

Employment Policy

Everything is possible

Our promise - *Everything is Possible* – reflects the bold, ambitious, entrepreneurial vision of our founders and the sense of possibility that defines Commercial Bank and the State of Qatar.

This powerful idea underpins the way we work with our customers and with each other, and how we plan and prepare for disruption in global financial services.

The way we work

- We **look to the future** and prepare now to meet tomorrow's needs and opportunities.
- We are **outward-looking**; we engage with communities in Qatar, across the region and around the world.
- We **learn from others** and we are **agile** to respond quickly to new opportunities to serve our customers better.
- We **invest in people, ideas and technologies** to stay at the **forefront of innovation** and to bring the benefits to our communities, and to Qatar.
- We aim to be **world-class** in everything we do.
- We **do the right thing** by our customers, our people and our investors.
- We are conscious of the vital role we play in **Qatar's economic development**.
- We maintain the highest standards of **ethics, conduct and risk management** to protect Commercial Bank and the integrity of the Qatari banking system.
- We **comply with all laws and regulations**, including Qatari Labour Law number 14 (and amendments).

Our people agenda

- **We attract people like us** – we purposely seek out Qatari nationals who are **ambitious, entrepreneurial, innovative** and hungry to be part of the new banking profession of the future.
- **We invest in young Qataris who will be our leaders of the future**
 - We sponsor university students with financial support and job opportunities;
 - We employ large numbers of graduates and support them through our customized development programs.
- **We recruit on merit** – we apply rigorous selection criteria. If we are not able to recruit a national, we will recruit an expatriate with the skills and capabilities to **develop Qataris to perform their role**.
- **We develop people** - like our founders, we believe the best way to learn is to apply ourselves creatively at work. We expect around 90 per cent of learning to happen in the workplace, on the job.



That's why we invest to make Commercial Bank a great place for learning. We target our development resources toward managers and individuals who are skilled at sharing knowledge and training others. This helps us strengthen our culture of creativity and innovation.

Every Executive is tasked with delivering regular, on-going training for everyone in their teams.

We identify high-potential Qatari managers and support them to develop through new roles, high-profile projects and challenging short-term assignments.

- **We reward performance** - the Commercial Bank Board regularly reviews compensation and benefits to make sure we:
 - Pay fairly and competitively;
 - Reward high performers;
 - Link incentive payments to the overall performance of the bank, as well as individuals' personal contributions;
 - Manage risk by:
 - Considering the mix between salary and incentives;
 - Considering the balance between profit, risk and the time horizons associated with those risks;
 - Linking a proportion of senior employees' bonuses directly to the long-term performance of Commercial Bank, and to shareholders' interests;
 - Align with global best practice.

We disclose our remuneration policies and practices in our financial reports.

- **Our leaders own and drive our People agenda** through the regular People Decisions Forum. Each month Executives review and update the manpower plan and work as a team to execute the Board-approved People strategies.

The Board Remuneration, Nomination and Governance Committee meets regularly to consider Human Capital (HC) strategy recommendations. Committee-approved strategies are further considered and approved by the Commercial Bank Board prior to implementation.

- **We continuously improve our People systems, processes and technologies** to empower our managers, deliver better services for our people, increase efficiency and manage risk.

[Signature of the Board Secretary]

[Date of approval by the Board]

Commercial Bank of Qatar