. In 2011, our spending on local procurement was approximately 95% of our total procurement spending.

### Job Creation

With over 5,400 full-time employees and outsourced staff, ADCB and its subsidiaries' direct creation of jobs is a strong contributor to economic growth. Our local procurement activities lead to the indirect creation of jobs as well, and our products and services, mainly those directed at our corporate customers, spur additional job generation. SMEs and their owners are prime drivers of job creation, representing numerous opportunities for reinvestment in the community. At ADCB, we strongly support the development of SMEs, and this has a profound impact on our communities. (For further details regarding our SME activities, please refer to page 21.)



## Contributing Socially

ADCB's community involvement runs deeper than our direct financial contribution and indirect financial stimulus activities.

As integral members of the community's social fabric, we proudly invest in social and environmental projects and pursuits. In 2011, we contributed AED 1,020,440 to various causes in the UAE and AED 2,823,806 in sponsorships of community events and organisations, an increase of 99% and 41%, respectively, over 2010's contributions. In total, we sponsored 12 events in 2011.

Community Investment (AED)	2009	2010	2011
Donations	510,440	512,500	1,020,440
Sponsorships	746,149	1,997,970	2,823,806
Total community investments	1,256,589	2,510,470	3,844,246

Our sponsorships reflect the spirit of our brand. Though the chief goal is the supporting of worthy social, environmental and economic organisations and causes, all sponsorships are also expected to deliver a quantifiable return on investment.

Moving forward, we strive to create a community investment program that will allow us to align our donations and sponsorships with our sustainability programs. Building on our existing strength, we strive to increase the impact of our investments in the future to better serve the communities in which we operate.

### Flagship Initiatives

Our community investments focus on sponsoring events that support the wellbeing of our community members. The focus of our community initiatives centres on four goals: promoting active and healthy lifestyles, empowering women, wellness education and encouraging entrepreneurship through economic growth in SME's. This section provides some examples of our flagship initiatives, which illustrate our efforts to assist communities in those areas.

### Abu Dhabi Striders

As part of our commitment to promote health and fitness among community members, ADCB sponsored the Abu Dhabi Striders, an Abu Dhabi based not for profit running club who organize a series of three 10km events and the Abu Dhabi Half Marathon event to encourage personal physical fitness and activity.

The first 10km race in the series took place on the 21st October 2011 at Zayed Sports City. The Abu Dhabi Half Marathon event took place on the 18th November 2011 round the roads of the Yas Island. The second 10km event is scheduled for 20th January 2012 and the final race of the season to gauge personal progress will be held on 9th March 2012. All proceeds for the Abu Dhabi Striders events will be donated to The Special Care Centre Abu Dhabi.

### Emirates Woman of the Year Awards in Association with ADCB

As part of our commitment to supporting the ambitions of our community members, ADCB sponsored the Emirates Woman of the Year Award for the third year. The award recognises ambitious women who are making significant contributions to our society and community. The ADCB Ambition Award was presented as part of the Emirates Woman of the Year Awards in 2011 for the third year running. This award recognizes the business acumen and drive of female entrepreneurs and promotes the pursuit of goals and ambitions of women in the Emirates. For each vote cast for The ADCB Ambition Award, ADCB donated AED 10 to Safe and Sound, The BurJuman Breast Cancer Awareness Programme. ADCB plans to continue supporting The Emirates Woman of the Year Awards and presenting The ADCB Ambition Award in 2012.

### Safe and Sound Breast Cancer Awareness Campaign and BurJuman Pink Walkathon

ADCB believes the fight against breast cancer is one we can all be part of. ADCB was an active partner of both Safe and Sound Breast Cancer Awareness campaign which ran throughout October 2011 and the BurJuman Pink Walkathon. Safe and Sound is the BurJuman Breast Cancer Awareness Programme and is extremely active in education on early detection of breast cancer and in assisting underprivileged patients who are unable to afford vital life saving treatment. ADCB supported a number of fund raising and awareness events throughout October with Safe and Sound and was a Principal Partner in leading the Walkathon from the front on the 28th October 2011. Over 12,000 walkers attended the event.

### Pink Polo Presented by ADCB

For the second consecutive year, ADCB presented the Pink Polo at Ghantoot Racing and Polo Club. The event was held to dispel the taboo of breast cancer and raise awareness of early detection. An exhibition polo match as well as many activities for the family took place on the 29th October 2011, with The ADCB Pink Garden as a focus for event visitors. The event was free to attend and hosted over 3,000 visitors.

## Safeguarding the Environment

ADCB's greatest environmental impact stems from our business conduct and the services we provide to our customers, as well as from over 4,100 employees and hundreds of buildings involved in our internal operations.

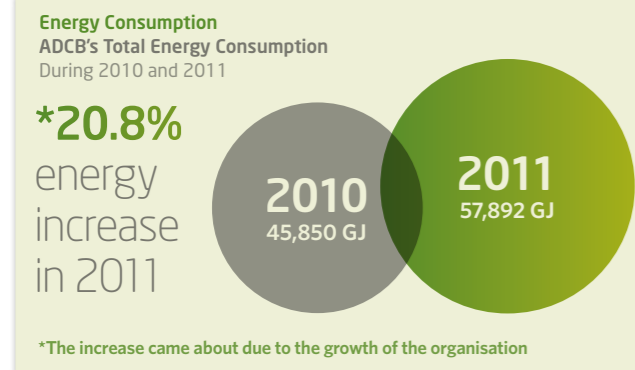
We believe that successful managing of the associated indirect and direct environmental impacts will contribute to the sustainability of our business, and is part and parcel of our responsibility to safeguard the environment.

Our main strategy for reducing our operations' impact on the environment lies in the adoption of a proactive and prudent management approach, one which emphasises efficiency and sustainable operation. Indirect environmental impact, via exploration of new, more ecologically responsible partnerships with clients to provide 'greener' products and services. (More details about our efforts to achieve environmentally sustainable lending practices are presented on page 21. Details of our green products can be found on page 21.)

### Climate Change

The importance of mitigating our greenhouse gas (GHG) emissions and the link between these emissions and global climate change, are well known to us. The main source of our operations' GHG emissions comes from our energy consumption, which takes the form of electricity purchased from third parties, transportation fuels used for staff transportation, cars allocated for use by ADCB senior managers and business-related travel.

In 2011, we began to calculate and track our energy use, composed of electricity consumed at our head office and fuel consumed by transportation. Our total energy consumption reached 57,892 gigajoules in 2011, a 20.8% increase from 2010. Business related consumption, and the energy consumed by other offices and branches were not included in this year's calculations. However, ADCB has put in place a system to track the billing of energy consumption from all our activities on all of our premises and these figures will be reported in the 2012 report.



Direct Energy Consumption (Litres)*			
Energy Type	2009	2010	2011
Vehicle fuel consumption, diesel	N/A	42,527	257,744
Vehicle fuel consumption, gasoline	N/A	22,343	135,416
Total vehicle fuel consumption	N/A	64,870	393,160
Indirect Energy Consumption*			
Electricity (kWh)	2009	2010	2011
	13,396,460	12,671,333	12,211,333

\*Consumption based on energy bills paid in 2011.

In order to reduce the GHG emissions stemming from our energy use, we have taken a variety of reduction and conservation measures.

### Lights-Off and Air Conditioning

Major initiatives that we have implemented since 2009 include a lights-off policy and a down-time component to use of air conditioning. Moreover, we have instructed our security personnel to check all floors at the end of the working hours in order to switch off any lights.

### Carbon Footprint Policy

We are currently in the process of implementing a reduction of carbon footprint of Head Office initiative, which will be implemented in 2013.

This initiative will enable real-time monitoring of the head office's energy consumption and will lead to optimisation measures to reduce consumption.

**Our overall GHG emissions in 2011 increased by 5% compared to 2010. The increase came about due to the fact that we had grown as an organisation.**



GHG Emissions by Source (Tons)*			
	2009	2010	2011
From vehicle fuel consumption, diesel	N/A	116	703
From vehicle fuel consumption, gasoline	N/A	54	327
From electricity	10,191	9,639	9,289

\*Calculations of GHG based on Sustainability Excellence formula which can be found in Appendix A.

### Resource Management and Waste Reduction

Resource minimisation at ADCB is intended to benefit both the environment and our profits via a reduction in the Bank's costs. This reduction stems from savings in materials consumption and water consumption and from greater efficiency in disposal of waste generated by our operations.

### Materials Consumption

Paper is the material used in the greatest quantities by our operations. We use paper mainly for contracts and procurement, services offered to clients and correspondence and promotion materials. The total amount of paper used in 2011 was approximately 173 tons.

In recent years, we have taken numerous measures to reduce paper consumption at the Bank. Our main initiative in this respect was our adoption of electronic bank statements ('e-statements'), which resulted in a reduction of 504,850 sheets of paper in 2011, saving the Bank AED 676,499.

Savings from e-statements			
	2009	2010	2011
Amount of paper saved by e-statements (sheets)*	292,592	325,182	504,850
Amount of money saved by e-statements (AED)**	392,073	435,744	676,499

\*2 sheets per customer / \*\*AED 1.34 per statement

### Going Paperless with Our Customers

Electronic statements save resources, and we at ADCB have gone far in encouraging our customers to adopt e-statements. Our efforts have resulted in over 50% of our total consumer banking clients switching to e-statements. This achievement was enabled by our outstanding e-banking platform, which we keep rigorously up to date.

### Percentage of e-statements subscriptions of total consumer banking customers

2009	2010	2011
43%	49%	57%

In 2012, we plan to implement 100% automation of our procurement system and to begin work on automating our internal expenses in order to become fully paperless.

### Water Consumption

Water consumption can be mainly attributed to employee usage. Significant amounts of water are also used for cleaning purposes, but this is limited to municipal water and does not represent a significant impact on specific water sources. Total water consumption of our head office was 31,955 cubic meters in 2011, a reduction of 22% from our 2010 consumption.

Water Consumption (m³)		
2009	2010	2011
N/A	41,181	31,955

The water-saving devices implemented in May 2011 in the facilities of our head office are expected to result in a 50% reduction in water consumption.

### Waste Management

Our facilities generate domestic non-hazardous waste, which is managed by the local municipality. This waste consists mainly of paper, toner, plastic products, food waste and other items. Our operations also feature a variety of electronic devices, which contain environmentally harmful materials in addition to valuable materials that can be reused. To dispose of this potentially harmful waste in a responsible fashion, we initiated a program partnership with Enviroserve in 2010; this initiative has resulted in the recycling of 15.1 tons of electronic waste over the course of 2010 and 2011. Please see Appendix B for the Green Certificates from Enviroserve for 2010 and 2011.

Volume of E-Waste Recycled (Tons)		
2009	2010	2011
N/A	11.5	3.6

With the aim of reducing the amount of paper waste generated and sent to landfills, we established a new paper supply contract with United Printing Press in 2010. This, in conjunction with our continued use of double-sided printing, has helped to improve the Bank's conservation of paper.

### Green Supply Chain

Any organisation's environmental sustainability is limited to the sustainability of its suppliers. We at ADCB understand that our own purchasing policy is merely a cog in the wheel of our greater sustainability objectives.

### Our 2012 Commitments

#### Supporting a Sound Economic System

- Research an ADCB-led initiative to increase financial literacy among Emiratis and expats
- Review current lending criteria against the Equator Principles

#### Contributing Socially

- Investigate creation of a Community Investment Strategy

#### Safeguarding the Environment

- Implement a reduction of carbon footprint of Head Office
- Go paperless in our procurement system, through automation
- Go paperless in our expense system and automating processes

Section

# 04

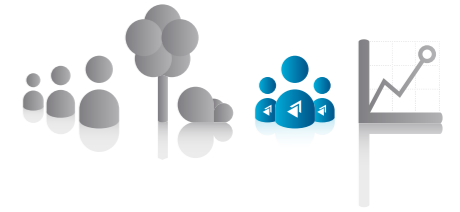


## Supporting the Ambitions of Our Employees

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# Our Employees

At ADCB, we believe that our workforce is the key to our success and that attracting and retaining the best individuals is vital to our continued growth and excellence.



We believe that our strength is in our people, and we go beyond expectations to provide a work environment where our employees can develop, grow and fulfill their ambitions.

At its heart, our people-oriented strategy is a behavioural strategy, one that focuses on bringing out the very best in each employee. Two elements are emphasised in this strategy: performance and engagement. Performance management is critical to our bank's success and we utilise annual evaluations for all employees, including executives. Responsiveness to employees is also very important to us; we engage our personnel in numerous ways, including via our Employee Engagement Surveys and our online Tawasul platform, while heavily investing in employee training and career development.

In 2011, our workforce totalled over 4,100 employees, while our Emiratization rate rose to a high of 41%. Our female representation has remained steady over the last 3 years.

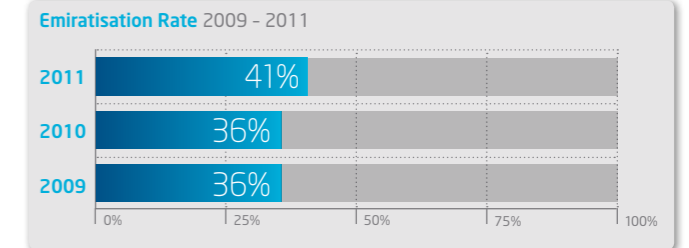
In line with our strategy of investing in employee development, ADCB spent approximately AED 13.5 million on training in 2011, with each employee receiving an average of 12 hours of training. Additionally, we have sponsored 893 youth under the Mahara programme, a specialised banking learning programme for UAE nationals, where this programme familiarises potential upcoming UAE workers with standard banking protocols and services.

## Emiratization

In alignment with the UAE's 'Emiratization' policy, and building upon our belief in the value of empowering UAE nationals, ADCB is committed to employing more Emiratis among our workforce.

Our Emiratization initiatives have garnered great respect in the UAE business community. We were honoured with the Best Emiratization Award for each of the previous 4 years, and our Emiratization rates climbed to 41% in 2011.

In order to consolidate and orchestrate our continuous Emiratization efforts, ADCB has created a central Emiratization Committee. This Committee focuses on two main directions for our Emiratization initiatives: prioritising Emiratis for employment opportunities and creating the Emirati Academy Programme. The Committee has held forums in the past year to open the lines of communication between the Nationals and Committee members.



### Facts & Figures

**81,095** Total hours of training for employees

**604** Programmes provided for employee

**41%**  
Emiratization Rate in 2011

**49%**  
Female Employment

**8%**  
Turnover Rate

**AED 13,5 mn** Total amount spent on employee training

Section 04

Supporting the Ambitions of Our Employees



Assigning employment priority to UAE nationals is our primary method of focusing on Emiratisation. Expatriates are employed only in positions for which suitable Emiratis are not available. We are currently in the process of training more UAE nationals as branch managers and our ultimate goal is to increase our current 14% representation of Emiratis among bank managers to a full 100%.

Another aspect of ADCB's emphasis on Emiratisation is our development of the Emirati Academy Programme. The aim of the Academy is to ensure that high-school and university graduate trainees are ready to take on the duties of branch or department managers, equipped with an appropriate level of knowledge and competence in the banking and financial services industry.

**Mahara Programme**

The Mahara Programme, one of the initiatives driven by the Emirati Academy Programme, ensures that Emirati trainees are familiar with ADCB specific conventional and Islamic personal and corporate banking products and services, in addition to understanding the fundamentals of banking operations and financial services within the UAE. During this program, trainees can receive job training in their preferred departments and branches and launch onto a successful career in banking.

**Number of Youth Trained in the Mahara Programme**

2009	2010	2011
N/A	685	893

## Creating a Diverse and Engaging Workplace

As a service and relationship oriented business, our people are our most valuable resource.

We have gone to great lengths to achieve service excellence through our personnel and we strive to create and foster a work environment that embraces diversity and provides equal opportunities. Listening and remaining responsive to our employee's opinions is a chief component of our people strategy.

Our workforce has grown by 52% since 2009, reaching a total of over 4,100 employees by the end of 2011. Of great pride to us is the fact that, during the financial crisis, not a single individual's employment was terminated as a result of the crisis.

**Our Workforce**

2009	2010	2011
2,708	3,824	4,118

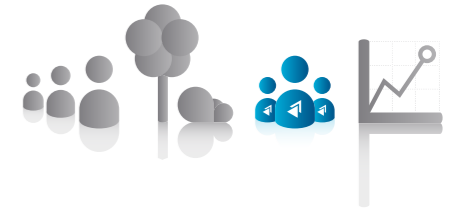
**Equal Opportunities**

At ADCB, we are firmly committed to providing equal employment opportunities to all employees through our hiring procedures, performance management and promotion and reward system. Potential hires are considered on the basis of their qualifications only; characteristics such as gender, ethnicity, physical disablement and creed are not taken into account during hiring decisions.

As part of providing equal opportunities, ADCB does not limit disabled candidates' opportunities for recruitment or advancement. The nature and degree of an individual's disability must be confirmed by a recognised medical authority.

Our performance appraisal and review system is fair and transparent and is used as the basis for all decisions concerning career development and advancement. In the period 2009 to 2011, all bank employees underwent performance reviews on a yearly basis. (For further details about our Performance Management System, see page 40).

Employment at ADCB is not only about the here-and-now. We constantly maintain the entirety of our employee's career spectrum as a priority. Following our policy of internal recruitment, we work to promote advancement of staff to intermediate and senior management positions and actively coach and train suitable individuals for leadership positions. We have also created a succession planning programme which has been completed by all ADCB Business Groups and the Bank's senior managers.



## Approximately half of ADCB's workforce is female, including 23% of middle management and 18% of senior management.

**Diversity**

At ADCB, we view diversity as a great source of richness that brings a wider range of experience and insight to the bank. The employees in our workforce hail from 49 countries around the world and possess many different and diverse backgrounds. Our diversity commitment complements our equal opportunity policy; together, they eliminate any potential discrimination based on gender, nationality, or age, guaranteeing that we hire only the most capable individuals. This has resulted in a highly blended workforce, with great diversity of gender, age and individuals with disabilities.

**Engaging Our Employees**

We believe in the importance of remaining responsive to our employee's opinions. ADCB's employee engagement strategy is designed to heighten employee's identification with their role and with the Bank, their co-workers, and their managers. It is also intended to encourage them to invest additional effort into the Bank, to maintain a level of enthusiasm for their professional development and the Bank's overall interests. Employee engagement takes many forms at ADCB, including Employee Engagement Surveys, Performance Management System, our online Tawasil platform as well as weekly operational meetings and personal feedback.

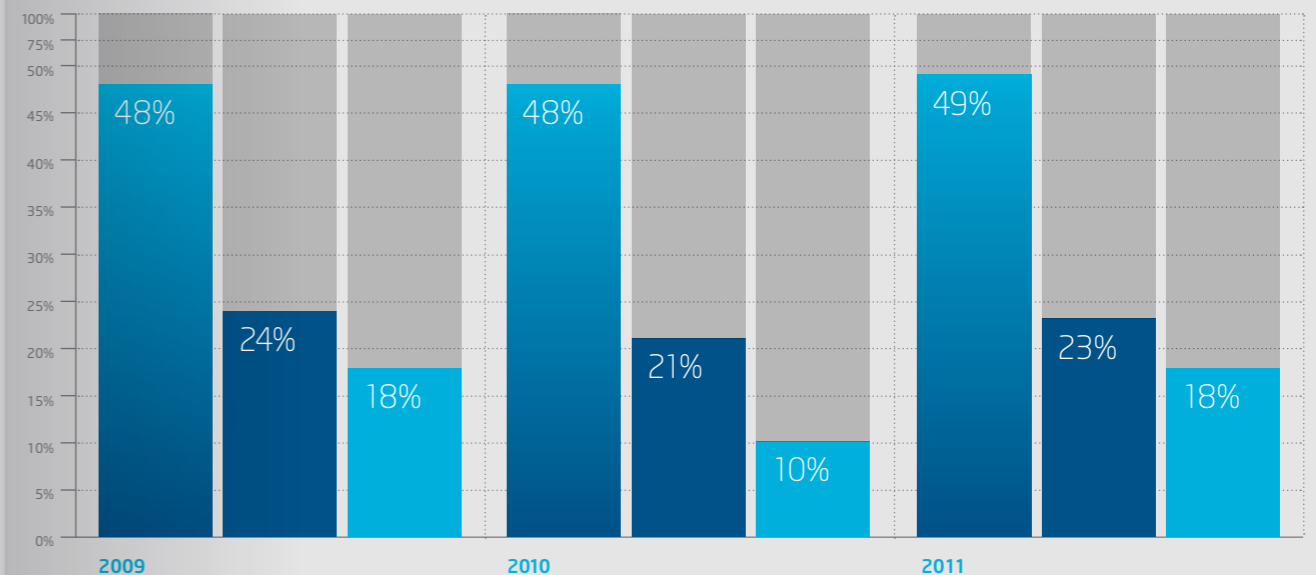
ADCB's annual Employee Engagement Survey was conducted in the years 2007-2010 in order to obtain valuable employee feedback on topics which actively affect their working lives, including working conditions, shared values, economic security, and training opportunities. The survey was not conducted in 2011, as we are currently evaluating it for possible inclusion of additional topics and to create greater relevance to the business drivers; we aim to resume conducting the survey in 2012. We also engage our employees through our Performance Management System, which we see as essential for our success.

**Employment by Age Group**

	2009	2010	2011
18-30	N/A	1,236	1,441
31-40	N/A	1,069	1,133
41-50	N/A	440	427
51-60	N/A	257	233

**Female Participation in the Workforce 2009 - 2011**

■ % of female employees  
 ■ % of women in middle management  
 ■ % of women in senior management



### Performance Management System

Consistent implementation of an effective performance management system is critical to our success.

Performance reviews are issued annually through 'Tawasul', our fully integrated online HR Management System, in coordination with department heads. Tawasul's performance management system has been designed to create strong appraiser-appraisee relationships at all levels of the Bank, to facilitate ongoing feedback, coaching, and mentoring for improved performance and targeted development. The purpose of the performance reviews is to:

- Assess individual achievements against set objectives, as well as progress towards required levels of competency
- Identify high-potential employees and ensure that they are managed in alignment with the Talent Management Policy
- Identify changes or improvements needed and plan steps for timely remedial action
- Provide an equitable basis for the granting of performance-based rewards
- Identify and prioritise effective learning and development needs, as well as plan and manage interventions for successfully closing performance gaps

### Tawasul Platform

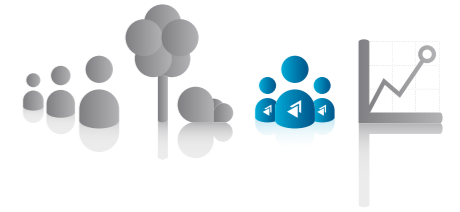
Tawasul is an internal communication platform used by our employees.

It was established in December of 2008 and rolled out by department from January to June of 2009. It serves as a platform for the exchange of knowledge and experience between employees in different business departments. Tawasul creates the following innovations for internal operations:

- Streamlined communication between employees and HR department
- Reduced volume of paperwork through use of online request authorization
- Improved data tracking and extraction
- Elimination of error in the payroll process
- Improved access to employee records and information
- Integrated employee recognition and award system
- Streamlined employee performance management system

Employee engagement is not a one-way process. The fair and impartial administration of policies governing employees and the effective protection of employee's rights and privileges, require a system whereby employees can present grievances and receive redress. We have established just such a system, one which allows employees to voice grievances and obtain a hearing with management representatives. Prompt and fair consideration is given to each grievance and employees are protected from any potential retaliation concerning initiating or participating as witnesses in the grievance process. The confidentiality of all complainants is fully assured.

At ADCB, employee engagement is an important process, and we are working continuously to enhance our procedures. To that end, we are planning to open an HR help desk in 2012.



## Investing in Every Employee

ADCB's employees are one of our biggest assets in realising and maintaining our competitive edge in the market. We provide our employees with the rewards, recognition, training and healthy environments necessary to their career development and realisation of their ambitions.

Though it represents a considerable outlay of resources, this is one of the wisest endowments we can possibly make, as it represents an investment in the future: both our employee's future and our own.

### Reward and Recognition

Salaries Paid to Workforce (AED' 000)		
2009	2010	2011
555,867	605,620	737,072

Our remuneration policies are designed to incentivise our employees, and are aligned with external best practice standards and industry benchmarked on a regular basis. Rewards and recognition at ADCB are based on our fair and even handed performance evaluation system. (For more information regarding the Performance Management system, see page 40). In 2011, our total amount of salaries paid amounted to over AED 737 million.

### Our employees also receive a range of benefits that allow them to meet a variety of needs. These benefits include:

1. End-of-Service Gratuity: an amount paid to departing employees in good standing who have worked with us for at least one year.
2. Life Insurance: a benefit provided to all employees through the Bank's life and accident policy.
3. Medical Insurance: a benefit provided to all employees residing in the UAE. Coverage includes employee's spouses and up to 3 children under 18 years of age.
4. Loans and Advances: applicable employees are eligible for personal loans, mortgage loans and car loans as per our loan policy.
5. Retirement Pensions and Benefits: ADCB is a member of the Abu Dhabi Retirement Pensions and Benefits Fund and participates in the mandatory pension scheme for all UAE nationals.

Of course, the primary benefit received by our employees is an intangible one: the sense of confidence and reassurance concerning their futures and the futures of their families, which stems from the comprehensive nature of ADCB's rewards policy.

### Health and Safety

ADCB accords high priority to the health and wellbeing of our employees. 2010 saw the implementation of full fire-safety training

and fire drills in all ADCB branches and operational premises and in 2010 ADCB introduced our new health and safety policy, as well as an updated health and safety statement. As a result of our policy of highlighting risks in the workplace and training staff in the management of those risks, we incurred zero safety incidents in the years 2010 and 2011.

Our employees are mainly office based and face few direct occupational health and safety hazards. Our health and safety policy focuses mainly on issues related to the health of our employees and their families during non-work hours. We provide medical insurance to all of our employees and their dependants and we also provide medical insurance to our outsource staff.

### Our policy features several different levels of health coverage, depending on employment level:

- At the low end of the policy, our employees enjoy a wide range of benefits including medical coverage in the Middle East Region and the Asian subcontinent and in their home country. For Group A employees\* we reimburse 100% of medical bills incurred outside of these geographic regions (excluding the USA), including bills for emergency treatment. The policy covers a wide range of conditions, including pregnancy, physiotherapy and pre-existing conditions, as well as prescriptions.
- At the high end of the policy (Group A), employees enjoy all of the above benefits as well as dental and vision coverage, free annual health check-ups and extension of the policy to cover the USA.

\*Group A employees include Grade E3 and above.

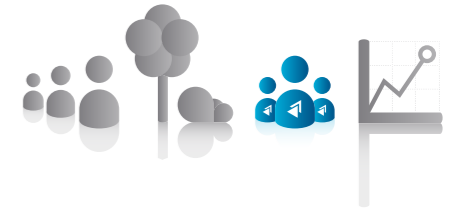
### Career Development and Training

We work in a fast-moving, competitive, and skill-centred industry. At ADCB, we believe that our strongest competitive advantage lies in the knowledge and expertise of our personnel; therefore enhancement of this expertise is foremost among our internal goals. Through well-developed strategic training programmes, we ensure that our employee's talents are in a state of constant development, guaranteeing continual improvement of all aspects of our business.

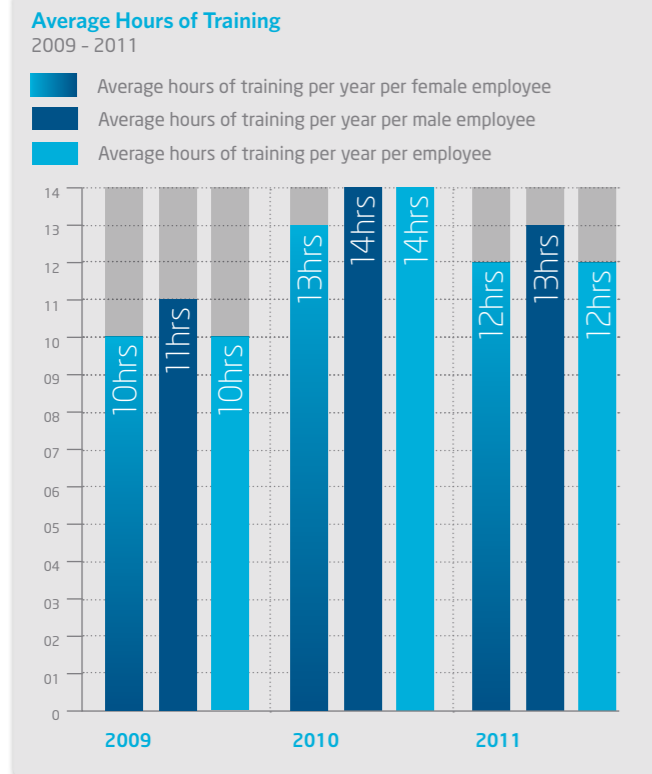
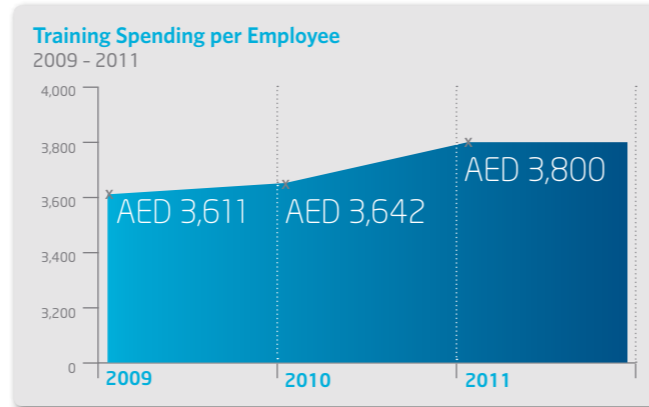
In 2011, ADCB launched numerous training programmes and initiatives (detailed in page 43). A total of 81,095 hours of training were completed as of December 2011, with an average of 12 hours of training per employee. This total training time represents a 114% increase over 2010's total and bore a total cost of AED 13.5 million.

Section 04

Supporting the Ambitions of Our Employees



Employee Training Hours	2009	2010	2011
Total hours of training provided to female employees	5,388	12,775	27,969
Total hours of training provided to male employees	19,411	25,198	53,126
Total hours of training provided to total workforce	24,799	37,973	81,095

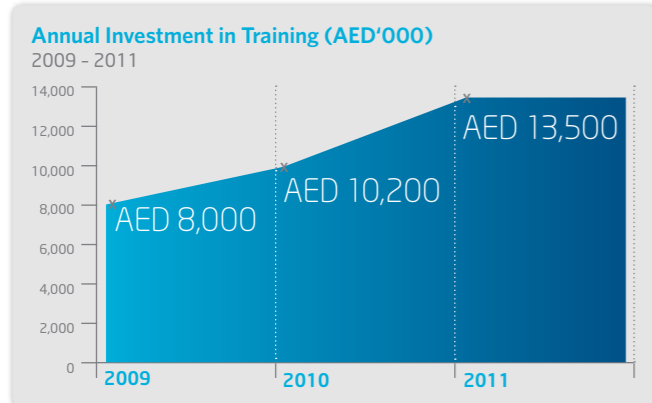


**Individual Development Plan (IDP)**

Employee training at ADCB is part of our strategic employee improvement plan designed to structure and prioritise employee's yearly development activities, as required by their particular roles within the bank and as suggested by their individual career goals. Each employee's IDP must be mutually agreed-upon by the employee and his/her line manager through the performance management process, in order to ensure clear understanding of the activities involved and their relevance to the job competencies and business unit objectives. Employee's IDPs are reviewed periodically to ensure that their development activities are completed on time and with optimal outcomes and to secure the relevance of remaining activities, as evaluated against the business unit's objectives and the Bank's strategic direction.

**Total Hours of Training Provided for Employees by Employee Category**

	2009	2010	2011
Senior management	8,183	12,566	19,511
Middle management	7,440	7,913	19,325
Staff	9,176	10,455	29,298



ADCB's 'long view' of employee development allows for the creation and constant updating of clear career paths for every employee, using both home-grown talent and best-in-class external providers. Below are the training programmes launched by ADCB in 2011:

**Leadership & Management Academy**

To focus on achieving success through professional development, we created the Ambition University, our corporate university that is the home of learning and development at ADCB. A key part of the Ambition University is our Leadership and Management academies, the aim of which is to develop sustainable leadership and management capabilities within ADCB. Investing in our employees allows us to increase our efficiency and continuously evolve to meet current and future business challenges.

Throughout 2010 and 2011, a series of sessions were delivered on leadership and management competence on all levels of operation.

**The 'Aspiring Managers Programme' for Officer-Level UAE Nationals**

The Aspiring Managers Programme for UAE nationals is a 10-month initiative that develops 16 top-talent officer-level nationals into future managers of ADCB. The programme includes both internal and external development workshops in addition to practical business projects.

**ADCB Learning Centre**

The Learning Centre is responsible for identifying and delivering group training needs for the Bank. Additionally, the Learning Centre implements necessary development interventions and analysis of the effectiveness of our development programs across all business areas of the Bank.

ADCB's development program philosophy puts our employees first. Development programs are attended by participants who are nominated by management based on performance and development goals. Development programs are implemented as determined by analysis of employee's yearly IDPs (Individual Development Plans) and discussion with the Group/Department Heads. We strive to ensure that all necessary development programs implemented in a timely and efficient manner, which supports ADCB's vision and strategic direction.

As part of the Learning Centre's activities, a series of bank-wide seminars were conducted by the Treasury Group. The main goal of the trainings was to introduce all bank employees to the type and nature of the work done by the Treasury Group. These training sessions were open to all bank employees and total attendance reached 600 employees.

**Turnover Rates**

A company's turnover rate is often considered to be a proxy measure of employee satisfaction. In addition to reflecting employee happiness, a low turnover rate is beneficial in terms of workforce stability, low hiring costs, and higher productivity.

ADCB's total employee turnover numbers in 2010 and 2011 were 199 and 267, respectively. These figures include all forms of departure, such as retirement, resignation and dismissal. Turnover rates from resignation and job termination are presented below, organised by employee level, age group and gender.

Turnover Rate	2009	2010	2011
Turnover rate for total employees	9.8%	6.6%	8.3%
<b>Turnover by Level</b>			
Turnover for senior management	10.8%	8.9%	11.5%
Turnover for middle management	7.9%	6.7%	12.7%
Turnover for staff	10.1%	6.3%	6.7%
<b>Turnover by Gender</b>			
Turnover for female employees	10.4%	5.5%	6.8%
Turnover for male employees	9.3%	7.6%	9.7%
<b>Turnover by Age Group</b>			
18-30	N/A	3.8%	4.2%
31-40	N/A	8.0%	12.1%
41-50	N/A	8.4%	9.8%
51-60	N/A	11.3%	12.0%

**Our 2012 Commitments**

- Create an HR Help Desk
- Conduct bank-wide sustainability training for employees

Section

# 05



## Supporting the Ambitions of Our Shareholders

Maximising Value and Financial Return  
Excellent Governance

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# Our Shareholders

ADCB's overall direction and performance are perhaps most purely reflected in our shareholders' ambitions. Our ability to energise those ambitions is thus an integral element of our overall business model.



Our aim is to be a quality investment for our shareholders via profitability and growth attained by greater efficiency, identification of strategic opportunities, excellence in governance and commitment to transparency and accountability.

By driving profitability and growth, ADCB aspires to continually increase investment quality, creating higher value for shareholders by progressing towards social, environmental and economic sustainability.

In 2011, our operating income<sup>1</sup> reached AED 6,069 million, with net profits reaching AED 3,045 million. Our return on equity<sup>2</sup> remained strong, with a ratio of 16.74%. We repeated previous years' excellence in corporate governance performance and reporting, attaining World Finance's 'Best Corporate Governance Award in the UAE' for the second consecutive year.

**Our strategy for achieving that progression revolves around concerted efforts to:**

1. Improve operational efficiency
2. Identify and seize opportunities
3. Ensure management's commitment to sound governance
4. Maintain strict compliance with the laws and regulations governing the banking sector
5. Pledge to provide honest and clear information about our operations.

<sup>1</sup> Excludes share of profit of associates  
<sup>2</sup> For ROE calculation, net profit attributable to equity shareholders is considered i.e. net profit after deducting monthly interest and interest expense on Tier 1 capital notes and adding back interest expense on mandatory convertible securities



## Facts & Figures

**AED 6,069 mn** Operating income\* in 2011  
21% increase in total revenues over 2010  
\* Excludes share of profit of associates

**66.7%**  
Independent Directors

**Zero Incidents** of non-compliance\*  
\* With regulations and voluntary codes concerning health & safety impacts of products and services during their life cycle, by type of outcomes

**AED 3,045 mn**  
Net Profit

**16.74%** Return of Equity\*

\* For ROE Calculation, net profit attributable to equity shareholders is considered i.e. net profit after deducting monthly interest and interest expense on Tier 1 capital notes and adding back interest expense on mandatory convertible securities.

## Maximising Value and Financial Return

At ADCB we maximize our value to shareholders by endeavoring to consistently provide them with excellent returns on their investment. Diligence in realising and pursuing new opportunities for growth and enhanced efficiency is also crucial to our maximising of shareholder value.

### Profitability and Growth

In 2011, ADCB continued to build on its strong position, delivering excellent performance with record levels of income and profit. We significantly strengthened our capital position, improving liquidity levels and funding profile while remaining prudent in our risk management approach.

Financial Performance (AED mn)			
	2009	2010	2011
Net profits	(513)*	391	3,045
Operating Income	4,560	5,000	6,069

1 Excluding share of profits of associates \*2009 resulted in net loss for the Bank

Our 2011 operating income grew 21% from 2010, reaching AED 6,069 million at year end, while net profit experienced a dramatic rise to AED 3,045 million, from AED 391 million in 2010. This outstanding financial performance was a result of prudence in our risk management approach, improvement in our liquidity levels and funding profile, and smart diversification of income growth based on a UAE-centric and controlled internationalization strategy. In light of these record financial results, ADCB's Board of Directors has recommended a 20% cash dividend of AED 1,119 million, equivalent to 37% of net profit.

**Our 2011 detailed financial information can be obtained from our 2011 Annual Report at:**

[www.adcb.com/about/investorrelations/financialinformation/ARsite/2011/index.html](http://www.adcb.com/about/investorrelations/financialinformation/ARsite/2011/index.html)

### Risk Management

ADCB has developed a dependable risk management strategy which uses robust risk management processes and practices to deliver on our financial objectives. Risk is managed proactively within the bank, with a focus upon flexibility retention that ensures continuous incorporation of new businesses and opportunities. Our risk management framework is comprehensive and has been communicated from the Board to each business group.

**Please refer to our 2011 Annual Report for further details regarding our risk management strategy and framework:**

[www.adcb.com/about/investorrelations/financialinformation/ARsite/2011/risk.html](http://www.adcb.com/about/investorrelations/financialinformation/ARsite/2011/risk.html)

### Efficient Business Processes

In the current business environment, it is vital for banks to grow their business while remaining aware of the need for reducing back-office operational costs and increasing overall efficiency. At ADCB, we understand this equation and the careful balance between its elements and our focus will remain squarely on efficiency while we continue to grow.



In 2011, our cost-to-income ratio was 33%, a slight increase from 2010's 31%, and we continued to invest in our business lines while increasing net profits. Although we have made great progress thus far, we acknowledge that more remains to be done in order to increase efficiency. One of our 2012 commitments is a transition to a paperless procurement system and the incorporation of paperless internal systems. In January 2012 we plan to take the first step by implementing a paperless tendering system and in November 2012 we are going live with a fully paperless procurement system. We are also encouraging suppliers to support the initiative by receiving Local Procurement Orders and submitting invoices online, 88 suppliers have committed to this process.

## Excellent Governance

### Corporate Governance

At ADCB, we believe that good governance is fundamental to the successful achievement of our goals.

We recognize that each of the Bank's stakeholders has a vested interest in the Bank's success and sustainability and that good governance practices play a critical role in ensuring that each of their interests are respected. The Bank has a dedicated team of professionals and governance experts who regularly monitor international governance developments and propose implementation strategies to achieve this and embed a governance culture within the Bank.

The Bank's corporate governance framework has been designed with due care and consideration of both national and international best practices, stakeholder interests and sustainability and long-term objectives and with full commitment to the guiding principles of responsibility, accountability, transparency and fairness, which are the four cornerstone pillars of good governance.

This report focuses primarily on governance KPIs that are quantitatively measurable, which are few in number, whilst governance is a qualitative nature, thus does not necessarily fully demonstrate or represent the depth of the Bank's governance culture nor how the Bank's governance practices support the ambitions of our stakeholders. However the Bank engages in numerous initiatives which support the ambitions of its stakeholders, the details of which can be found through the following link [www.adcb.com/about/corpgovernance/overview.asp](http://www.adcb.com/about/corpgovernance/overview.asp), which includes the Bank's annual report and other key governance disclosure.

In addition to the quantitative KPI's included in this report, the Bank's governance practices have been favourably measured and recognized through numerous international awards:

- Hawkamah Corporate Governance Award 2009
- World Finance Award 2010 and 2011

### ADCB Board of Directors 2011

- Chairman - Eissa Mohammed Al Suwaidi
- Vice Chairman - Mohamed Sultan Ghannoum Al Hameli
- Executive Director, Chief Executive Officer - Ala'a M Eraiqat
- Director - Mohamed Darwish Al Khoori
- Director - Abdulla Khalil Al Mutawa
- Director - Salem Mohamed Athaith Al Ameri
- Director - Mohamed Esmaeel Al Fahim
- Director - Mohamed Ali Al Dhaheri
- Director - Sheikh Sultan Bin Suroor Al Dhahiri
- Director - Khalid Deemas Al Suwaidi
- Director - Jean-Paul Pierre Villain

**For full details of the Board members' external appointments and positions, please refer to the following link:**

[www.adcb.com/about/corpgovernance/bom/bod.asp](http://www.adcb.com/about/corpgovernance/bom/bod.asp)

### Transparency

At ADCB, we recognise the importance of remaining transparent to our shareholders, and of disclosing all relevant information to them in straightforward and understandable reports devoid of clutter. We are proud to employ a rigorous system of disclosure through our annual reports, website, and our newly developed sustainability report.

### Our 2012 Commitments

Issue a sustainability Report in 2012



## Appendices

### Appendix A: Greenhouse Gas (GHG) Emissions Calculation 2011

This document compiles the results of different calculations conducted to determine ADCB's Greenhouse gas emissions (GHG) in 2010 and 2011. GHG emissions were calculated using a GHG calculator adjusted for UAE specific emissions factors, and global warming potentials that are in line with the Intergovernmental Panel for Climate Change (IPCC) 4th Assessment Report and obtained from the GHG Protocol of the World Resource Institute (WRI).

The calculations were made using consumption figures information provided by ADCB on activities that can be divided into three types:

Scope	
1. Scope	Direct Energy Consumption
2. Scope	Indirect Energy Consumption
3. Scope	Other Indirect Consumption

#### Total GHG Emissions Summary

The table below is a summary of the total GHG emissions captured in tonnes of CO<sub>2</sub> equivalent, divided by scope, for Abu Dhabi Commercial Bank (ADCB).

Scope	2010	2011
Scope 1 – Direct: Vehicles (Tonnes)	166.62	1,009.84
Scope 2 – Indirect: Electricity (Tonnes)	9,639.01	9,289.10
Scope 3 – Other Indirect: Air Travel (Tonnes)	N/A	N/A
Total GHG Emissions (Tonnes of CO <sub>2</sub> e)	9,809	10,319
Percentage change	N/A	N/A



#### Scope 1 – Direct: Vehicles

The following tables show the results of the calculations conducted on the diesel and gasoline consumption data provided by ADCB. To obtain the carbon dioxide and nitrous oxide emissions we used the Emissions Factor for CO<sub>2</sub> and N<sub>2</sub>O provided by the IPCC for mobile combustion.

The last step in the process was to calculate the total GHG equivalent emissions by multiplying each emission type by its Global Warming Potential GWP which was obtained from GHG Protocol of the World Resources Institute (WRI).

#### Diesel and Gasoline Consumption Provided

	2010	2011
Diesel consumption (litres)	42,527	257,744
Gasoline consumption (litres)	22,343	135,416
Other Fuel Type Litres	-	-

#### GHG Emissions (tonnes CO<sub>2</sub>e)

	2010	2011
<b>Diesel</b>		
CO <sub>2</sub> attributed to diesel	114.03	691.10
CH <sub>4</sub> (CO <sub>2</sub> equivalent)	0.00	0.00
N <sub>2</sub> O (CO <sub>2</sub> equivalent)	0.00	0.00
<b>Total</b>	<b>114.03</b>	<b>691.10</b>
<b>Gasoline</b>		
CO <sub>2</sub> attributed to gasoline	52.59	318.74
CH <sub>4</sub> (CO <sub>2</sub> equivalent)	0.00	0.00
N <sub>2</sub> O (CO <sub>2</sub> equivalent)	0.00	0.00
<b>Total</b>	<b>52.59</b>	<b>318.74</b>
<b>Total GHG (tonnes CO<sub>2</sub>e)</b>	<b>166.62</b>	<b>1,009.84</b>

#### Scope 2 – Indirect: Electricity (Tonnes)

ADCB provided estimated total electricity consumption for only the head office from ADWEA bills. The bills provided the amount of money paid by ADCB to ADWEA, and based on the AED paid for each kwh, we calculated the total consumption of electricity for ADCB head office.

As it was not possible to get the electricity consumption data from all branches, we made a commitment in the report that ADCB will start in 2012-2013 tracking the consumption of all the branches and report on that in the next sustainability report.

To calculate the emissions generated from electricity usage, UAE Grid Electricity emissions factors were used to determine CO<sub>2</sub> and N<sub>2</sub>O emissions. These emissions factors were obtained from the US Department of Energy.

To calculate total GHG equivalent emissions we multiplied each emission type by its Global Warming Potential which was obtained from World Resources Institute GHG Protocol.

#### Electricity Consumption Provided

	2009	2009	2011
Total Consumption kWh	13,396,460	12,671,333	12,211,333

#### GHG Emissions (Tons)

	2009	2010	2010
CO <sub>2</sub> emissions	10181.31	9630.21	9280.61
CH <sub>4</sub> in CO <sub>2</sub> equivalent	4.04	3.82	3.68
N <sub>2</sub> O in CO <sub>2</sub> equivalent	5.27	4.98	4.80
Total GHG (CO <sub>2</sub> e)	10190.61	9639.01	9289.10

#### Scope 3 – Other Indirect: Air Travel (Tonnes)

The only other indirect energy consumption for banks is air travel.

NOTE: ADCB did not provide any information regarding the business flights and therefore this was not included in the report.



## Appendix B: Enviroserve Certificate





DATE 06.02.2011

E-Scrap Batch # EF 060211



بنك أبوظبي التجاري  
**ADCB**  
LONG LIVE AMBITION

### GREEN CERTIFICATE

This document confirms that Enviroserve has received the following e-scrap items from your company:

Component	CPU	LCD	CRT Monitor	Printer	Photo Copier	Other Misc	Total
Quantity	115	91	49	30	1	160	446

E-scrap received from: ADCB Abu Dhabi, Maen Abou Ajram  
E-scrap received on: 06.02.2011  
Total weight received: 3589.96 Kg

These items will be segregated into green and amber waste. Unless otherwise specified, they will be sent for enviro-friendly recycling at licensed recycling plants overseas. The delivery will be arranged according to Basel Action Network enviro-shipping standards, ensuring minimum carbon footprint.

These commodities are the responsibility of Enviroserve. This report is for your information and records only.

We wish to applaud you for having voluntarily made the effort to action and fulfill this Corporate Environmental Responsibility.

Thanking you,




Zomitza Hadjitorova  
Division Manager

Data Security: If you have not erased your data, rest assured that your data will not be accessed. The laptops will be disassembled and the hard drives will be crushed to be used as raw material at a later stage. The partners (refineries) we work with are all certified hence data security has been eliminated as a risk.

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## Appendix C: Report Parameters

Defining Report Content
<p><b>Priority Issues</b></p> <p>We studied all ambitions of our stakeholders that drive sustainability within each department in the Bank. We then worked to link these ambitions to how we conduct business, drawing from the bank's key areas to our stakeholder's ambitions and therefore becoming sustainable. By focusing on those keys areas, ADCB will achieve the best results in its sustainability performance and ensure it meets all obligations and objectives. See page 8.</p>
<p><b>Materiality</b></p> <p>We believe we have covered all topics that reflect the social, economic and environmental baseline for ADCB or which may affect the objective assessment and decisions of stakeholders.</p>
<p><b>Stakeholder Inclusiveness</b></p> <p>We believe we have identified all key stakeholders of the bank and described how we communicate with them, our understanding of their interests and priorities, and how we respond to these priorities. See page 8, 9, 10 and 11.</p>
<p><b>Sustainability Context</b></p> <p>We believe that we have considered global trends in sustainability for the financial sector, and have also taken into account the local contexts of our operations.</p>
<p><b>Completeness and Boundaries of the Report</b></p> <p>We have attempted to make this report as complete as possible. The report pertains to our performance, covering only the banking operations in our distributed area in UAE unless stated otherwise. The bank's subsidiaries performance are not covered in this report.</p>
<p><b>Reporting Cycle</b></p> <p>We will report on our sustainability progress annually.</p>
Ensuring Quality in Our Report
<p><b>Balance</b></p> <p>We believe this report shows both our positive aspects and areas that require improvement.</p>
<p><b>Comparability</b></p> <p>To facilitate benchmarking, the report shows our performance for all indicators in the sustainability priority issues for the bank during the past three years, starting December 31st for each of 2009, 2010, 2011 (if any). The report follows GRI guidelines to facilitate benchmarking with other companies who also use these guidelines.</p>
<p><b>Accuracy and Reliability</b></p> <p>The information presented in this report demonstrates the highest possible level of accuracy. We use the same information tracking systems that we use to prepare our annual report including estimates.</p>
<p><b>Clarity</b></p> <p>This report presents content coherently so the reader may understand the importance of sustainability for our company and our methodology in its application. The reader can then evaluate our performance regarding various issues of sustainability.</p>
<p><b>Assurance</b></p> <p>The report is not reviewed by a 3rd part. (FN)</p>

(FN)" ADCB retained the services of Sustainability Excellence, a competent professional sustainability expert, to ensure that this report aligns with GRI reporting standards. Notwithstanding, a third party review would involve an additional assurance performed by an external independent party, who can objectively assess whether the report provides a reasonable and balanced presentation of performance taking into account the veracity of data and the overall selection of content.



## Appendix D: GRI Index

STRATEGY AND ANALYSIS		
1.1	Statement from the most senior decision-maker of the organization	Page 2
1.2	Description of key impacts, risks and opportunities	Pages 9, 10, 11
ORGANIZATIONAL PROFILE		
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2.2	Primary brands, products and/or services	Pages 4, 5
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries and joint ventures	Pages 4, 5
2.4	Location of organization's headquarters	Page 4
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	Page 4
2.6	Nature of ownership and legal form	Page 4
2.7	Markets served	Page 5
2.8	Scale of the reporting organization	Pages 4, 5, 38, 48
2.9	Significant changes during the reporting period regarding size, structure or ownership	Pages 4, 5
2.10	Awards received in the reporting period	Page 5
REPORT PARAMETERS		
3.1	Reporting period	Page 1
3.2	Date of most recent previous report	Page 1
3.3	Reporting cycle	Page 1
3.4	Contact point for questions regarding the report or its contents	Page 1
3.5	Process for defining report content	Appendix C
3.6	Boundary of the report	Appendix C
3.7	Specific limitations on the scope or boundary of the report	Appendix C
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period and/or between organizations	Appendix C
3.9	Data measurement techniques and the basis for calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report	Appendix C
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement	No changes
3.11	Significant changes from previous reporting periods in the scope, boundary or measurement methods applied in the report	This is ADCB first sustainability report
3.12	Table identifying the location of the Standard Disclosures in the report	Appendix D
3.13	Policy and current practice with regard to seeking external assurance for the report	Appendix C, Not externally assured

GOVERNANCE, COMMITMENTS AND ENGAGEMENT		
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4.2	Whether the chair of the highest governance body is also an executive officer	Page 49
4.3	For organizations that have a unitary board structure, the number of members of the highest governance body that are independent and/or non-executive members	Pages 47, 49
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	Page 49
4.5	Linkage between compensation for members of the highest governance body, senior managers and executives	Page 49
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	Page 49
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental and social topics	Page 49
4.8	Internally developed statements of mission or values, codes of conduct and principles relevant to economic, environmental and social performance and the status of their implementation	Page 49
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct and principles	Page 49
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental and social performance	Page 49
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization	Page 48
4.12	Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes or endorses	Page 49, for full information review our 2011 annual report
4.13	Memberships in associations	Pages 5, 6
4.14	List of stakeholder groups engaged by the organization	Pages 9, 10, 11
4.15	Basis for identification and selection of stakeholders with whom to engage	Page 8
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	Pages 9, 10, 11
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting	Pages 9, 10, 11
DMA (EC)		
DMA (EC)	Disclosure on Management Approach Economic (EC)	Pages 28, 29, 30, 47
DMA (EN)		
DMA (EN)	Disclosure on Management Approach Environment (EN)	Pages 32, 33
DMA (LA)		
DMA (LA)	Disclosure on Management Approach Labour Practices (LA)	Pages 37, 38, 39, 40, 41, 43
DMA (HR)		
DMA (HR)	Disclosure on Management Approach Human Rights (HR)	Pages 40, 41
DMA (SO)		
DMA (SO)	Disclosure on Management Approach Society (SO)	Page 29
DMA (PR)		
DMA (PR)	Disclosure on Management Approach Product Responsibility (PR)	Pages 19, 23, 24, 25



ECONOMIC		
EC1	Direct economic value generated and distributed	Pages 14, 15, 31, 41, 48
EC3	Coverage of the organization's defined benefit plan obligations	Page 41
EC6	Policy, practices and proportion of spending on locally based suppliers at significant locations of operation	Page 30
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation	Pages 37, 38
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement	Pages 14, 15, 30
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	Pages 21, 22, 30, 31
ENVIRONMENT		
EN3	Direct energy consumption by primary energy source	Page 32
EN4	Indirect energy consumption by primary source	Page 32
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Pages 32, 33
EN8	Total water withdrawal by source	Page 33
EN9	Water sources significantly affected by withdrawal of water	Desalinated water and groundwater from public supply network.
EN10	Percentage and total volume of water recycled and reused	No recycled or reused water
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	ADCB Head Office and branches are located on urban land and do not affect natural protected areas or areas of high biodiversity value.
EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	
EN13	Habitats protected or restored	
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	
EN16	Total direct and indirect greenhouse gas emissions by weight	Page 33
EN17	Other relevant indirect greenhouse gas emissions by weight	None
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	Pages 32, 33
EN19	Emissions of ozone-depleting substances by weight	ADCB's activities do not generate significant emissions of these substances
EN20	NOx, SOx and other significant air emissions by type and weight	ADCB's activities do not generate significant emissions of these substances
EN23	Total number and volume of significant spills	There are no significant oil spills generated by ADCB's activities
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	Page 33, No hazardous waste used by ADCB's activities

EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	Pages 32, 33
EN27	Percentage of products sold and their packaging materials that are reclaimed by category	ADCB's activities do not generate significant volumes of products with recoverable materials
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	None
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	Pages 32, 33
LABOUR PRACTICES		
LA1	Total workforce by employment type, employment contract and region	Pages 38, 39
LA2	Total number and rate of employee turnover by age group, gender and region	Page 43
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	Page 41
LA4	Percentage of employees covered by collective bargaining agreements	Not allowed in the UAE
LA7	Rates of injury, occupational diseases, lost days, absenteeism and number of work-related fatalities by region	Page 41
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	Pages 41, 42, 43
LA10	Average hours of training per year per employee by gender, and by employee category	Pages 41, 42, 43
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Page 42
LA12	Percentage of employees receiving regular performance and career development reviews, by gender	Pages 39, 30, 100% of employees
HUMAN RIGHTS		
HR4	Total number of incidents of discrimination and actions taken	None
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	Not allowed in the UAE
HR7	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour	Our businesses do not include any risks of compulsory labour
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	Does not apply to our business
SOCIETY		
SO2	Percentage and total number of business units analyzed for risks related to corruption	Pages 15, 47
SO4	Actions taken in response to incidents of corruption	No significant impact
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	None
SO7	Total number of legal actions for anticompetitive behaviour, anti-trust, and monopoly practices and their outcomes	None
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	None



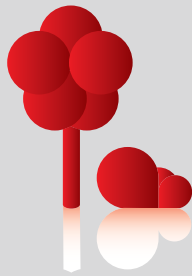
PRODUCT RESPONSIBILITY		
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	Page 32
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services, by type of outcomes	No incidents
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	ADCB abides by National Laws
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	No incidents
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	Page 25
PR6	Programs for adherence to laws, standards and voluntary codes related to marketing communications, including advertising, promotion and sponsorship	ADCB abides by National Laws
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship by type of outcomes	None
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	None, Page 25
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	None
FINANCIAL SECTOR SUPPLEMENT		
FS2	Procedures for assessing and screening environmental and social risks in business lines	Page 30, No policy yet in place
FS4	Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines	Pages 42, 43
FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	Page 21
FS15	Policies for the fair design and sale of financial products and services	Pages 20, 21
FS16	Initiatives to enhance financial literacy by type of beneficiary	Page 30

## Appendix E: Acronyms

AED	United Arab Emirates Dirham	HR	Human Resources
ADCB	Abu Dhabi Commercial Bank	IDP	Individual Development Plan
ATM	Automatic Teller Machine	IT	Information Technology
bn	Billion	kg	Kilogram
CEO	Chief Executive Officer	kwh	Kilowatt Hour
CO <sub>2</sub>	Carbon Dioxide	KPI	Key Performance Indicator
CO <sub>2e</sub>	Carbon Dioxide Equivalent	mn	Million
CSR	Corporate Social Responsibility	m <sup>3</sup>	Cubic Meter
FSSS	Financial Services Sector Supplement	RBS	Royal Bank of Scotland
GHG	Green House Gas	SME	Small and Medium Enterprise
GJ	Gigajoules	SMS	Short Message Service
GRI	Global Reporting Initiative	TSE	Towards Service Excellence
GWP	Global Warming Potential	UAE	United Arab Emirates

## Appendix F: Glossary

<b>Abu Dhabi Vision 2030</b>	A vision developed by the Government, in consultation with the private sector, as a 22 year strategy to achieve socio-economic progress through a set of guidelines and priorities, ensuring that all stakeholders in the economy are moving in concert, with a clear view of the long-term goals
<b>CO<sub>2</sub> Equivalent:</b>	A carbon dioxide equivalent or CO <sub>2</sub> equivalent, abbreviated as CO <sub>2</sub> -eq is a metric measure used to compare the emissions from various greenhouse gases on the basis of their global-warming potential (GWP), by converting amounts of other gases to the equivalent amount of carbon dioxide with the same global warming potential. (Eurostat)
<b>Emiratisation</b>	An initiative by the government of the United Arab Emirates to employ its citizens in a meaningful and efficient manner in the public and private sector
<b>Equator Principles</b>	A credit risk management framework for determining, assessing and managing environmental and social risk in project finance transactions
<b>Global Reporting Initiative</b>	A non-profit, multi-stakeholder organisation whose mission is to develop and disseminate globally applicable Sustainability Reporting Guidelines. Its Secretariat is headquartered in Amsterdam, the Netherlands
<b>Greenhouse Gas Emissions</b>	Gas emissions, such as carbon dioxide, methane or hydro fluorocarbons, which contribute to climate change
<b>G3.1 Reporting Guidelines</b>	A GRI framework for reporting on an organisations' economic, environmental and social performance
<b>Sustainable Development</b>	Commonly defined as 'development which meets the needs of current generations without compromising the ability of future generations to meet their own needs'
<b>Sustainability Report</b>	A voluntary public disclosure of information about an organization's economic, social and environmental performance over time, usually released annually. Sustainability report can be issued as a stand-alone report, on a company web site or integrated into its annual report
<b>Stakeholders</b>	Groups or individuals who affect and/or could be affected by an organisation's activities, products or services and associated performance



### Green Credentials

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