



SUSTAINABILITY & ESG SERVICES



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TOGETHER WE MAKE IT HAPPEN

A message from our Managing Partner

Over the last decade, businesses in the region have confronted a simple truth: long-term commercial resilience now runs through environmental and social performance as much as through financial results.

At HLB AG, our role is to help boards and management teams convert ESG obligations into measurable strategy and practical action — not checkbox reporting.

Whether the need is to baseline emissions, design a pragmatic transition plan, or embed governance and controls that satisfy investors and regulators, our approach is rigorous, evidence-based, and tailored to Qatar's operating and jurisdictional realities.

Importantly, our work is strengthened by the collaboration across the HLB global network. We work closely with our ESG specialists at HLB UAE office, who have extensive experience supporting ESG transformation and sustainability reporting across the region. By combining local insight with the technical expertise of our network, we are able to deliver practical and scalable ESG frameworks aligned with international standards such as IFRS S1 and IFRS S2.

This collaborative approach allows us to support clients with proven methodologies and lessons learned from successful ESG implementations across multiple sectors in the region.

Together, we help organizations make informed decisions that protect value today while creating sustainable value for tomorrow.



Dr. Antonio Ghaleb
Founder & Managing Partner



ESG & Climate Change from a Business Perspective

Sustainability and climate imperatives are fundamentally reshaping value equations across stakeholder ecosystems, from capital markets to talent acquisition. The COVID-19 disruption has prompted organizational transformation, creating unprecedented opportunities for resilience-driven reconfiguration.

ESG presents a comprehensive framework integrating environmental, social, and governance performance metrics that enable systematic risk mitigation and opportunity capture. This tri-dimensional approach provides stakeholders with transparency and visibility into organizational capability across sustainability vectors, facilitating informed capital allocation and strategic decision-making while driving sustainable competitive advantage through operational excellence and stakeholder value optimization.



ENVIRONMENTAL

Managing climate risks, reducing carbon emissions, conserving resources, protecting biodiversity, and transitioning to renewable energy while ensuring environmental stewardship throughout operations.



SOCIAL

Prioritizing employee well being, diversity and inclusion, community engagement, human rights protection, fair labor practices, & contributing to sustainable development goals & social impact.



GOVERNANCE

Maintaining ethical leadership, transparent reporting, robust risk management, board diversity, anti-corruption measures, stakeholder engagement, & accountability frameworks that drive responsible business conduct.

Commitments toward climate change issues globally and in QATAR

Growing Worldwide Climate Change Concerns Elevate ESG as the Revolutionary Framework for Business Evolution



Global Commitments in Tackling Climate Change

The global climate agenda continues to intensify. At COP29 (2024), governments agreed on a new climate finance framework requiring developed countries to mobilize at least USD 300 billion annually by 2035, while calling for total climate investment of USD 1.3 trillion per year from public and private sources. These commitments reinforce the urgency for corporations to accelerate Net Zero transition strategies as the 1.5°C climate threshold approaches.



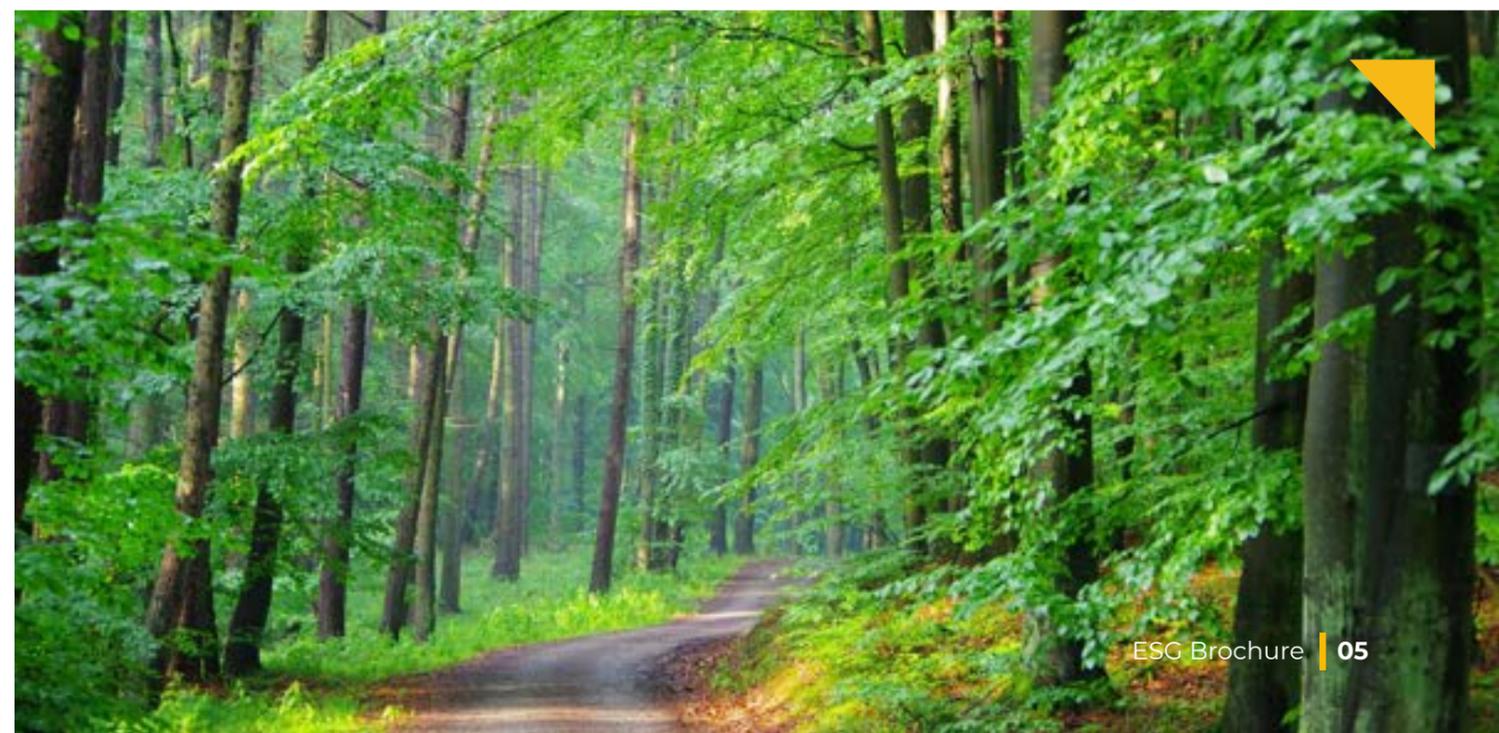
Regulation & Global Commitments

International frameworks and regulatory initiatives are strengthening climate governance. New disclosure standards such as IFRS S1 and IFRS S2, alongside regional regulations like the EU Corporate Sustainability Reporting Directive (CSRD), are establishing mandatory ESG reporting requirements. The upcoming 2025 Nationally Determined Contributions (NDC) submissions will further cascade climate commitments into national regulations affecting corporate operations and reporting obligations.



Demands from Consumers, Employees & Investors

Stakeholder expectations continue to rise. Investors, consumers, employees, and regulators increasingly demand transparent ESG performance, credible transition plans, and measurable contributions to global climate targets. This shift is transforming sustainability from a reputational issue into a core strategic and financial priority for companies worldwide.



Advancing Climate Action: Qatar's Strategy & Institutional Framework

National strategy & climate plan

1

Qatar's National Vision 2030 and the National Climate Change Action Plan 2030 set the country's environmental priorities and sectoral pathways for mitigation and adaptation.

Qatar's updated NDC (NDC 3.0) strengthens the country's Paris Agreement commitments and raises expectations for corporate emissions measurement and transition planning.

2

International commitments (NDC)

Regulatory & market expectations

3

Regulators and market bodies are moving toward ISSB/IFRS-aligned disclosures and sustainable-finance frameworks, increasing reporting and governance expectations across sectors (e.g., Mandatory QCB sustainability reporting and sustainable finance guidance).



ESG Assessment

Building the foundation for sustainable transformation.

Comprehensive baseline evaluation to establish sustainability priorities, assess risks, and engage stakeholders across your value chain. Our experts work with you to identify, evaluate, prioritise and benchmark your ESG performance to create robust foundations for long-term sustainable value creation.

Foundation & Strategic Assessment Services

- ◆ Establish your ESG baseline through comprehensive preliminary assessments aligned with leading frameworks.
- ◆ Dual materiality assessment to identify critical environmental, social and governance issues impacting your business and stakeholders.
- ◆ Peer benchmarking studies to understand industry ESG maturity, positioning and competitive landscape.
- ◆ Supply chain sustainability audits covering up to 90% of your carbon footprint and reputational risk exposure.
- ◆ Stakeholder engagement facilitation with comprehensive survey design, marketing materials and data analysis.





QCB: ESG & Sustainable Finance

Mandatory Reporting & Scope

Qatar Central Bank has moved ESG reporting from voluntary to mandatory. All banks must submit a standardized Systemic Reporting Template for 2025 data (first submission due Q1 2026).

What The Template Covers

The QCB template requires four sections: (1) Operational KPIs (internal footprint), (2) Physical risk (portfolio exposure), (3) Transition risk (portfolio exposure) and (4) Sustainable finance product volumes. Transition reliefs apply for limited Scope-3 disclosure in initial years.

Market Implication

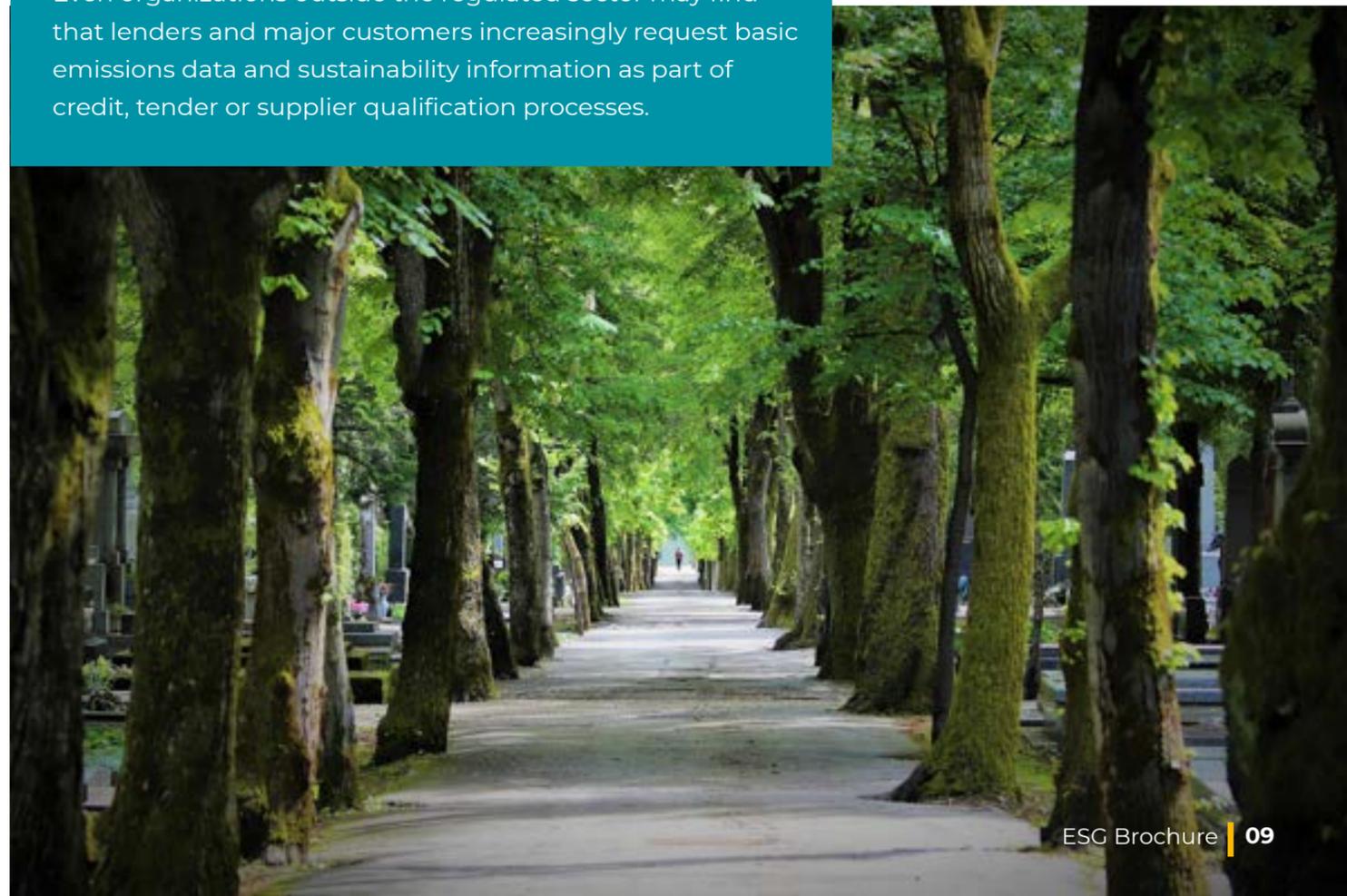
Banks will increasingly expect transparent emissions data, credible sustainable-finance claims and documented risk methodologies which affects borrowers, suppliers and corporates across sectors.



Priority actions & near-term timeline

- Appoint a reporting lead: Assign an owner responsible for QCB data collection and submission.
- Run a gap analysis now: Compare your records with the Operational KPIs (energy, water, waste, GHG Scope 1-2) and prioritize items you can deliver for 2025 data.
- Document risk methodologies: Prepare concise, auditable statements for how you assess physical and transition risk to include in template remarks.
- Review sustainable-finance claims: Verify that any “green” or labelled product volumes align with QCB guidance before reporting.
- Submit 2025 data in Q1 2026: Prepare for the first full Systemic Reporting Template submission; reporting frequency is expected to increase thereafter

ESG reporting requirements for banks is an early signal of where financing and due diligence expectations are heading. Even organizations outside the regulated sector may find that lenders and major customers increasingly request basic emissions data and sustainability information as part of credit, tender or supplier qualification processes.





Risk Analysis & Optimisation

- Purchase Ledger Analysis: Apply a cost/risk ESG lens to procurement and supply chain operations, ensuring compliance with Qatar National Vision 2030 and GCC sustainability frameworks.
- Procurement Enhancement: Deliver targeted recommendations that achieve average 8.3% operational expenditure savings, while strengthening resilience and supplier accountability.
- Competitor ESG Benchmarking: Conduct performance analysis using publicly available data, including annual reports, regulatory disclosures, and regional ESG indices, to decode competitive positioning in the Middle East market.
- Traffic Light Risk Reporting: Provide clear, actionable dashboards that prioritize immediate intervention areas and long-term strategic improvements, aligned with regional governance standards and stakeholder expectations.



ESG Strategy & Implementation

Architecting sustainable value creation through strategic transformation.

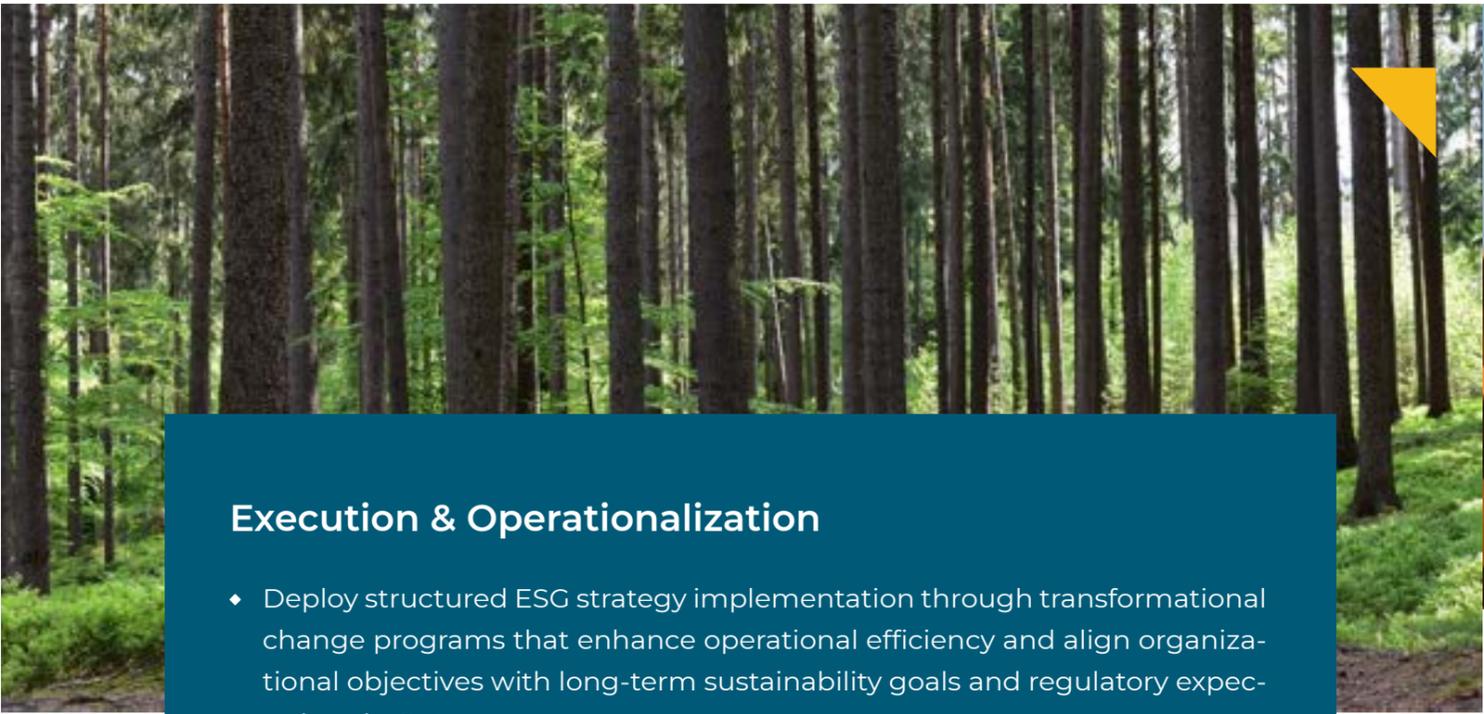
Fully integrated end-to-end capability to define sustainability value drivers, optimize capital allocation, and orchestrate stakeholder ecosystem alignment across enterprise operations.

Our cross-functional experts partner with leadership teams to architect, operationalize, embed and scale integrated ESG strategies that unlock sustainable competitive advantages and deliver measurable long-term value creation.

Strategic Framework Development Services

- ◆ Calibrate and optimize enterprise-wide sustainability ambitions against financial performance objectives and stakeholder value propositions.
- ◆ Execute comprehensive peer benchmarking to decode industry ESG maturity curves, competitive positioning, & emerging market opportunities.
- ◆ Ensure comprehensive compliance and reporting coherence across global and regional frameworks, including TCFD, ESRS, BRSR, GRI, SASB, CSRD, and QFC ESG guidelines, enabling transparent stakeholder communication.
- ◆ Design and facilitate targeted stakeholder engagement protocols to enhance sustainability strategy coherence and catalyze collaborative value-creation partnerships.
- ◆ Architect comprehensive sustainable growth strategies – encompassing transition pathway optimization for environmental, social & governance transformation, ensuring operational resilience while delivering sustainable economic value.





Execution & Operationalization

- ◆ Deploy structured ESG strategy implementation through transformational change programs that enhance operational efficiency and align organizational objectives with long-term sustainability goals and regulatory expectations in Qatar.
- ◆ Engineer best-in-class sustainability operating models – encompassing governance architecture, policy frameworks, performance targets, process optimization, KPI systems, due diligence protocols & integrated reporting mechanisms.
- ◆ Orchestrate sustainability vision communication & stakeholder activation – securing internal organizational buy-in and external market recognition across investor, customer, supplier and community ecosystems.



ESG Reporting

Navigating the evolving disclosure paradigm to unlock stakeholder value.

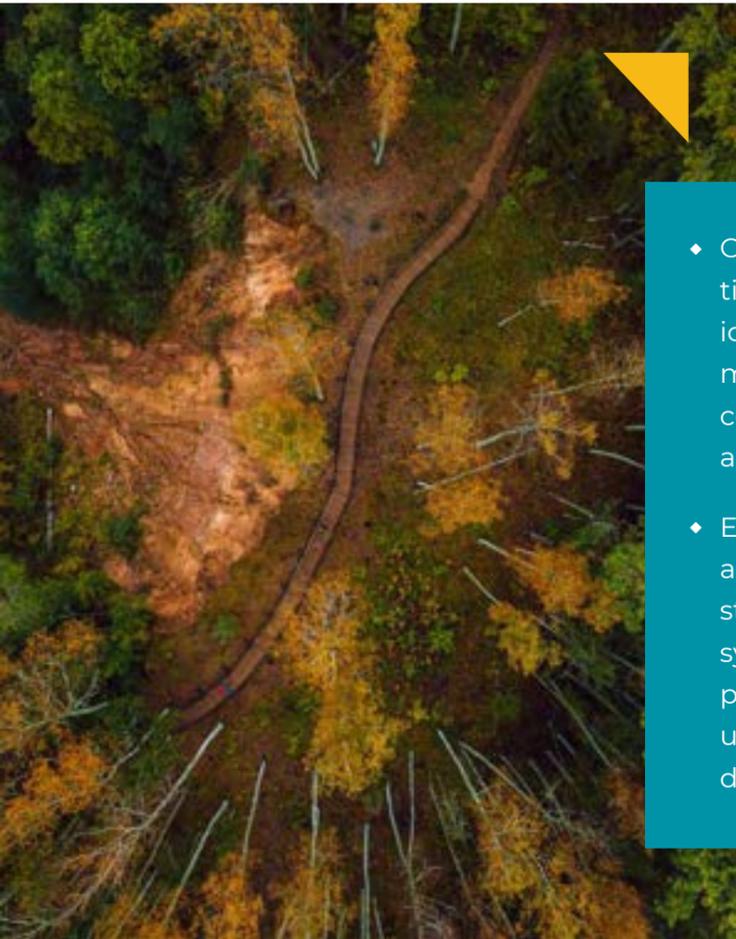
Strategic advisory on transformational ESG reporting frameworks and emerging regulatory requirements. We're positioned at the epicenter of corporate disclosure evolution - delivering comprehensive solutions to help clients capitalize on transparency imperatives and reporting excellence.

Our specialized practitioners enable organizations to architect robust disclosure strategies that satisfy regulatory compliance while driving stakeholder confidence and competitive differentiation through best-in-class transparency frameworks.

Disclosure Strategy & Compliance Services

- ◆ Conduct comprehensive ESG materiality assessments and stakeholder engagement to identify disclosure priorities and value-creation opportunities.
- ◆ Deploying advanced ESG Data Management Systems, performance benchmarking and disclosure optimization through systematic review of ESG disclosures for regulatory compliance and competitive positioning against industry best practices.
- ◆ Develop ESG content and reporting strategies, guiding data infrastructure and disclosure frameworks while performing compliance assessments.
- ◆ Architecting multi-framework alignment across mandatory and voluntary reporting ecosystems including Global Reporting Initiative(GRI) Standards, EU Taxonomy, Task-force on Climate-related Financial Disclosures(TCFD), Corporate Sustainability Reporting Directive (CSRD), Business Responsibility & Sustainability Reporting (BRSR), European Sustainability Reporting Standards(ESRS) & ESG rating optimization for platforms such as EcoVadis.





Quality Enhancement & Assurance Readiness

- ◆ Optimizing disclosure quality & operational efficiency through systematic identification of data requirements, methodology statement development & comprehensive process review to ensure assurance-ready reporting capabilities.
- ◆ Enabling climate-financial integration by analyzing climate impact on financial statement disclosures and conducting systematic ESG compliance reviews with performance benchmarking against regulatory requirements & market-leading disclosure practices.



Carbon Strategy & Portfolio Optimization Services

- ◆ Calibrate and optimize enterprise-wide carbon neutrality ambitions against financial performance objectives and climate science-based targets alignment.
- ◆ Execute comprehensive carbon market benchmarking to decode offsetting maturity curves, competitive positioning, and emerging carbon credit opportunities across voluntary and compliance markets.
- ◆ Systematically identify and prioritize high-impact carbon offset opportunities – integrating additionality frameworks, permanence risk assessment, co-benefits optimization, and alignment with internationally recognized standards including VCS, Gold Standard, and CDM protocols.
- ◆ Design and facilitate targeted carbon project stakeholder engagement to enhance offset strategy credibility and catalyze collaborative climate impact partnerships.
- ◆ Architect comprehensive carbon portfolio strategies – encompassing nature-based solutions, technological carbon removal, renewable energy projects, ensuring offset quality while delivering measurable emissions reductions and sustainable development co-benefits.



Carbon Offsetting Solutions

Architecting carbon neutrality pathways to accelerate decarbonization value.

Fully integrated end-to-end carbon management capability to optimize offsetting strategies, deploy high-impact carbon investments, and orchestrate stakeholder alignment across decarbonization ecosystems.

Our carbon specialists partner with leadership teams to architect, execute, embed and scale comprehensive offsetting solutions that unlock carbon-neutral competitive advantages while delivering measurable climate impact and long-term value creation.



Execution & Carbon Management

- ◆ Deploy systematic carbon offsetting implementation through transformational carbon management programs leveraging operational carbon accounting that ensure organizational alignment with net-zero objectives & science-based targets.
- ◆ Engineer best-in-class carbon offset procurement frameworks – encompassing due diligence protocols, quality assessment criteria, portfolio diversification strategies, risk management systems, verification processes and integrated carbon accounting mechanisms.
- ◆ Orchestrate carbon neutrality communication and market positioning – securing internal organizational commitment and external stakeholder recognition across investor, customer, regulatory and community ecosystems while ensuring transparency and avoiding greenwashing risks.



ESG Data Management Solutions

Engineering data-driven sustainability transformation through intelligent infrastructure.

Fully integrated end-to-end data ecosystem to architect sustainability intelligence, optimize performance analytics, and orchestrate stakeholder alignment across enterprise sustainability operations.

Our data specialists partner with leadership teams to architect, deploy, embed and scale comprehensive ESG data platforms that unlock performance optimization competitive advantages while delivering measurable transparency and long-term value creation.

Sustainability Intelligence & Analytics Services

- ◆ Calibrate & optimize enterprise-wide GHG accounting capabilities against science-based targets and financial performance integration through comprehensive Scope 1, 2, & 3 emissions calculation methodologies.
- ◆ Execute advanced sustainability reporting optimization leveraging 100k+ global emission factors database and customizable workflows aligned with GRI, CSRD, BRSR and emerging regulatory frameworks.
- ◆ Systematically identify and prioritize carbon hotspots and improvement opportunities – integrating data-driven insights, performance benchmarking, and multi-methodology approaches for accurate emissions intelligence and strategic decision-making.
- ◆ Design and facilitate supply chain sustainability transformation through bespoke programs encompassing BRSR Core & EcoVadis readiness, supplier performance benchmarking & collaborative engagement platforms.
- ◆ Architect comprehensive sustainability data governance frameworks – encompassing real-time KPI tracking, audit-ready assurance protocols, & scalable infrastructure ensuring data integrity & regulatory compliance.





Platform Engineering & Optimization

- ◆ Deploy systematic ESG data management through transformational analytics programs leveraging operational intelligence that ensure organizational alignment with sustainability objectives and performance targets.
- ◆ Engineer best-in-class sustainability data infrastructure – encompassing customizable dashboards, automated multi-reporting capabilities, supply chain collaboration platforms, scalable architectures and integrated assurance-ready mechanisms.
- ◆ Orchestrate sustainability performance communication and stakeholder activation – securing real-time goal tracking visibility and external market confidence across investor, supplier, regulatory & community ecosystems through transparent, audit-ready data intelligence.

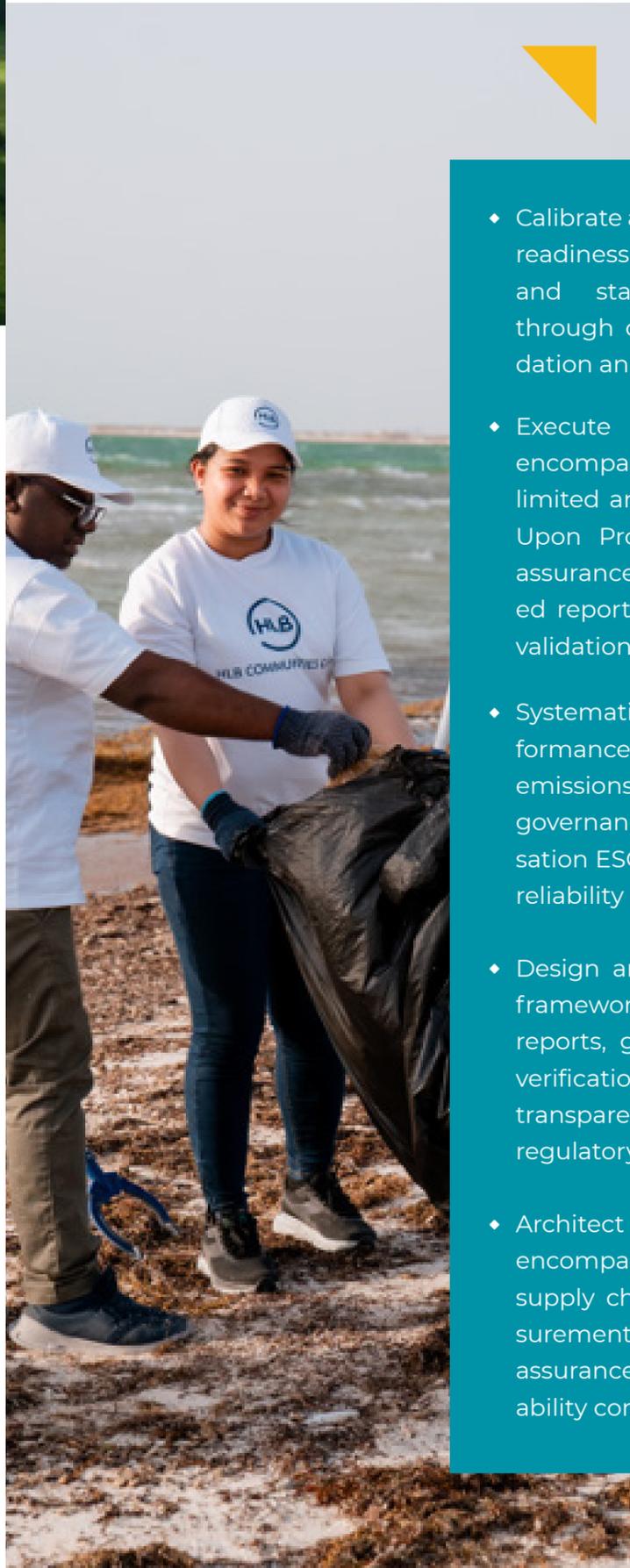


ESG Third Party Assurance & Rating Solutions

Architecting credibility and market positioning through independent validation excellence.

Fully integrated end-to-end assurance ecosystem to establish stakeholder trust, optimize ESG performance rankings, and orchestrate market recognition across sustainability leadership positioning.

Our independent validation specialists partner with leadership teams to architect, execute, embed and scale comprehensive assurance and rating optimization strategies that unlock credibility-driven competitive advantages while delivering measurable transparency and long-term stakeholder value creation.



Assurance Excellence & Validation Services

- ◆ Calibrate and optimize enterprise-wide assurance readiness against ISAE 3000/3410 frameworks and stakeholder confidence requirements through comprehensive sustainability data validation and disclosure verification protocols.
- ◆ Execute systematic ESG assurance delivery encompassing external assurance opinions at limited and reasonable assurance levels, Agreed Upon Procedures (AUP) factual findings, and assurance readiness assessments across integrated reports, TCFD disclosures, and carbon credit validation.
- ◆ Systematically validate & verify sustainability performance claims – integrating greenhouse gas emissions inventories, social impact outcomes, governance disclosures, and executive compensation ESG metrics alignment ensuring accuracy, reliability and stakeholder trust enhancement.
- ◆ Design and facilitate comprehensive assurance frameworks covering ESG KPIs, sustainability reports, green bond compliance, carbon offset verification, & GRI standard adherence ensuring transparent stakeholder communication and regulatory compliance.
- ◆ Architect independent validation strategies encompassing product lifecycle assessments, supply chain sustainability claims, impact measurement verification, and integrated reporting assurance ensuring credibility across all sustainability communications.

Rating Optimization & Market Positioning

- ◆ Deploy systematic ESG rating enhancement through transformational performance optimization programs leveraging rating agency methodologies across S&P Global ESG Score, EcoVadis, B Corp, Moody's Corporation, and Sustainalytics platforms.
- ◆ Engineer best-in-class rating readiness frameworks – encompassing data collection optimization, performance benchmarking protocols, stakeholder engagement evidence, governance structure enhancement and integrated rating preparation mechanisms.
- ◆ Orchestrate ESG rating communication and competitive positioning – securing enhanced rating performance recognition and external market validation across investor, customer, regulatory & community ecosystems while ensuring sustainable competitive differentiation through verified sustainability leadership.



ABOUT VINOD NAMBIAR

Mr. Vinod Nambiar is a dynamic professional with over 25 years of experience across media, sustainability, CSR, ESG, and financial services. Before joining HLB in UAE and Qatar, he led the Community Outreach Department at UAE Exchange, designing impactful programs that supported communities at the grassroots level. Recognized by global bodies such as the UN World Food Program (WFP) and UNICEF, he is widely respected for his social commitment. Beginning his career at All India Radio and later contributing to the KISSAN Kerala Project, he brings strong communication and community insight. As Vice President – CSR/Sustainability/ESG, he shapes HLB's sustainability agenda and societal impact.



ABOUT VINOD NAMBIAR

Jason Clement plays a pivotal role at HLB in UAE and Qatar, driving ESG integration across departments and client engagements. With experience in the London Insurance market and hands-on ESG delivery in sectors such as oil and gas, tobacco, and manufacturing, he brings strong technical expertise and cross-cultural insight. Known for simplifying complex ESG concepts for stakeholders at all levels, he has also supported IPO readiness through ESG internal controls. Leveraging his engineering background, Jason applies technology- and AI-enabled approaches to streamline ESG data. He adheres to global standards including GRI, SASB, and TCFD, ensuring high-quality, timely, and value-driven outcomes for clients.

About HLB AG

HLB AG is a Doha-based audit, tax and advisory firm supporting organisations across the Mainland-MOCI, QFC and Qatar Free Zone jurisdictions. Our ESG and sustainability services help businesses measure emissions, strengthen governance, prepare regulatory-ready reporting and align strategy with national climate priorities.

We are a Member firm of HLB International, is a global network of independent advisory and accounting firms. The network comprises member firms in 155 countries, who, collectively have 51,948 staff in 1,139 offices.

ABOUT US

Founded in 1969, HLB is a global network of advisory and accounting firms. Our commitment to quality and excellence has been the driving force in helping clients grow across borders, offering audit and assurance, tax and a wide range of advisory services.

- #8** GLOBAL RANKING
- US\$ 5.46 BN** GLOBAL COMBINED REVENUE
- 23%** NETWORK GROWTH
- 155** COUNTRIES
- 51,948** PEOPLE
- 1,139** OFFICES

Awards: 2020 WINNER, Network of the Year 2022, WINNER AWARDS 2024

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