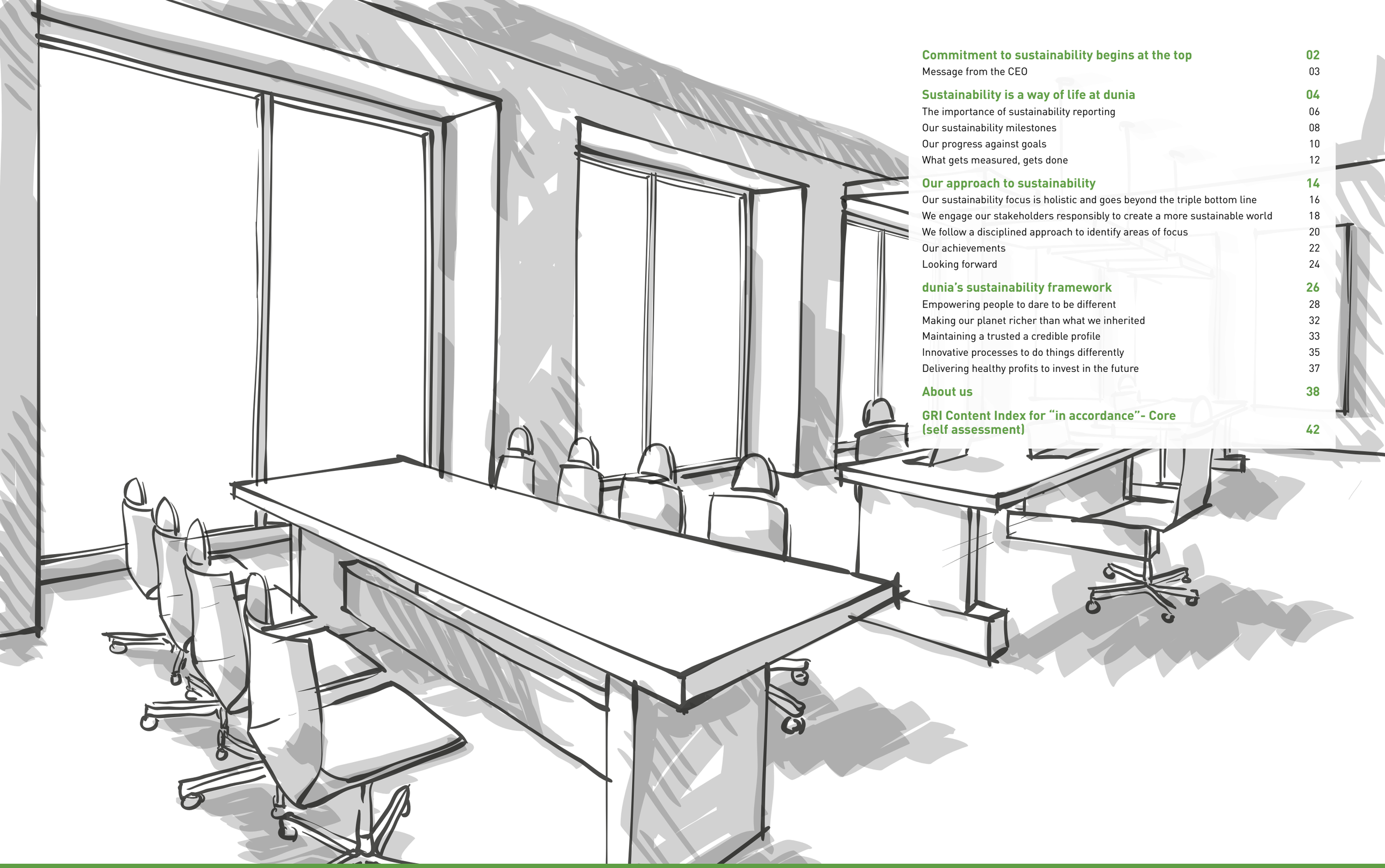
dunia

FOURTH DUNIA SUSTAINABILITY REPORT 2016

BUILDING A SUSTAINABLE WORLD



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COMMITMENT TO SUSTAINABILITY BEGINS AT THE TOP

MESSAGE FROM THE CEO

The dunia business model is designed to deliver predictable, profitable, reliable and sustainable results and this model has evolved over the years as we, as an institution, have weathered headwinds that the market has presented to us. With every challenge that we faced, we took it as an opportunity to test the robustness of our business model and further strengthen it. It is this approach that has ensured that sustainability is core to our design and is ingrained in everything that we do.

Though 2016 continued to remain a challenging year with the global markets witnessing slow growth owing to macro-economic stress, dunia's performance, just like that of the UAE, has been resilient. Despite volatilities, we continued to raise the bar in terms of our commitment towards building a sustainable economy and supporting the UAE community.

With this fourth sustainability report, we are pleased to re-affirm that we are committed to the national agenda leading to the UAE Vision 2021 which is focused on key objectives such as sustainable growth of the economy, empowering our communities and preserving the environment. Our strategic objectives remain aligned to this vision and our guiding principle of empowering people, enabling success and enriching lives will continue to help us contribute towards fulfilling these objectives.

We continue to base our sustainability strategy on our integrated bottom line of 5P's that includes empowering people to dare to be different; making our planet richer than what we inherited; maintaining a trusted and credible profile; creating innovative processes to do things differently; and delivering healthy profits to invest in the future. With this integrated framework, we have ensured that our approach to sustainability is holistic and balanced.

We further raised our commitment to sustainability by signing the "Dubai Declaration on Sustainable Financing" at the UNEP FI Global Roundtable held in Dubai in October 2016. By signing this declaration, dunia is one of the seven UAE based financial institutions to have confirmed their support for the UAE Vision 2021 and for transforming the economy in accordance with the UAE Green Agenda 2015-2030.

In line with our balanced approach to sustainability, our Corporate Social Responsibility (CSR) initiatives are spread over important social pillars such as health, education, environment and the enhancement of people's livelihood through the provision of finance as an enabler. Our CSR initiatives are driven through our 'dunia Cares' platform through which we roll out programs focused on knowledge, education, talent development, leadership, health, environment, social welfare initiatives and regular community engagements.

In 2016, dunia launched the Dunia Young Business Leaders Endowment following the announcement of the 'Global Vision for Endowment', which was launched by His Highness Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President and Prime Minister and Ruler of Dubai as a mentoring platform for young business leaders. Following this, dunia received the "Dubai Endowment Sign" from the Mohammed Bin Rashid Global Center for Endowment Consultancy (MBRGCEC) in recognition of its contribution to the community as a model for private sector enterprises. Our award winning Dunia Young Business Leaders Program, one of the key initiatives under the endowment program, successfully completed the fourth edition in 2016. dunia, in partnership with The University of Chicago Booth School of Business awarded scholarships to selected applicants of Summer Business Scholars Program at The University of Chicago Booth School of Business, which once again provided an opportunity for dunia to empower students and enable their success.

At dunia, we are very passionate about knowledge and in 2016, we introduced the "dunia Knowledge Series" initiative which hosts a selection of inspirational speakers to engage the community in thought provoking issues to help empower people through learning and knowledge sharing, enriching their lives and that of the community we live in.

Our focus on sustainability influences all our actions – including the design of our products, digitization of processes and investment in our people. In addition to launching the "dunia Green Car Loan", which offers a lower rate loan for environment friendly cars, all our products and services are supported by new age technology solutions including digital apps, mobile services and paperless operations. In 2016, we continued to invest in building our human capital by deeply increasing the quality of staff and fostering a culture where our people are focused, passionate, energetic, drive execution excellence and work with integrity. By providing an environment where people are given all resources to succeed, our people go the extra mile to drive our business results with ownership.

The 2014 dunia Sustainability Report has been recognized to be in conformance with the Global Reporting Initiative (GRI) G4 standards which sets the global benchmarks for sustainability, as a validation to our commitment towards sustainability.

In 2017, we will continue to grow the community as we grow, owing to our deep desire to positively impact the lives around us, be it customers, youth or the community at large. With every passing year, we will continue to raise the bar in terms of our commitment towards sustainability and supporting the UAE Vision 2021 for transforming the economy. We will achieve all this through our passion to empower people, enable their success and enrich lives.

Rajeev Kakar
Managing Director & CEO

SUSTAINABILITY IS A WAY OF LIFE AT DUNIA

THE IMPORTANCE OF SUSTAINABILITY REPORTING

At dunia, we have always invested in building a robust business model that is predictable, profitable and most importantly, sustainable. With rapid changes and growth in our business over the years, our responsibility to give back to the community around us and the environment is immense. With sustainability at the core of the dunia business model, measuring sustainability is a key priority for us as it helps us maintain our focus while we also measure progress.

Our sustainability framework is driven by our long-term strategic view of our business and markets. Sustainability to us is the responsible use of any resource both individually and collectively, ensuring that we meet today's needs while also providing for the needs of the future generations. Our approach to sustainability is holistic in that, while we focus on financial growth and operational excellence, we also focus on ensuring a robust corporate governance, delivering superior service and giving back to communities with passion and commitment.

To remain truly sustainable in every way, we recognize that as we take our business to new heights, we will need to contribute more to our communities and environment. As we look ahead with confidence and passion at the future, we remain committed to our fundamental values and objectives of empowering people, enabling success and enriching lives. This objective guides us through our journey.

ADOPTING AN INTEGRATED BOTTOM LINE

Just as our business has evolved over the years to adapt to a rapidly changing environment, at dunia, we have also transformed the traditional "triple bottom line" concept of sustainability to an "integrated bottom line of 5P's". This concept combines the traditional measures of People, Planet and Profit with Profile and Process to create one integrated and balanced measure of sustainability.

This integrated approach ensures that our business is predictable, profitable, reliable and sustainable such that we can invest in good times and be better positioned to absorb shocks during stress. At dunia, we constantly re-evaluate ourselves by asking the question: "How are we doing good while doing good business?" and this helps us ensure that while we remain profitable and healthy, we also give back to our planet, our people, our customers and all other stakeholders.

PEOPLE

We continue to run various programs and initiatives to empower, educate and nurture talent in our organization and also support the development of individuals in our communities. We focus on developing our people internally through proprietary courses developed by the dunia Training Academy and by nominating our employees for accelerated learning programs at top universities. We also continue to offer development opportunities for our communities through some of our widely recognized programs such as the Dunia Young Business Leaders Program.

01

PLANET

We have implemented many green initiatives to help protect the environment including reducing our ecological footprint with compact branches, e-statements, recycling, automation, reducing waste, automatic power off of computers and promoting energy efficient lighting for our branch signage.

02

PROFILE

Giving back to the community is at the core of dunia's values and beliefs. We serve our community by respecting their traditions and enriching their lives through our work and spirit of volunteerism. We also believe that a great brand is unique, positive, credible, emotive, consistent, motivational and enduring. In order to remain sustainable, we need to focus heavily on building our brand equity.

03

PROCESS

To ensure that we remain sustainable, we must not just focus on the "what?" and the "why?" but also the "how?". The "how?"of sustainability is answered by our relentless focus on innovation to re-invent the core and robust governance processes to protect the franchise and interests of all our stakeholders.

04

PROFIT

In order to continue our existence and be able to carry out our responsibilities as a good corporate citizen, we need to remain a profitable business. The profits we generate benefit all our stakeholders as we create more jobs and enrich the lives of more customers in our communities.

05

dunia's integrated bottom line

OUR SUSTAINABILITY MILESTONES

2016 has been a special year where we continued to raise the bar in terms of sustainable practices and further enriched our reporting. Specifically, we widened the scope of our sustainability reporting and also increased the transparency around our process of prioritizing key focus areas for sustainabilty reporting. Since 2014, we have followed the Global Reporting Initiative (GRI) G4 guidelines to create the content and structure of our reports and our 2016 report is no exception.

Our key milestones and achievements since publishing our first Sustainability report in 2014 have been as follows:

2014

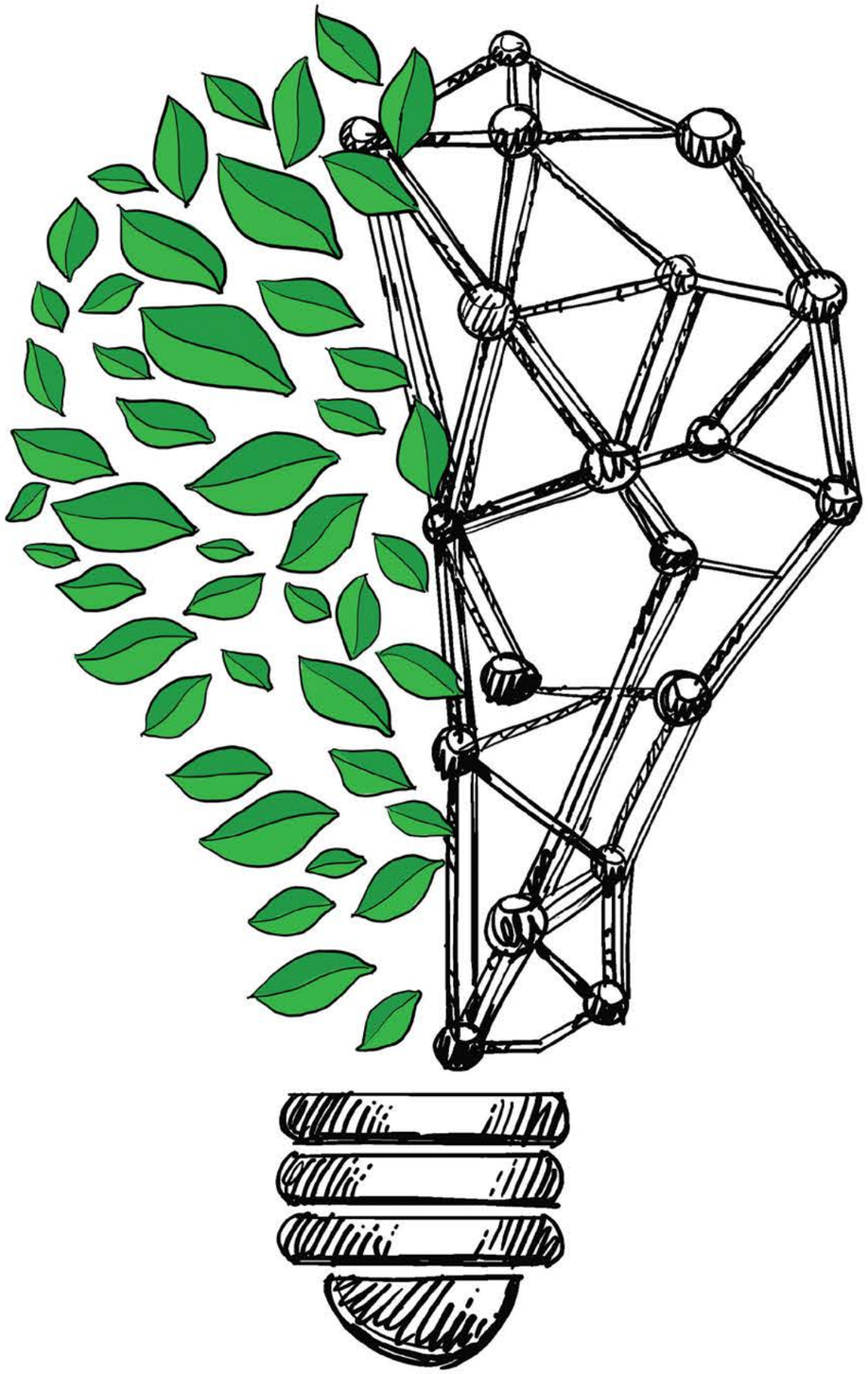
- Established the dunia Sustainability Committee
- Developed the dunia Sustainability Framework
- Adopted the GRI G4 Guidelines (Core) reporting standards

2015

- Developed the integrated bottom line of 5P's
- Developed the 15 rules for a complete approach to sustainability
- Established the dunia Sustainability Committee
- Developed the dunia Sustainability Framework
- Adopted the GRI G4 Guidelines (Core) reporting standards

2016

- Improved our reporting process by enhancing the transparency over the selection of material aspects and focus areas
- Signed the Dubai declaration on Sustainable Financing at the UNEP FI Global Roundtable
- Received the Dubai Endowment Sign from the Mohammed bin Rashid Global Center for Endowment Consultancy (MBRGCEC) in recognition of dunia's contribution through initiatives such as the Dunia Young Business Leaders Program
- Developed the integrated bottom line of 5P's
- Developed the 15 rules for a complete approach to sustainability
- Established the dunia Sustainability Committee
- Developed the dunia Sustainability Framework
- Adopted the GRI G4 Guidelines (Core) reporting standards



OUR PROGRESS AGAINST GOALS

Below is a summary of our key achievements against our sustainability goals since we started our formal sustainability reporting in 2014. Further details on our goals and achievements can be found in the respective sections of this report that follow.

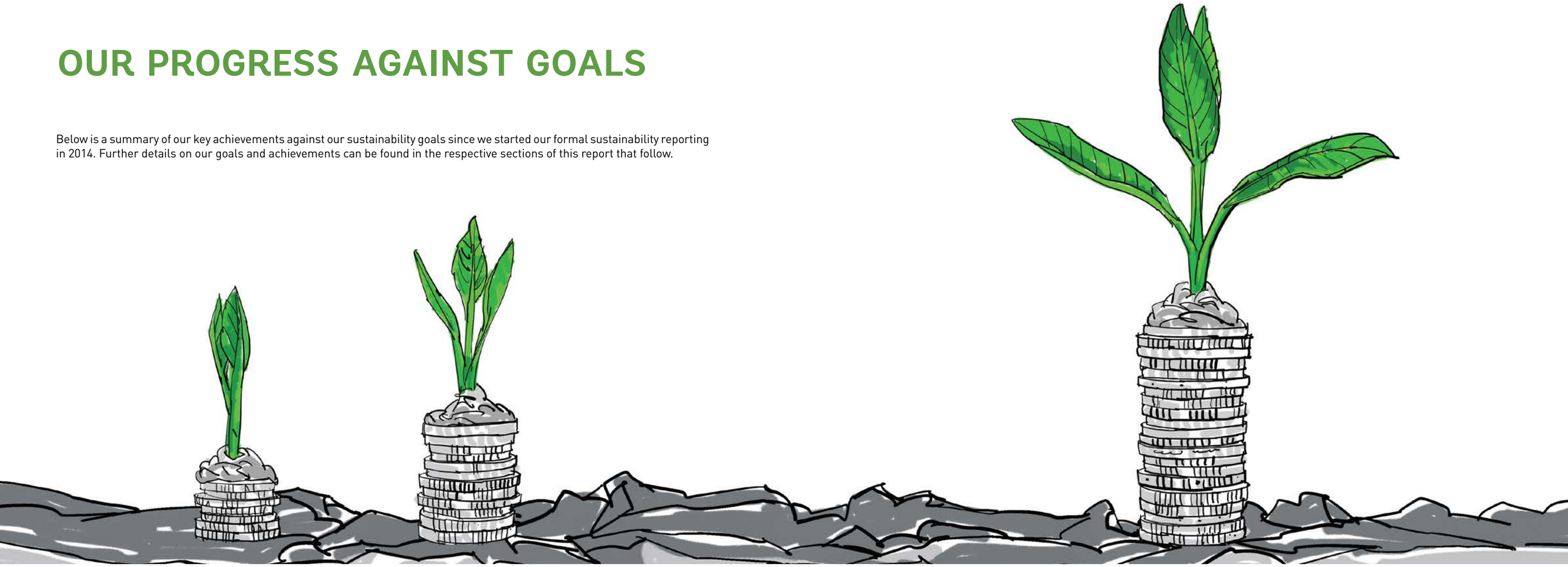


Table 1: Our progress against key sustainability goals

OUR 5P'S	KEY SUSTAINABILITY GOALS	2014	2015	2016
People	• Focus on diversity, equal opportunity, women empowerment, staff training and development • Empowerment through education and giving back to the community	• % of women in leadership: 22.4% • # of languages spoken: 37 • Total staff training hours: 14,607 • dunia staff hours spent on community work: over 13,000 hours	• % of women in leadership: 20.28% • # of languages spoken: 34 • Total staff training hours: 28,174 • dunia staff hours spent on community work: over 13,000 hours	• % of women in leadership: 32.74% • # of languages spoken: 40 • Total staff training hours: 31,208 • dunia staff hours spent on community work: over 16,000 hours
Planet	• Reduce carbon emissions, energy wastage, use of paper	• 95% e-statements • Recycling initiatives	• 96% e-statements • Recycling initiatives • Launch of duniaMobile App to digitize the customer experience and as a result, eliminating paper and energy waste	• 96% e-statements • Recycling initiatives • Enhancement of the dunia Mobile App to include new features that further promote paperless service and processing of requests
Profile	• Create and maintain strong brand equity • Develop and adhere to brand values and beliefs	• Strong and trusted brand • Shared brand values	• Strong and trusted brand • Shared brand values	• Strong and trusted brand • Shared brand values
Process	• Maintain a robust system of corporate governance, transparency, risk management and internal controls	• Regulatory fines: none • Board committees and sub-committees held: 20	• Regulatory fines: none • Board committees and sub-committees held: 20	• Regulatory fines: none • Board committees and sub-committees held: 20
Profit	• Maintain a sustainable, predictable, resilient and profitable business with good returns	• Total revenue: AED 515.0 Mln • Net Income: AED 200.6 Mln • Growth in customer deposits: 60.9% • ROE: 36.0% p.a. • Cost Income ratio: 30.9%	• Total revenue: AED 725.2 Mln • Net Income: AED 250.9 Mln • Growth in customer deposits: 42% • ROE: 35.1% p.a. • Cost Income ratio: 23.2%	• Total revenue: AED 806.8 Mln • Net Income: AED 73.1 Mln • Growth in customer deposits: 7.2% • ROE: 9.2% p.a. • Cost Income ratio: 13.6%

WHAT GETS MEASURED, GETS DONE

SCOPE OF THE REPORT

We have prepared this report based on the G4 Sustainability Reporting Guidelines and Implementation Manual issued by the Global Reporting Initiative (GRI). For more details, please refer to our self-assessment against the G4 guidelines at the end of this report. No external assurance has been taken for preparing this report. The various aspects mentioned in the GRI's G4 guidelines and the sector specific guidelines were evaluated and considered material based on their significance to our business operations and to our stakeholders in accordance with the G4 Reporting Guidelines and Implementation Manual issued by GRI.

This report has been prepared based on requirements for 'core reporting', which incorporates reporting on identified material aspects.

BOUNDARIES OF THE REPORT

All the information provided in this report pertains to Dunia Group which comprises Dunia Finance LLC, a finance company in the UAE, and Dunia Services FZ LLC which provides a range of services such as specialized strategy consulting, knowledge and business process outsourcing (KPO/BPO) services. Impact of any activities undertaken by our shareholders does not form part of this report. There has been no significant change in the reporting boundaries since our last reporting.

REPORTING PERIOD

This report documents initiatives undertaken at dunia in 2016 towards ensuring a sustainable future for all stakeholders. dunia is committed to publishing this report on an annual basis.

OUR APPROACH TO SUSTAINABILITY

OUR SUSTAINABILITY FOCUS IS HOLISTIC...

Our sustainability strategy for 2016 continued to focus on:

- our integrated bottom line of 5P's, which define the **"what"** and cover the material aspects for sustainability reporting,
- the 14 core pillars of our Sustainability framework, which define the **"why"**, and
- our 15 sustainable business rules, which define the **"how"** of being sustainable.

...AND GOES BEYOND THE TRIPLE BOTTOM LINE

The Dunia Sustainability Framework is fully aligned to the **GRI G4 reporting requirements** and the **UN Sustainable Development Goals**. Our Sustainability Committee drives the initiatives in each of the 14 pillars and also tracks progress on a regular basis. The committee comprises the Chief Executive Officer and Heads of each functional area. The committee meets on a quarterly basis to discuss issues such as health, education, environment, talent development, women empowerment, UAE National Development, and social welfare in order to develop programs and initiatives where dunia can focus its efforts to make a true difference.

We follow a framework that focuses on core values...

...to ensure that we adopt a disciplined approach to sustainability.

We believe...

...that our company must be healthy, strong and resilient.

...in doing good while doing good business.

...in turning our vision into reality by embracing an integrated bottom line.

...that we must fulfill our responsibilities towards all stakeholders.

...in taking a holistic view.

...that we must walk the talk.

...in attracting, educating, supporting and retaining talent.

...in supporting national and social objectives.

...that we must leave the planet richer than we inherited.

...in empowering people, enabling their success and enriching lives.

...that we must aim high, benchmark against targets and externally serve as a role model.

...sustainability must be driven from the top.

...whatever gets measured, gets done.

...in daring to be different and daring to be good.

...that we must act now to save the future.

WE ENGAGE OUR STAKEHOLDERS RESPONSIBLY...

In line with GRI G4 reporting guidelines, we have identified our key stakeholders and priority topics (material aspects) for each stakeholder group (Table 2 below). Our key stakeholders include our employees, management, shareholders, customers, regulators, suppliers, lenders, community and media. We continue to engage our stakeholders through various means of interaction including surveys, emails, meetings, town halls, roundtables, workshops, training programs, press releases, etc. We believe that managing the interests of our key stakeholders is crucial to ensure that we are sustainable.

In line with GRI G4 reporting guidelines, our materiality process involves the following steps:

1. Identification of key stakeholders
2. Engagement with key stakeholders
3. Identification of priority topics of focus for the year for each stakeholder group
4. Plotting of the priority topics on a materiality matrix
5. Mapping of priority topics to the dunia Sustainability Framework
6. Definition of boundaries and inclusion of material priority topics in the sustainability report for the year
7. Exclusion of non-material, non-relevant aspects from the report

Table 2 : Our stakeholders, channels of engagement and priorities

Stakeholder category	Basis for selection	Engagement channels	Priorities
Our People	Largest internal stakeholder group and front line in engaging with external stakeholders. Our goal is to ensure that dunia is an employer of choice and is one of the best places to work. We focus on continuous employee development and engagement.	• Internal communications • Employee newsletters • Town halls • Roundtables • Training and development	• Developing our people • Diversity and inclusion
Our Management	Key decision makers and accountability holders in the day-to-day running of our business.	• Internal meetings • Direct engagement	• Customer centricity • Compliance and risk management • Business growth and returns • Diversity and inclusion • Information security • Innovation
Our Shareholders	Investors with a clear stake in the business who focus on long term viability of the business and positive impact on the community.	• Annual Report • Quarterly Board meetings • Sustainability Report • Direct engagement	• Business growth and returns • Emiratization • Compliance and risk management • Information security
Our Community	dunia strives to support and give back to the communities in which it operates.	• Social engagement • Community initiatives • Training and development • Knowledge initiatives	• Community support and development

...TO CREATE A MORE SUSTAINABLE WORLD

Stakeholder category	Basis for selection	Engagement channels	Priorities
Our Customers	Our customers are at the heart of our business. dunia takes pride in being a fully customer-centric organization. Customer satisfaction is at the forefront of everything we do and our customers' opinions count.	• Satisfaction surveys • Social media • Print media • Direct engagement	• Customer centricity and fair treatment • Information security
Our Regulators	Full compliance with regulations and strong risk management is critical to the continuity and viability of our business.	• Regular reporting • Proactive updates and engagement	• Compliance and risk management • Fair treatment of customers
Our Lenders	Full compliance with regulations, lending terms and governance requirements.	• Direct engagement • Proactive updates and engagement	• Compliance and risk management
Our Suppliers	dunia aims to build strategic partnerships with its suppliers for a mutually rewarding and long term relationship.	• Direct engagement	• Consistent timely payments
Investors	We have always been transparent in our financial reporting by providing detailed financial reports as well as financial trends through our Annual Reports.	• Annual Reports • Sustainability Reports	• Annual reporting • Transparency in financial reporting
Media	We communicate with various stakeholder groups through the help of the media.	• Advertisements • Editorials, interviews • Press releases	• Public awareness of key initiatives • External communications adequately reflecting our brand values and image

WE FOLLOW A DISCIPLINED APPROACH...

Our priority topics (material aspects) for 2016 are shown below on a materiality matrix based on their significance to dunia and importance to relevant stakeholders (Figure A below). The priority topics have also been mapped to our integrated bottom line of 5P's: People, Planet, Profile, Process and Profit. This report covers these topics in the relevant sections. These material aspects are relevant to all Dunia Group operations, as described in the section: "Boundaries of the Report".

Sustainability materiality matrix and priority topics for dunia in 2016

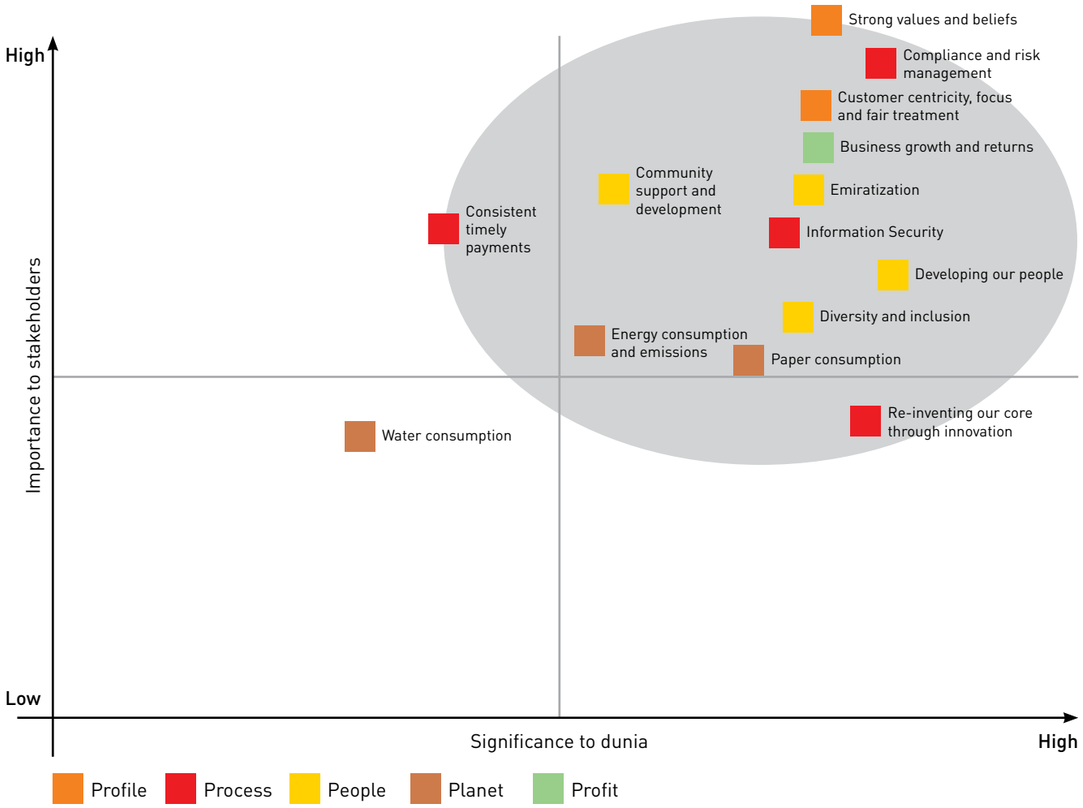


Figure A – Materiality matrix

...TO IDENTIFY AREAS OF FOCUS

Based on the materiality matrix, our 2016 report covers the following material aspects which were rated as medium to high in terms of "importance to stakeholders" and "significance to dunia":

OUR INTEGRATED BOTTOM LINE OF 5P'S	MATERIAL ASPECTS
Empowering **people** to dare to be different	External: community support and development Internal: Emiratization, developing our people, diversity and inclusion
Making our **planet** richer than what we inherited	Energy consumption and emissions, paper consumption
Maintaining a trusted and credible **profile**	Strong values and beliefs, customer centricity, focus and fair treatment
Innovative **processes** to do things differently	Compliance and risk management, Information security
Delivering healthy and predictable **profits** to invest in the future"	Business growth and returns

Our last Sustainability Report was published in 2015. In 2015, the below material aspects were identified for reporting:

- **Economic**: economic performance, indirect economic impact
- **Environmental**: compliance
- **Social**: employment, training and education, non-discrimination, equal remuneration for men and women

OUR ACHIEVEMENTS

Table 3: Overview of our 2016 sustainability achievements

HIGHLIGHTS OF OUR PERFORMANCE IN 2016 WITH RESPECT TO MATERIAL ASPECTS

PEOPLE

- Emiratization rate: 15.48%
- Senior management team comprised of Emiratis: 29.17%

- Ratio of men: women in managerial position: 113:37
- Ratio of women in management positions at dunia compared with UAE average: 1.36 times higher*

- Number of staff sent on external training: 18

- Community hours spent by staff: over 16,000

PLANET

- % of customers on e-statements: 96%

- Energy efficient lighting installed in head office and branches

PROFILE

- Values that enrich, enable and empower
- Trustworthy and reliable brand

- Treating Customers Fairly

- Focusing on the customer KPIs

PROCESS

- Three lines of defense model in place to ensure independent assurance over all critical activities and processes

- No significant information security incidents

- 25 audit reviews conducted
- 939 employees received audit or risk training

- Number of times the dunia app has been downloaded: 27,626

PROFIT

- Total Revenue: AED 806.8 Mln
- Net Income: AED 73.1 Mln
- Growth in customer deposits: 7.2%
- ROE: 9.2% p.a.
- Cost Income ratio: 13.6%

* Average rate of women in management positions is 24% in the UAE according to Grant Thornton's Women in Business 2016 publication.

LOOKING FORWARD

By signing the Dubai Declaration on Sustainable Financing at the UNEP FI Global Roundtable held in Dubai in October 2016, we have committed to specific objectives. These objectives are a natural fit to our existing sustainability framework and therefore, we are already working towards meeting and exceeding these objectives.

We will formally start measuring our performance against these specific objectives and report our achievements in our next report to be issued for 2017.

OBJECTIVE	MAPPING TO DUNIA'S INTEGRATED BOTTOM LINE OF 5P'S
• Establish a dedicated function or identify a senior employee to be a "champion" for promoting CSR and sustainability within the institution.	**Process**
• Reduce the institution's environmental footprint by implementing strategies and processes such as digitization, energy and water efficiency, green buildings and recycling.	**Planet**
• Help reduce the environmental footprint of the institution's stakeholders – such as staff members, suppliers, customers, clients, investors and investees by advancing digitization, improving access to and encouraging use of public transport, raising environmental awareness, promoting the adoption of environmental management systems, etc.	**Planet**
• Promote equality and respect for diversity in the workforce (in terms of gender, race, disabilities, religion, ethnicity, etc.) and healthy workplaces, as well as support professional growth of staff members, including Emiratization where senior appointment and retention of Emirati employees is encouraged.	**People**
• Treat customers fairly and engage in responsible lending.	**Profile**
• Contribute to empowering communities and society locally or abroad by, e.g., employee volunteerism, donations to charity organizations, sponsoring events, raising awareness, and educating young people on financial management and entrepreneurship.	**People**
• Integrate, locally or globally, sustainability requirements into existing financial products, and/or establish new products which help reduce unsustainable activities, create a positive impact on sustainable development, and encourage Environmental, Social and Governance (ESG) risk management or which facilitate clients' action for and investment in sustainable development.	**Process**
• Integrate ESG criteria and climate change factors into the risk assessment processes for the business lines the institution is engaged in, e.g., lending, project finance, investment and insurance.	**Process**
• Support financial inclusion of the under-banked population and access to financial service for all segments of society.	**People**

DUNIA'S SUSTAINABILITY FRAMEWORK

EMPOWERING PEOPLE TO DARE TO BE DIFFERENT

DEVELOPING OUR PEOPLE

OUR GREATEST ASSET IS OUR PEOPLE. WE CONTINUE TO PLACE GREAT EMPHASIS ON TALENT ACQUISITION, DEVELOPMENT AND CAREER PLANNING TO REMAIN A BEST PLACE TO WORK FOR TOP TALENT.

HIGHLIGHTS

- 2,018 employees and directly managed outsourced staff in the dunia team
- 18 individuals nominated for external leadership development programs in 2016
- 14 Dunia Associates hired in 2016 from leading business schools

In 2016, we have continued to collaborate with top-tier universities and institutions globally and continued to hire into our highly successful Dunia Associate Program. Our hires have been from leading business schools including Indian Institute of Management at Ahmedabad, New York University, London School of Economics, IE School of Human Sciences & Technology, SP Jain School of Global Management and Great Lakes Institute of Management. We also hired senior talent possessing rich experience in their areas of expertise and exposure across multiple geographies.

COMPREHENSIVE TRAINING AND TALENT DEVELOPMENT

Staff training and development is planned in a structured manner through our comprehensive approach and in depth training needs analysis that takes place on an annual basis. This is a 5 phase process covering identification of training needs, designing, developing and implementing relevant training solutions, as well as assessing the competency level of each staff member and providing development feedback.

In 2016, we continued to focus our learning and development efforts on the following four pillars:

- Functional training to improve performance
- Development training to increase potential
- Shadowing, coaching and mentoring
- Excellence training to ensure excellence in customer service and operations

All learning and development initiatives are managed under the dunia Training Academy. In 2016, we continued to nominate our top talent for accelerated development programs at leading business schools including The University of Chicago Booth School of Business, Indian Institute of Management at Ahmedabad, Oxford's Said School of Business and SP Jain School of Global Management.

SUPPORTING NATIONAL OBJECTIVES

WE REMAIN FULLY COMMITTED TO DEVELOPING EMIRATI TALENT.

HIGHLIGHTS

- 29.17% of our senior management team is comprised of Emiratis
- 79.16% of our UAE National staff are women

As part of dunia's commitment to the Nationalization agenda, we have developed a strategy for Emirati talent which is driven by:

- attracting the right talent through continuous engagement with the UAE's top universities and colleges.
- assigning the individuals to critical roles and projects that are actively involved in strategic decision making to develop them for leadership positions.
- continuous development through internal and external leadership programs i.e. on job training, rotation within different functions, mentoring sessions, train the trainer and feedback sessions.

dunia places special emphasis and commitment to the Nation's key priority of developing UAE talent and ensuring that UAE Nationals become future leaders. In line with this objective, dunia offers various opportunities under the 'Kawader dunia' program for developing UAE National talent – whether as full time experienced employees, part timers, or fresh graduates.

The 'Kawader dunia' program provides a wonderful opportunity for UAE nationals to learn and grow professionally under the wings of a leading financial services provider. It is a tailor-made program crafted to elevate skill sets and create future leaders. Several high potential UAE National managers were sponsored for the Accelerated Development Program – a top-tier three week management development program across key management skills and other similar executive development programs conducted by the University of Chicago's Booth School of Business.

In addition to hiring young Emirati talent to develop them as leaders of tomorrow, we also hire senior Emirati talent into key positions in our business. Our Dunia Young Leaders Scholarship and the Dunia Emirati Leaders Scholarship programs continue to empower young, ambitious, bright minds in the UAE.

CARE AND RESPECT FOR ALL

WE ARE PROUD TO BE AN EQUAL OPPORTUNITY EMPLOYER WITH A DIVERSE WORKFORCE COMPRISING SEVERAL NATIONALITIES, RELIGIONS, GENDER, RACE AND SKILLS.

Our people bring a diverse range of skills and expertise and work in an environment of harmony and mutual respect. Our team represents 32 different nationalities and speaks 40 languages.

HIGHLIGHTS

- 16% of the world's countries represented at dunia
- 40 languages spoken at dunia
- Ratio of women in management positions at dunia (32.74%) is 1.36 times higher than the UAE average (24%)

We are also committed to empowering women across all positions in our business. At present 24.53% of our total workforce and 32.74% of management roles comprise women. Our ratio of women in management positions (32.74%) is higher than the UAE average rate of 24% as per the Grant Thornton Publication Women in Business 2016.

We do not differentiate by gender when remunerating our employees as all our staff are provided fair benefit and privileges across employee categories based on merit. Since our inception in 2008, we have had no incidents of discrimination reported in the organization. As part of our bottom-up approach, we ensure that all our policies are equitably applied to all of our workforce without any exception. In 2016, we continued to show equal care and respect to all our staff with a special focus on the following areas:

EMPLOYEE BENEFITS

All permanent employees continue to receive various employee benefits, including but not limited to, life insurance, medical insurance and annual leave of 30 calendar days. End of service benefits are also provided to each permanent employee as required under the UAE Labour Law. In addition, pension benefits are also provided to UAE nationals wherein the employee contributes 5% of his/her monthly salary and dunia contributes an additional 15%. All the defined benefit obligations are internally funded. As of 31st December 2016, we had maintained a provision of AED 13.73 million for end of service benefits.

The family members of our staff and directly managed sales agents who have been with the company for at least 6 months are covered by health insurance which is fully paid for by dunia. We also pay for family visas of our staff and directly managed sales agents after 6 months of employment with dunia. We believe that if we keep our staff happy and satisfied, they will perform in a more motivated manner and keep our customers happy too.

EMPLOYEE ENGAGEMENT

At dunia, we have an open and participative culture to enable free flow of innovation and ideas. Inter-departmental roundtable sessions are held on a regular basis to facilitate exchange of ideas. In 2016, the CEO and members of the management team continued to organize town hall meetings and group sessions to interact with the employees and receive their views and feedback. In addition, our CEO has chaired several innovation workshops during the year which gave rise to the implementation of several key efficiency initiatives. Our employees are not covered by any collective bargaining agreements.

PERFORMANCE REVIEWS

Performance reviews for all employees are conducted on an annual basis where the future growth and career development of the employee is discussed in detail. In 2016, we conducted performance evaluations for all staff.

SAFETY

Safety and well-being of our employees are of prime importance to us. We take extra effort to ensure that we are compliant with all the applicable safety regulations. Two level checks have been put in place internally to ensure safety of employees at all times. Periodic emergency drills are held at all premises to prepare the employees for any untoward incidents. All the premises are equipped with fire extinguishers and fire safety boxes. Emergency instructions and contact numbers are displayed prominently at all premises in both English and Arabic.

LEADERSHIP BY EXAMPLE AND INFLUENCING OTHERS

WE DEFINE OUR OWN STANDARDS AND WE CONSTANTLY STRIVE TO MEET AND SURPASS THESE STANDARDS.

High standards are just not enough. We are in a constant state of improvement and in the process set even higher standards for the industry. We remain focused on being a game changer in our industry by setting high standards and relentlessly innovating to exceed customer expectations.

LEADERSHIP THROUGH EARLY ADOPTION

We always aim to remain at the forefront of adopting new industry standards. We were one of the first financial institutions to complete the EMV Chip and Pin card implementation project and meet UAE Central Bank requirements ahead of the deadline. We were again one of the first adopters of the Al Etihad Credit Bureau.

LEADERSHIP THROUGH INNOVATION AND EVOLUTION

As part of our customer centric business model, we continue to pre-empt and identify customers' needs and develop new products and services to proactively meet these needs. Our products are constantly evolving to keep pace with the changing social and technological landscape, and are geared towards providing holistic value, convenience and efficiency to our customers. Our state-of-the-art analytics solutions reward customers at every stage of their life stage. One of our innovative products is the duniaQwikCash mobility platform which enables customers to make payments and transfers on the go.

LEADERSHIP THROUGH EXAMPLE

Since inception in 2008, dunia has been recognized for establishing higher excellence standards in the industry. dunia was recognized for 'Excellence in Financial Reporting' at the annual Institute of Chartered Accountants in England and Wales (ICAEW) Middle East Accountancy & Finance Excellence Awards. In addition to the six case studies written about dunia by the University of Virginia's Darden School of Business, Singapore Management University (SMU), and the Indian Institute of Management Ahmedabad, the Financial Times (FT) press published a book titled 'Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning' with a case study about dunia's business model, that endorses dunia's unique marketing and analytics capabilities.

LEADERSHIP THROUGH TALENT

We believe in investing in our own talent pool and also in developing the future leaders of tomorrow. As part of this commitment, we rolled out the fourth edition of the Dunia Young Business Leaders Program in 2016 with 57 participants, with a view of developing and nurturing the talent for tomorrow. Simultaneously, we remain committed to promoting the UAE national talent through our 'Kawader dunia Program' which provides opportunities for fresh graduates part-timers as well as seasoned individuals. We also continue to announce scholarships for young talent studying in the UAE or abroad.

EMPOWERING THROUGH EDUCATION

WE REMAIN RELENTLESSLY FOCUSED ON EMPOWERING OUR COMMUNITIES THROUGH EDUCATION IN ORDER TO FUEL SUSTAINED GROWTH.

In 2016, we continued to run programs and engage in industry events and conferences to facilitate the development of talent and raise awareness about sustainability issues. Our managers and staff spent over 2,441 hours volunteering to facilitate these events.

This year, we successfully conducted for the fourth consecutive year, our award winning Dunia Young Business Leaders program to inspire and nurture the business leaders of tomorrow by providing a platform for 57 students to engage with business and industry leaders, investors, innovators, entrepreneurs and other experts to learn from their real-world experiences. In recognition of our contribution through this program, dunia received the Dubai Endowment Sign from the Mohammed bin Rashid Global Center for Endowment Consultancy (MBRGCEC).

We also continued to support young talent under our 'Dunia Young Leaders Scholarship Program', which was launched in 2015 and young Emirati talent under our 'The Dunia Emirati Leaders Scholarship Program', to groom them into the business leaders of tomorrow.

HIGHLIGHTS

- 57 students enrolled in the Dunia Young Business Leaders Program
- 7 scholarship grants as part of the 'Dunia Young Leaders Scholarship Program' & 'Dunia Emirati Leaders Scholarship Program'
- 4 scholarships were awarded to students of the Indian Institute of Management Ahmedabad
- 2,441 approximate hours spent volunteering for the Dunia Young Business Leaders Program

GIVING BACK TO THE COMMUNITY

AT DUNIA, WE TRULY BELIEVE IN 'WHAT GOES AROUND, COMES AROUND'.

We continue to lend responsibly to our customers by carefully assessing affordability for each of our customers. For us, there is no one size fits all when it comes to customer credit risk assessment. Each customer gets individually underwritten based on their circumstances to minimize the risk of financial distress for them and their families.

dunia Cares, which is our overarching Corporate Social Responsibility platform, focuses on lending a helping hand to positive and sustainable causes that span public health, environment, education, and social welfare. Our aim is to make a difference where it counts: at the grassroots level, where people and communities need the most support. We encourage all our staff to volunteer and take part in community initiatives. In 2016, our staff continued to take part in community initiatives such as the blood donation, recycling and paper collection drives.

COMMUNITY INVESTMENT

We continue to organize and participated in community development programs and voluntary work. Over the years, our initiatives have helped provide education, leadership training and create awareness on issues such as breast cancer, environmental protection, etc. In 2016, dunia staff spent over 16,000 hours in community work, translating into approximately AED 0.945 million in monetary terms*. Working on social initiatives is at the heart of dunia's ongoing sustainability efforts. Over the years we have introduced several impactful initiatives including:

- Dunia Young Business Leaders Program
- Dunia Young Leaders Scholarship Program
- Dunia Emirati Leaders Scholarship Program
- Blood donation drives
- Ramadan dunia Cares campaign
- Dunia Cares for Nepal - dunia's fund raising drive for the people of Nepal following the earthquake in Nepal which resulted in a loss of over 7,000 lives

*The value of voluntary work has been estimated in the following manner: At dunia, we encourage all our employees to put in at least 2 days of voluntary work each year. The cost of such voluntary work is calculated as total expense per employee and weighed 2:1 in favour of our non sales staff. Cost per employee is calculated as Total Dunia Expense (cost of wages, premises, depreciation and other operating expenses)/number of employees.

MAKING OUR PLANET RICHER THAN WHAT WE INHERITED

NURTURING OUR PLANET

MEETING TODAY'S NEEDS WITHOUT COMPROMISING ON THE ABILITY OF OUR CHILDREN TO MEET THEIR OWN NEEDS IN THE FUTURE.

We continue to focus on initiatives that will help to minimize our carbon emissions and energy wastage. Our head office and branches have been designed to minimize energy consumption with energy efficient lighting, emissions of greenhouse gases, paper use, and discharge of technological waste. In 2016, we continued to conduct green initiatives that have helped to reduce our carbon footprint through recycling of waste and switching to paperless processing and energy efficient infrastructure. At dunia, we believe in doing our part to protect the environment and reduce our carbon footprint by promoting an online, paper-free transaction environment. As a result, 96% of our customers are on e-statements.

This year, we remain one of the few UAE based financial institutions that offer green products. Last year, we had pioneered a Green Car Loan in the UAE, a unique lower rate loan available for environmentally friendly cars. This product allows our customers to contribute to green initiatives by being more environmentally responsible. We are committed to supporting the UAE's drive for sustainable growth by offering our customers products such as our Green Car Loan whilst ourselves being environmentally responsible and considerate in everything we do.

dunia enhanced the dunia Mobile app in 2016 as part of its digital strategy. This initiative further digitized the customer experience by eliminating paper and energy waste and enabled customers to transact on the go, anytime, anywhere. The dunia Mobile app is tailor-made to suit 'individual' customer needs and provides 'Qwik' access for customers to:

- Manage their accounts – customers can check their account balance and download their account statements
- Transfer funds – transfer funds and pay utility bills
- duniaQwikApply – customers can apply for any of our products through the app
- duniaQwik Scan –this feature allows customers to scan documents and send to dunia
- Feedback – this feature allows customers to send us instantly feedback and also send responses to customer surveys to ensure continuous improvement in our customer service
- duniaQwikHelp – customers can get 24x7 assistance to enable timely service

HIGHLIGHTS

- 96% of customers on e-statements
- A pioneer of green car loans in the UAE
- 0 violations of environmental laws and regulations since inception
- 27,626 duniaMobile App downloads

MAINTAINING A TRUSTED A CREDIBLE PROFILE

TRUSTED PROFILE IS A KEY INGREDIENT OF SUSTAINABILITY AND IT CAN ONLY BE CREATED THROUGH STRONG VALUES, A POWERFUL AND RECOGNIZED BRAND AND A CUSTOMER CENTRIC STRATEGY.

OUR VISION AND VALUES

OUR VISION IS TO CARE FOR AND MAKE A DIFFERENCE IN THE LIVES AND FUTURES OF OUR CUSTOMERS. OUR VALUE SYSTEM IS BUILT AROUND SERVING OUR COMMUNITIES AND GIVING BACK.

We serve our community by respecting their traditions and enriching their lives through our work and spirit of volunteerism. The dunia Credo is at the heart of the company's ethos and way of dealing with all stakeholders.

CUSTOMER COMMITMENT

We proactively reach out to our customers and build meaningful relationships, which make a positive impact on their lives. Our commitment is realized through listening and understanding their needs, and in the design and delivery of quality products and services. We treat them fairly and with respect.

STRIVING FOR EXCELLENCE

We have a passion to excel and strive for excellence in all that we do. We succeed when we have exceeded customer expectations. We encourage creativity and innovation and always "THINK BIG" to maximize our potential.

VALUE OF OUR PEOPLE

We have empathy, mutual respect, trust and unconditional support for each other. We recognize the leadership potential in every individual and provide opportunities to learn and grow. We are a results oriented team and work together to achieve our goals and "enable success".

INTEGRITY AND ETHICS

Integrity and ethics are the core of our value system and embedded in all that we do. We uphold dunia's reputation with pride, and conduct our business with all stakeholders, customers and regulators with the highest ethical standards and transparency. We are accountable for our actions.

SERVING THE COMMUNITY

We serve our community by respecting their traditions and enriching their lives through our work, spirit of volunteerism and resources. We are a responsible player and believe action is better than words.

TRUSTWORTHY AND RELIABLE BRAND

WE HAVE BUILT A TRUSTED BRAND BY INVESTING IN BRAND BUILDING AND TREATING OUR CUSTOMERS FAIRLY WITH CARE AND RESPECT.

OUR BRAND EQUITY

We believe in transparency, trust, values and the need for a powerful brand equity to be sustainable. Our core values, beliefs, culture, control structures and stakeholder feedback mechanisms enable us to maintain effective brand communications that are consistent with our brand personality and image.

In order to further build our brand equity, in 2016, we increased our focus on the following brand elements:

- **Brand awareness:** We have been raising our brand awareness through marketing, sponsorships, advertising and community events. As a result, we have seen an increasing trend in our brand recognition this year.
- **Perceived quality of products/service:** Our brand's perceived quality continues to improve as indicated by the increasing trend of 69% of our customers saying that they would recommend us to their friends.
- **Brand loyalty:** We have ramped up our proactive as well as reactive customer retention procedures in 2016 to maintain a low rate of customer attrition. We are proud to be able to serve our customers throughout various stages of their lifecycle. Our marketing and analytics teams work together to analyze customer attrition trends and risks which result in corrective actions and continuous improvement plans.
- **Brand associations:** Brand associations are driven by the brand identity and personality. In 2016, our brand communications were consistent with our brand identity of being caring, transparent, fair, responsible, nimble, environment friendly and community focused.

Brand building requires a long term view and therefore, we are committed to our ongoing investment in our brand equity to remain a sustainable business.

FOCUSING ON THE CUSTOMER

OUR AIM IS TO SUPPORT OUR CUSTOMERS AT EVERY STAGE OF THEIR LIFECYCLE WITH UNIQUE FINANCIAL SOLUTIONS AND VALUE ADDED SERVICES.

OUR UNIQUE CUSTOMER CENTRIC APPROACH

Our unique customer centric approach has constantly won us customer appreciation. As an industry leading practice, we communicate with our customers frequently and our communication is always personalized and individually tailored. We believe that every customer deserves a individual attention and that's why every customer that writes to us receives a personal response.

We continue to listen to our customers and incorporate their valuable feedback into our ongoing development and innovation process. In 2016, we improved our mobile banking products and operational processes based on internal as well as customer feedback received. This allows us to ensure that we consistently meet and exceed customer expectations.

We continue to provide multiple access points and service channels for the convenience of our customers that include branch, telephone, digital and social media channels. We have implemented stringent Key Performance Indicators (KPIs) for tracking and continuously improving our response times for handling customer enquiries and requests to ensure our performance levels remain at a high standard.

As part of our determination for continuous improvement of service quality, we also conduct frequent internal customer surveys to obtain feedback and better understand our customers' requirements and expectations. The valuable feedback received from our customers help us to constantly enhance our existing products and innovate.

In 2016, borrowers in the country were adversely affected by the macro environment conditions created by the global liquidity crisis. As a socially responsible business, we launched the dunia debt counselling program to help customers, whether a dunia customer or a customer of any bank, to manage their debt more effectively and proactively avoid excessive debt. For those burdened with excessive debt, the program helped them understand ways to reduce their monthly obligations to more affordable levels. We continue to hold regular debt counselling sessions on various days and in multiple locations to provide ease of access, and we have also established dedicated e-mail and SMS helplines to provide ongoing guidance and counselling.

HIGHLIGHTS

- 20.9% increase in number of customers in 2016 vs 2015
- 72% of our customers see themselves as brand ambassadors
- 24/7 dunia Contact Centre availability
- 400+ people attended to the dunia Debt Counselling Sessions

INNOVATIVE PROCESSES TO DO THINGS DIFFERENTLY

OUR STRATEGY OF DOING THINGS DIFFERENTLY

Our goal remains to continue our growth in our chosen markets and segments in the UAE and to reach out to additional market segments as appropriate to realize further growth opportunities. We understand that this is only possible through innovation, which enables us to do things differently and better. To this effect, we have a very strong tone at the top. In 2016, our CEO chaired several innovation workshops which gave rise to the implementation of key operational efficiency initiatives.

Our core business strategy continues to revolve around providing customized financial solutions to our customers, and empowering them to enrich their lives as well as the communities in the UAE and beyond.

Our key areas of differentiation include:

RESPONSIBLE LENDING TO SAFEGUARD OUR CUSTOMERS' INTERESTS

Our philosophy of Treating Customers Fairly (TCF) has been ingrained in our DNA and is enforced by our robust governance framework. As a result, we continue to be ever vigilant in safeguarding our customers' interests by ensuring responsible lending.

STATE-OF-THE-ART TECHNOLOGY FOCUS

We continue to invest in our technology to ensure that it remains state-of-the-art as we aim to maintain a truly customer centric business model. In today's financial service world, we recognize and embrace the power of technology in ensuring customer delight at every stage.

USING ANALYTICS TO REWARD OUR CUSTOMERS

We continue to periodically and proactively review customer behavior for continuous relationship deepening. As a result, we are able to offer customers tailored solutions that meet their unique financial need at every stage of their lifecycle.

EFFICIENT AND EFFECTIVE SUPPLY CHAIN MANAGEMENT

In the interest of cost and efficiency, we continue to outsource some of our non-core, low risk operations. Our stringent vendor selection process aims to provide an objective assessment of each bidder in order to select the best-in-class partners for our needs. We also ensure that our vendors consistently receive timely payments as per the agreed terms of business. Our internal controls and vendor management processes help ensure that this is followed.

HIGH STANDARDS OF CORPORATE GOVERNANCE

OUR CORPORATE GOVERNANCE PRACTICES AND POLICIES BENCHMARK AGAINST LEADING INTERNATIONAL AND REGIONAL STANDARDS AND REGULATIONS.

GOVERNANCE COMMITTEES

This is comprised of a two tier system of governance committees: Management Committees and Board of Directors. This two-tier framework oversees the efficient execution of dunia's corporate duties, while ensuring responsible and transparent corporate governance at every level.

THREE LINES OF DEFENSE

We have a "three lines of defense" model for seeking assurance over the control environment. At dunia, the business units are always the first line of defense to ensure that we get it right from the initial stage and to address any errors before they result in issues. The second line is comprised of Risk and Compliance, which detects and addresses any residual issues. The third line of defense is the Internal Audit unit, that provides independent assurance on all key controls across the organization.

INTEGRATED ASSURANCE

In 2016, we continued to raise the bar for our governance standards. We bolstered and embedded our integrated assurance process, which aims to coordinate all assurance activities in the organization by optimizing delivery of assurance over key risk areas. As a result, we have become more effective in minimizing assurance overlaps and avoiding critical assurance gaps.

HIGHLIGHTS

- 1,564 employees received Code of Conduct training in 2016
- 939 employees received audit and/or risk training in 2016
- 25 internal audit reviews conducted in 2016
- 20 Board and Board sub-committee meetings held in 2016

CONSTANTLY REINVENTING OUR CORE

RELENTLESS INNOVATION IS THE SECRET INGREDIENT OF OUR SUCCESS

Continuous improvement and innovation allows us to remain competitive and differentiated to serve our customers in the best possible manner.

In 2016, we have reviewed our customer service, sales and operational processes to further enhance our operating efficiency and effectiveness in line with globally accepted best practices. In response to customer feedback received, we have also enhanced the functionality of our mobile apps on iOS and Android smart-device platforms. Our mobile initiatives have been well received by our customers and our ongoing investment in digital channels demonstrates our commitment to better serve our customers through multiple channels.

We further embedded our social media presence by strengthening our communication processes and protocols with our customers on social media sites such as LinkedIn and Facebook. We also launched some of our other digital platforms to provide an opportunity for our customers to connect with carefully selected merchants to meet their needs. Finally, we continue to rely heavily on analytics to gauge customer behavior and reward them with tailor-made solutions.

DELIVERING HEALTHY PROFITS TO INVEST IN THE FUTURE

FINANCIAL GROWTH AND PREDICTABILITY

IN 2016, WE HAVE MAINTAINED HEALTHY RETURNS AND REMAINED PROFITABLE DESPITE ADVERSE MACRO CONDITIONS.

In 2016, Dunia Group (dunia) reported a full year profit of AED 73.1 million. This included Dunia Finance LLC reporting a net profit of AED 71.3 million and Dunia Services FZ LLC reporting a net profit of AED 1.78 million. Despite the challenging global economic environment, dunia delivered an operating income of AED 806.8 million in 2016, up 11.2% vs. 2015. This performance was driven by dunia's customer centric strategy of deepening relationships through superior service, customized solutions, intelligent use of technology, enhanced platforms, highly trained staff and careful expense control. dunia recorded a return on equity of 9.2% for the period. Customer expansion was a key feature of the year, with a 20.9% increase in total customers, to reach 254,673 customers by the end of the period. In view of the macro stress environment, customer assets were maintained at AED 2 billion, and customer deposit balances increased 7.2% to AED 1.26 billion compared to AED 1.18 billion in 2015. dunia's balance sheet remained healthy, with cash and deposits with banks growing to AED 202.5 million, reflecting dunia's prudent liquidity management. Careful process control and a strategic focus on risk management underpinned dunia's performance, enabling the company to be a low cost provider and contributing to the positive operating leverage of 35.4% recorded in the year. dunia's cost-income ratio shows a healthy improvement, reducing to 13.6% from 23.2% in the prior year, reflecting greater efficiency across operations. dunia's prudent provisioning policy is reflected in a Non-Performing Loan (NPL) coverage of 0.94x and an increase in impairment reserves from AED 68.9 million to AED 71.3 million in 2016. As of 31st December 2016, dunia had a 31.4% capital adequacy level, underlining the company's focus on sound risk management principles and overall standards of governance.

HIGHLIGHTS

- 6th year of profitability, with net profit of AED 73.1 million
- 41.7% reduction in cost-income ratio down to 13.6%
- 7.2% growth in customer deposits to AED 1.26 billion
- A very healthy ROE at 9.2% p.a.

ABOUT US

ABOUT US

DUNIA GROUP

Dunia Group entities, Dunia Finance LLC and Dunia Services FZ LLC, operate in the UAE and were created as a strategic partnership between Mubadala Development Company PJSC, Fullerton Financial Holdings Pte Ltd (wholly owned subsidiary of Temasek Holdings in Singapore), Waha Capital PJSC, and A.A. Al Moosa Enterprises LLC.

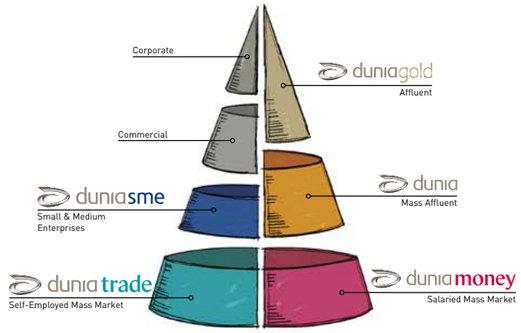
DUNIA FINANCE

Dunia Finance was set up as a finance company in the UAE in 2008. In spite of the various challenges posed by the global meltdown, dunia was able to break even within a record time of 30 months of its operations and has been profitable ever since. This has been largely made possible due to our consistent focus on the diversity of financial needs of the various segments of the highly diverse UAE population, with expectations benchmarked against the best internationally. Dunia Finance has a unique customer-centric and segmented approach that aims to first understand customer needs and then offer relevant financial solutions. dunia has a wide distribution network in the UAE with a total of 18 financial centers offering a range of financial products and services ranging from loans, to credit cards, deposits for non-individual customers, and working capital facilities for small businesses.

DUNIA SERVICES

Dunia Services FZ LLC, set up in 2012, is a specialized knowledge company with a wealth of experience and a large seasoned pool of practitioners and experts that provide a range of services including specialized strategy consulting, knowledge and business process outsourcing (KPO / BPO) services.

OUR BRAND



dunia

dunia offers to its 'Mass Affluent' customer segment, an array of financial solutions at their very doorstep. Professional expertise on every financial solution offered is ensured as a one-stop shop option to optimize valuable time and energy. dunia is designed to be a provider of a wide range of customized financial solutions through superior products, service and relationship experience based on respect, and with easy access through an empowered Relationship Manager, alternative access channels for convenience and speed, to provide for a better lifestyle and future for self and family back home or internationally.

dunia money

duniamoney was tailor-made to provide financial solutions to the 'Salaried consumers'. Simplification of processes ensures that even the most unique of financial needs are implemented rapidly, while specialized product solutions cater to the specific needs that are exclusive to this particular customer segment. duniamoney strives to offer a community based, superior service and relationship experience based on empathy and respect, while delivering customers with easy credit and simple savings products to meet their simple financial needs, in order to help them provide for a better future for self and family back home.

dunia sme

duniasme aims to be the strategic one-stop financial and transaction services provider for 'Small & Medium Enterprises' to help them grow and succeed fast and predictably, by providing holistic solutions for their transaction borrowing, depository, investment and protection needs, backed by competent, timely and error free service, and world-class products that SMEs can leverage off for their business-related transaction intensive functions helping them gain the power to become increasingly mobile, collaborative, and flexible in their operating model, and able to access world class assets and capabilities, by marginally paying just for what they need, while benefiting automatically from constant innovations, upgrades, and the flexibility of being able to scale up or down easily, and are able to focus on their intrinsic competency and expertise of running their core business domain with high probability of success, as they serve their clients efficiently, reliably, and at a low cost, without needing to invest large capital expenses, or investing in sub-scale assets and talent, to empower them to enable the success of their clients and provide them with an enriching experience.

dunia gold

duniagold customizes elite solutions for the exclusive needs of its most 'Affluent' members of the community. While providing financial solutions that enhance their lifestyle, the state-of-the-art service ensures the speed and efficiency that is demanded by their evolving life and business interests. duniagold was built to be a provider of customized and tailor-made solutions that cater to the unique financial and lifestyle needs of affluent customers and meet their aspirational goals by providing a wide range of financial products and services, while delivering these with exceptional service and convenience through a single point of contact.

dunia trade

duniatrade was the answer to the most pressing financial need of the 'Self-employed consumers'. An often neglected and under-served section of society, this segment needs financial services that are legitimate, thereby steering them away from parallel, unreliable banking channels. duniatrade vows to be a caring community-based financial services provider designed specifically to serve the unbanked or under-served self-employed, through a superior relationship experience, empathy, respect, and with convenient, fast and easy access to credit for their business and personal needs, to help them grow their businesses and provide for a better future for self and family.

GRI CONTENT INDEX FOR "IN ACCORDANCE" - CORE (SELF ASSESSMENT)

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G4-11	Percentage of total employees covered by collective bargaining agreements	29
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G4-14	Ways of addressing the precautionary principle	6, 7, 12, 16, 17
G4-15	Externally developed economic, environment and social initiatives endorsed by us	31
G4-16	Membership of industry associations	None
Identified Materials Aspects and Boundaries		
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	Description	Page(s)
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G4-25	Basis for identification and selection of stakeholders with whom to engage	18, 19
G4-26	Organization approach to stakeholder engagement	18, 19
G4-27	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. Report the stakeholder groups that raised each of the key topics and concerns	None
Report Profile		
G4-28	Reporting period (such as fiscal or calendar year) for information provided	12
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Governance		
G4-34	The governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environment and social impacts	16, 17, 23, 35, 36
Ethics and Integrity		
G4-56	The organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	29-31, 33, 34

SPECIFIC STANDARD DISCLOSURES

Material Aspect	DMA (page)	Indicator (Page)	Omissions
Economic			
Economic performance (Direct revenue generated: G4-EC1)	N. A	N. A	nil
Economic performance (Coverage of organization's defined benefit plan: G4-EC3)	29	29	nil
Environmental			
Compliance: G4-EN29	11, 22, 23, 32	11, 22, 23, 32	nil
Social			
Employment (benefits to full time employees: G4-LA2)	29	29	nil
Training and education (Percentage of employees receiving regular performance and career development reviews, by gender and by employee category: G4-LA11)	30	30	nil
Non-discrimination (Total number of incidents of discrimination and corrective actions taken: G4-HR3)	29	29	nil
Equal remuneration (Ratio of basic salary and remuneration of women to men by employee category : G4-LA13)	29	29	nil

SECTOR DISCLOSURE-FINANCIAL SERVICES

G4 Aspect	Sector Specific Indicators	Sector Specific DMA	Additional Guidance to G4 Indicator
Economic			
Economic Performance (G4-EC1)	31	31	31

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