CBG

CONSOLIDATED BANK GHANA LTD.

2025 ANNUAL

SUSTAINABILITY REPORT

ENVIRONMENTAL • SOCIAL • GOVERNANCE

CONSOLIDATED BANK GHANA LTD.

Reporting period: 1 January – 31 December 2025

BASIS OF PREPARATION AND REPORTING BOUNDARY

This report covers Consolidated Bank Ghana Ltd's sustainability-related activities, governance, risks, opportunities, and performance for the financial year ended 31 December 2025. Unless otherwise stated, information presented in this report relates to the Bank's operations in Ghana across its head office, branch network, and core business activities during the reporting period. Developments occurring after 31 December 2025 are identified separately as post-reporting-period updates where relevant.

In preparing this report, the Bank considered the Ghana Sustainable Banking Principles and Sector Guidance Notes, the Bank of Ghana Climate-Related Financial Risk Directive, and relevant international frameworks including IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information, IFRS S2 Climate-related Disclosures, the IFC Performance Standards, and the Basel Committee principles for the effective management and supervision of climate-related financial risks. The report is intended to provide a transparent account of the Bank's progress during 2025 while recognizing that some disclosures remain on a progressive implementation pathway.

Transition reliefs: As we plan to transition into full IFRS S1 and IFRS S2, the following concessions are made in this report.

Quantitative information in this report is based on management records, internal operational systems, and departmental submissions in place as at the date of preparation. Where estimates are used, they are based on management assumptions and available data at the time of reporting. Certain climate-related metrics financed emissions methodologies, and scenario-analysis capabilities are still under development. Accordingly, this report should be read as reflecting the Bank's current level of maturity and ongoing implementation roadmap rather than as a representation of full compliance with every requirement of all referenced frameworks.

No external assurance has been obtained over this report. Management is strengthening internal controls, documentation standards, and sustainability data-governance processes to support enhanced reliability, consistency, and future assurance readiness.

Board Statement on Sustainability

At Consolidated Bank Ghana Ltd (CBG), sustainability is a core priority of our long-term strategy and governance framework, underpinning resilience, stakeholder confidence, and sustainable value creation.

In 2025, the Board continued to provide strategic oversight of the Bank's sustainability agenda, ensuring the integration of environmental, social, and governance (ESG)

considerations into key decision-making processes. This included alignment with the Ghana Sustainable Banking Principles and oversight of the implementation of the Bank of Ghana's Climate-Related Financial Risk Directive.

The Board noted tangible progress in embedding environmental and social risk considerations within lending practices, advancing energy efficiency and renewable energy initiatives, and promoting inclusive growth through targeted support for MSMEs and underserved segments.

We remain committed to strengthening governance structures, enhancing transparency, and upholding the highest standards of ethical conduct. Through robust policy oversight, enterprise risk governance, and institutional capacity building, the Board continues to position CBG as a leader in sustainable banking.

Looking ahead, the Board will guide management in deepening ESG integration, strengthening climate risk management frameworks, and enhancing sustainability disclosures in line with evolving regulatory requirements and global best practices.

MATERIALITY AND STAKEHOLDER ENGAGEMENT

CBG's sustainability priorities are informed by engagement with key stakeholder groups including customers, employees, regulators, shareholders, development partners, service providers, and communities. Stakeholder engagement occurs through established channels such as customer feedback mechanisms, regulatory engagement, staff surveys and training sessions, governance meetings, community outreach activities, and business-partner interactions.

During the reporting period, management assessed sustainability-related matters that could reasonably be expected to affect the Bank's strategy, operating model, financial performance, reputation, or stakeholder confidence over the short, medium, and long term. Based on this assessment, the Bank's principal material topics for 2025 included climate-related financial risk, environmental and social risk management in lending, ethics and compliance, financial inclusion, employee well-being and capability development, data privacy and cybersecurity, operational resource efficiency, responsible supply-chain practices, and community impact.

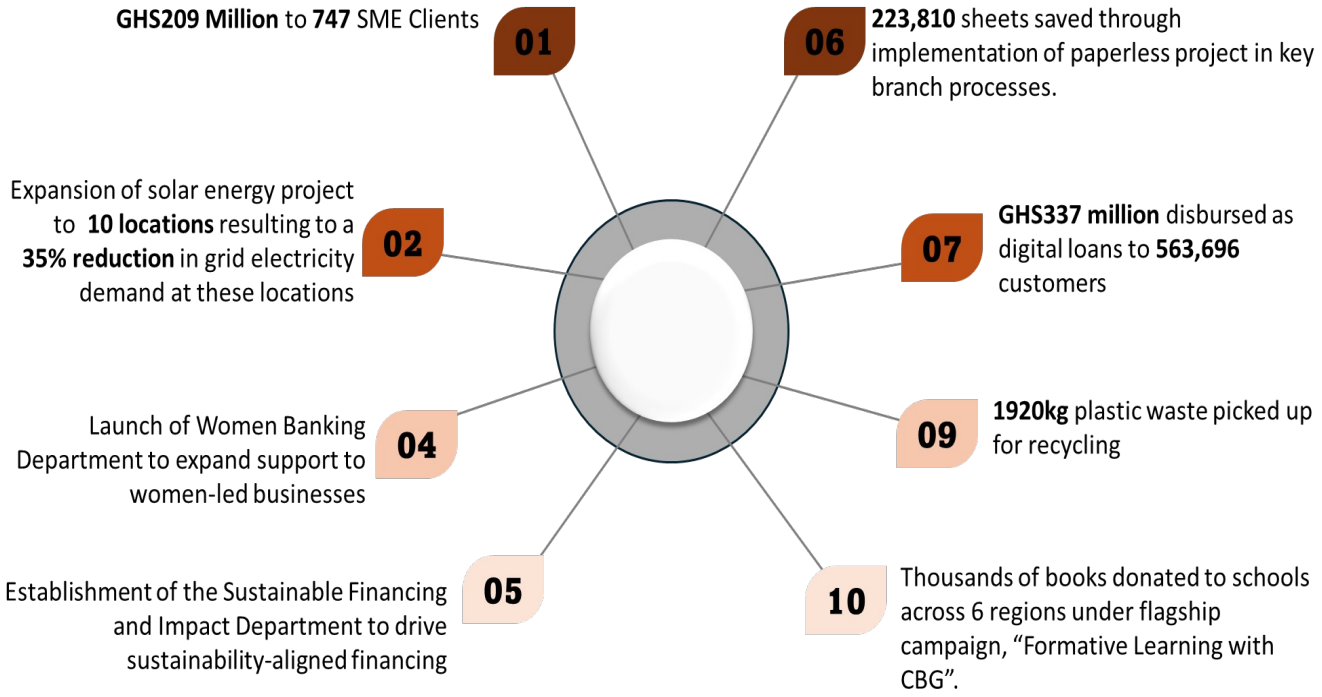
The Bank will continue to refine its materiality assessment approach in line with evolving regulatory expectations and global disclosure practices, including stronger linkage between sustainability-related risks and opportunities and their potential effects on cash flows, access to finance, and cost of capital.

SUSTAINABILITY AT A GLANCE

At Consolidated Bank Ghana Ltd (CBG), sustainability is central to our purpose of being the preferred Ghanaian bank that delivers long-term value to customers, shareholders, communities, and the environment. As one of Ghana's largest indigenous financial institutions, with a nationwide footprint of 109 branches across 14 regions, we recognize the important role we play in supporting inclusive economic growth while safeguarding environmental and social wellbeing.

During the year under review, the Bank continued to embed sustainability into its strategy, operations, and decision-making processes. In the last quarter of 2025, the Bank established the Sustainable Financing and Impact Department to institutionalize sustainability across its financing and business activities. The Department's mandate is to drive sustainability-aligned financing, support the origination and structuring of environmentally and socially responsible projects, and coordinate the Bank's engagement with climate, green, and impact funding partners. The establishment of the Department represents a key step in strengthening CBG's governance, strategy, and capacity for sustainable and impact-driven finance.

2025 Sustainability Highlights



- CBG's sustainability efforts are guided by the United Nations Sustainable Development Goals (SDGs), the Ghana Sustainable Banking Principles, and

relevant international best practices. In addition, the Bank continued to make progress in implementing the Bank of Ghana's Climate-Related Financial Risk Directive, strengthening our ability to identify, assess, and manage climate-related risks within our business activities.

Managing Director's Statement on Sustainability

At CBG, sustainability is a strategic priority, not just a compliance requirement. In 2025, we continued to strengthen governance, risk management, and operational practices to align with the Ghana Sustainable Banking Principles, the Bank of Ghana's Climate-Related Financial Risk Directive, and relevant international frameworks including IFRS S1 and IFRS S2. Our objective is to build a resilient, inclusive, and future-ready bank by progressively integrating climate and broader ESG considerations into governance, credit, portfolio monitoring, and business strategy.

Our efforts were anchored on strengthening operational efficiency, expanding financial inclusion, and delivering measurable social impact. We enhanced energy efficiency across our operations, scaled solar energy solutions, and accelerated digital transformation initiatives, contributing to a reduction in our environmental footprint.

We also deepened our commitment to inclusive economic growth by supporting micro, small, and medium-sized enterprises (MSMEs) and expanding access to digital financial services to approximately **156,000 customers**. Our digital platforms improved access to credit and convenient banking solutions for underserved populations. The establishment of the Sustainable Finance and Impact Department, alongside the Women's Banking Department, further reinforces our focus on responsible financing and inclusive growth. Subsequent to the reporting period, the Bank launched Agency Banking and Youth Banking in the second quarter of 2026 to broaden financial inclusion.

Our people remain central to our success. We continue to invest in employee development, well-being, and safety, while promoting diversity and creating pathways for women to advance into leadership roles.

We also sustained our commitment to community development through targeted CSR initiatives in health, education, and social partnerships, positively impacting thousands of lives nationwide.

As we look ahead to 2026, our focus will be on scaling initiatives, mobilizing capital for green and inclusive development, strengthening ESG and climate risk management,

and enhancing sustainability disclosures in line with global standards. We will continue to expand partnerships, develop innovative financing solutions, and support projects that deliver measurable environmental and social outcomes. Through these efforts, we remain committed to creating sustainable value for our customers, shareholders, employees, and the communities we serve.

ENVIRONMENTAL RESPONSIBILITY & RISK MANAGEMENT

Managing Climate and Environmental Risks

CBG recognizes that climate change presents both risks and opportunities for the banking sector. As part of our commitment to responsible banking and long-term value creation, the Bank continues to strengthen its environmental and climate-related risk management practices during the year.

In line with the Bank of Ghana's Climate-Related Financial Risk Directive, CBG made progress in integrating climate considerations into its existing Environmental and Social Risk Management (ESRM) Policy and Procedure Manual. As part of our 4th quarter activities, the following documents and policies were developed; ESG & climate KYC form (to aid account onboarding screening), Transition plan (which serves as a roadmap for the Bank to transition into a low-carbon economy) and the revised Environment and Social Due Diligence document (to incorporate climate-related risks) to strengthen risk management. These documents were in draft stages as at the end of the year and were submitted to the governing body for approval. In the coming year, we expect them to be approved. This will enable the Bank to identify, assess, manage and monitor potential environmental, social, and climate-related risks associated with its lending and financing activities, while supporting sustainable economic development.

Through this approach, the Bank seeks to enhance resilience against physical climate risks such as flooding and extreme weather events, as well as transition risks arising from regulatory, technological, and market changes linked to the low-carbon transition.

Deputy Managing Director's Statement on Sustainable Financing & Impact.

At Consolidated Bank Ghana Ltd (CBG), we recognize that sustainable finance is not only about responding to emerging environmental and social challenges, but also about creating long-term value for our customers, communities, and the economy. As a bank with a strong commitment to supporting Ghana's development, we continued in 2025 to strengthen our efforts to finance businesses and initiatives that contribute to sustainable and inclusive growth.

A key milestone during the year was the establishment of our Sustainable Financing and Impact department. This dedicated team is helping to strengthen the Bank's capacity to identify, structure, and support projects that generate measurable environmental, social, and economic impact, while enhancing our ability to attract and deploy capital from development partners and impact-focused investors.

We also continued to integrate sustainability considerations into our financing decisions through the implementation of our Environmental and Social Risk Management Framework. This ensures that environmental and social risks are

appropriately assessed and managed as part of our credit evaluation process, in line with the Ghana Sustainable Banking Principles, the Bank of Ghana's Climate-Related Financial Risk Directive, and other relevant international standards.

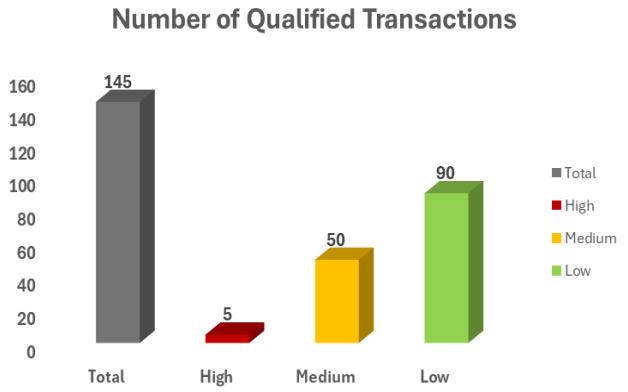
Beyond policy and governance, our focus remains on delivering meaningful outcomes. Through our lending activities and digital banking solutions, we expanded access to finance for micro, small and medium-sized enterprises (MSMEs), supported underserved customer segments, and contributed to job creation and economic participation across key sectors of the economy. Our continued investment in digital channels has also enabled more individuals and businesses to access banking services conveniently and efficiently.

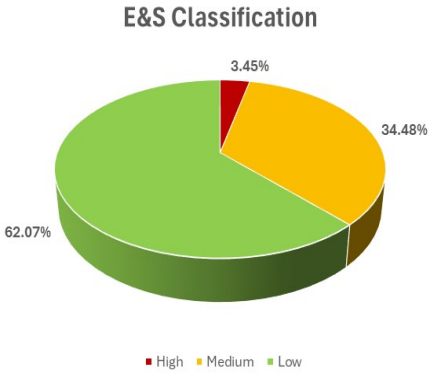
As we look ahead, our priority will be to further grow our sustainable finance portfolio, attract climate and development capital, and strengthen how we measure and report the impact of our activities. We remain committed to supporting Ghana's transition to a more resilient, inclusive, and sustainable economy while creating lasting value for all our stakeholders. Thank you for your continued trust and partnership.

Sustainable Finance and Environmental & Social Risk Screening

CBG's ESRM framework provides a structured process for screening and managing environmental and social risks across its credit portfolio. In 2025, one hundred and forty-five (145) transactions were assessed, with efforts focused on mitigating environmental and social risks, thereby enhancing sustainable practices.

An analysis of the transactions, based on the scale and severity of Environmental & Social (E&S) risks and impacts classification, show that ninety (90) qualifying transactions (62.07%) fell under the Low-risk category, fifty (50) transactions (34.48%) under the medium risk category, and five (5) transactions (3.45%) under the High risk category according to CBG's E&S risk and impacts classification. This risk-based approach supports responsible lending decisions, helps mitigate potential adverse impacts, and ensures compliance with regulatory and international best-practice standards.





CBG's sustainable finance practices are guided by the Ghana Sustainable Banking Principles and relevant international benchmarks, reinforcing the Bank's commitment to ethical, transparent, and environmentally responsible financing.

Metrics, Targets and Data Management

CBG continues to strengthen the use of sustainability-related metrics to support internal monitoring, management accountability, and external transparency. In 2025, key indicators reported in this document include the number and risk classification of screened transactions, operational energy-efficiency initiatives, renewable-energy deployment, waste recycling volumes, employee training outcomes, digital financial inclusion metrics, SME financing volumes, fraud-prevention performance, whistleblowing closure rates, and community-beneficiary estimates.

Where quantitative estimates are presented, they reflect currently available internal data and management methodologies. The Bank is continuing to improve baseline setting, methodology documentation, and control processes to support consistency, comparability, and future assurance-readiness. Priority areas for further development include greenhouse-gas accounting for own operations, portfolio-level climate metrics, financed-emissions methodologies where feasible and proportionate, and clearer target-setting supported by defined baselines and implementation timelines.

Reducing Environmental Footprint of Operations

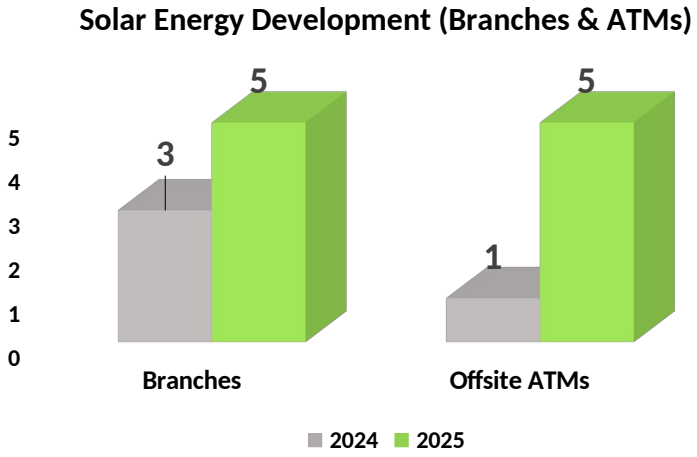
CBG continues to promote responsible environmental practices within its own operations, recognizing the importance of leading by example. In 2025, the Bank implemented several initiatives aimed at improving energy efficiency, reducing greenhouse gas (GHG) emissions, and enhancing the sustainability of its facilities nationwide. In line with the ISSB transition relief, our action plan is to produce accurate measure of our scope 1 and scope 2 GHG inventories and create a baseline from which target will be developed to inform our transition plan in the coming year.

A power conservation and shutdown guidelines were implemented across the Head Office and branch network to minimize unnecessary energy consumption. In addition, the Bank undertook a structured programme to phase out inefficient equipment, including 109 outmoded air-conditioning units, four generators, and other power-related machinery, replacing them with more efficient alternatives where required.

Expanding the Use of Renewable Energy

As part of efforts to improve the Bank's energy mix and reduce reliance on the national grid, CBG expanded its solar energy programme during the year. In 2025, solar power systems were deployed at five branches namely, Apenkwa, Spintex Basket, Tesano, Abeka and Adenta and five offsite ATMs located at Tesano, Ayeduase, Patase, Wisconsin and Asawinso.

As a result, the Bank now operates solar installations at a total of eight (8) branches and six (6) offsite ATMs, with an installed solar capacity reported internally at approximately 295 kW. Based on management estimates for the affected locations, these installations contributed to a reduction in grid electricity demand during the period. CBG plans to expand the use of renewable energy across its operations in 2026 through the solarization of selected branches. This initiative is expected to improve energy efficiency across the Bank's branch network, reduce operating costs associated with electricity consumption, and increase the integration of renewable energy into the Bank's operations.



Asset and Infrastructure Efficiency

CBG continued to improve asset efficiency through targeted upgrades and infrastructure management. During the year, outmoded generators were replaced with newer units, enhancing energy reliability and efficiency. In addition, office remodeling and outfitting activities incorporated energy-efficient measures, including the installation of LED lighting and other efficiency-enhancing fittings across 485 offices and workstations.

These initiatives demonstrate CBG's commitment to reducing its environmental footprint, improving operational efficiency, and supporting Ghana's transition toward a more sustainable, low-carbon economy.

Biodiversity and Climate Action

In 2025, CBG focused on sustaining the impact of its prior tree planting initiative through dedicated tree nurturing and maintenance activities. These efforts were aimed

at ensuring the survival and healthy growth of planted seedlings, thereby strengthening biodiversity conservation and supporting long-term climate resilience.

Key activities included regular monitoring and protection of the trees to enhance survival rates and promote ecosystem restoration outcomes. Through these continued efforts, CBG demonstrated its commitment to long-term ecosystem restoration and environmental sustainability, moving beyond tree planting towards ensuring measurable and lasting climate impact.

Waste Management and Circular Economy

CBG continues to strengthen its waste management practices in line with the principles of **reduce, reuse, and recycle**, supporting the transition toward a circular economy. In 2025, the Bank expanded its plastic waste segregation and recycling programme across its locations.

During the year, a total of 1,920.11 kilograms of plastic waste were collected and recycled. The recovered plastic materials were processed into pellets and exported to five countries, Spain, the United Kingdom, Egypt, Portugal, and France where they are further transformed into finished products. These initiatives help reduce plastic pollution, promote responsible waste disposal, and contribute to global recycling value chains.

Sustainable Buildings and Resource Efficiency

CBG continued to integrate sustainability considerations into office remodeling and retrofitting projects. In 2025, a total of 10 offices were remodeled or retrofitted, with an emphasis on safe construction practices, energy efficiency, and environmental management.

The Bank ensured third-party vendor compliance by mandating the submission and approval of Safe Work Method Statements (SWMS) and conducting periodic audits throughout all construction activities. In alignment with sustainable (green building) considerations, contractors were required to integrate environmental performance measures into project execution, particularly within mechanical, electrical, and plumbing (MEP) systems to achieve resource-efficiency and environmentally responsible outcomes. Some examples of these measures are adoption of passive ventilation mechanisms (HVAC systems), photoelectric sensors, solar photovoltaic (solar power) systems, etc.

In addition, water management practices were strengthened across offices through the provision and regular maintenance of water dispensers, ensuring continuous access to clean and safe drinking water for staff and supporting employee wellbeing.

Chief Risk Officer's Statement on Sustainability and Climate Risk

At Consolidated Bank Ghana Ltd (CBG), sustainability is positioned as a strategic pillar and an integral component of the Bank's risk management framework. The Bank adopts a forward-looking approach that goes beyond regulatory adherence by embedding environmental, social, and governance (ESG) considerations into enterprise-wide risk practices, credit evaluation processes, and portfolio monitoring. This approach is guided by alignment with IFRS S1 & S2 standards, Basel principles, and the Bank of Ghana's Climate-Related Financial Risk Directive.

In 2025, the Bank made significant progress in institutionalizing Environmental and Social Risk Management (ESRM) across its lending and investment activities. Through robust screening, due diligence, and monitoring processes, we systematically identified, assessed, and mitigated environmental, social, and climate-related risks, including both physical and transition risks across key sectors within our portfolio.

We further strengthened our climate risk management capabilities by integrating forward-looking risk metrics into our frameworks, enhancing our ability to assess potential financial impacts under evolving climate scenarios. This ensures that risk pricing, capital allocation, and portfolio resilience considerations are aligned with emerging sustainability risks and opportunities.

Our sustainable finance strategy is underpinned by prudent risk governance, enabling us to support clients in their transition towards more sustainable and climate-resilient business models, while safeguarding the Bank's asset quality and long-term value. ESG integration within decision-making processes enhances both risk mitigation and revenue assurance.

In addition, we maintained strong governance and compliance standards, supported by robust anti-money laundering (AML/CFT) controls, fraud risk management systems, and data protection frameworks. These measures reinforce operational integrity, transparency, and stakeholder confidence.

As we focus on the future, we remain focused on strengthening climate risk analytics, embedding ESG considerations into enterprise-wide risk frameworks, and leveraging sustainability as a strategic lever to scale responsible banking practices. Our objective is to build a resilient, inclusive, and future-ready financial institution that supports sustainable economic development.

SUSTAINABILITY GOVERNANCE AND STRATEGY

GOVERNANCE, ETHICS AND RESPONSIBLE BANKING

Ethical Standards and Risk Culture

At Consolidated Bank Ghana Ltd (CBG), strong ethical conduct and regulatory compliance underpin long-term institutional resilience and stakeholder trust. The Bank's Code of Business and Ethical Conduct, together with supporting governance and compliance policies, guide employees and management in conducting business transparently, responsibly, and in full compliance with applicable laws and regulations.

CBG maintains a zero-tolerance approach to corruption, fraud, and unethical behavior, supported by robust internal controls, continuous monitoring, and a strong risk culture.

Anti-Corruption, Fraud Risk Management and Compliance

The Bank employs a multi-layered approach to fraud prevention and detection, combining technology, governance, staff capacity, and customer awareness. Key measures include strong customer authentication, automated transaction monitoring and analytics, Know-Your-Customer (KYC) and due diligence processes, anti-money laundering controls, secure systems infrastructure, staff training on AML/CFT, and customer education.

All transactions processed by the Bank are 100% screened through automated monitoring tools, enabling timely detection and response to suspicious activity. Fraud risk assessments are conducted on daily and monthly basis and reported to the Bank of Ghana in line with regulatory requirements.

In 2025, the Bank recorded fraud incidents primarily related to electronic money, POS/card transactions, cash suppression, forgery, and stolen cheques. There were no confirmed corruption-related cases during the year. Through enhanced controls and monitoring systems, the Bank prevented attempted fraud losses amounting to GHS 1.48 million, while ensuring that all affected customers in successful fraud cases were fully reimbursed.

AML/CFT Training and Capacity Building

CBG continued to strengthen staff capacity in anti-money laundering, counter-terrorist financing, and proliferation financing (AML/CFT & P) compliance. In collaboration with the Human Resource Department, the Ethics and Compliance function implemented a Board-approved compliance training plan covering all branches and departments.

In 2025:

- 98% of staff completed AML/CFT & P training
- 99.5% training assessment pass rate was achieved
- 100% of staff in high-risk roles, including senior management and the Board, received advanced training

Training covered AML/CFT regulations, anti-bribery and corruption prevention, data protection obligations, and employee responsibilities under applicable laws, including the AML Act, 2020 (Act 1044).

Whistleblowing and Accountability

CBG operates a formal whistleblowing system designed to encourage employees and external stakeholders to report unethical behavior, misconduct, fraud, corruption, or policy violations without fear of retaliation. Multiple reporting channels are available, including telephone, email, and in-person reporting, with independent management of reports by an external service provider.

All whistleblowing cases received during the year were fully investigated and resolved, with 100% closed within defined service-level timelines. Investigations are conducted objectively and completed within 60 days of receipt of reported allegations.

To promote awareness and confidence in the system:

- 2,237 employees were trained on whistleblowing procedures
- 90% employee awareness rate was recorded through the 2025 whistleblowing survey

Data Privacy and Cybersecurity

CBG adopts a Privacy-by-Design approach, embedding data protection principles into all products, services, and projects involving personal data. Data Protection Impact Assessments (DPIAs) are conducted for relevant initiatives and require regulatory approval where applicable.

The Bank maintains comprehensive data protection policies, including data breach management, retention, and secure disposal procedures. Robust safeguards such as encryption, access controls, zero-privilege principles, and vendor certification requirements are in place to protect customer information and digital assets.

Regular staff training reinforces data privacy awareness, while customers are empowered to exercise their rights under the Data Protection Act through accessible data subject request mechanisms.

Ethics Oversight and Continuous Improvement

In 2025, the Bank conducted 148 ethics training sessions across branches and departments and carried out ethics audits twice during the year, with findings incorporated into regulatory reporting. The Code of Ethics and Anti-Bribery and Corruption Policies were reviewed and updated as part of ongoing efforts to strengthen governance and align with evolving regulatory expectations.

As part of continuous improvement, the Bank is strengthening documentation, control testing, and internal review processes relating to sustainability and climate-related data, governance, and risk management. This includes progressively embedding sustainability-related information into management reporting and control environments to support reliable disclosure and regulatory readiness.

Robust vendor management and procurement governance processes ensured that 100% of procurement spend was incurred only with vendors that satisfied all ethical, regulatory, and outsourcing compliance obligations, consistent with the requirements of the Bank of Ghana Outsourcing Directive.

Policy and Regulatory Alignment

CBG operates within a robust policy framework that guides responsible banking and ethical conduct. Key policies include the Environmental and Social Risk Management (ESRM) framework, Code of Ethics, Anti-Bribery and Corruption Policy, Whistleblower Policy, Equality-Diversity & Inclusive Policy, Grievance policy, and other risk and compliance-related policy manuals.

Our sustainability strategy is aligned with:

- Bank of Ghana Sustainable Banking Principles and Sector-Specific Guidance Notes
- Bank of Ghana Climate-Related Financial Risk Directive
- United Nations Sustainable Development Goals (SDGs)
- United Nations Global Compact Principles
- Relevant international best practices, including IFC Performance Standards

Climate-Related Financial Risk Management

Recognizing the growing financial risks associated with climate change, CBG continued to strengthen its climate-related financial risk management framework during the year. Oversight of sustainability and climate-related matters resides with the Board, which provides strategic direction and oversight through the Bank's governance structures, while senior management is responsible for implementation across risk, business,

operations, finance, and control functions. Management reporting on sustainability and climate-related matters is progressively being incorporated into regular governance processes to support decision-making, escalation, and accountability.

Building on its Environmental and Social Risk Management (ESRM) framework, the Bank further integrated climate-related considerations into credit risk assessment, portfolio monitoring, and risk governance processes. This work is intended to strengthen the Bank's ability to identify, assess, monitor, and manage both physical and transition risks that may affect customers, collateral, operations, and overall financial performance. During 2025, the Bank continued to develop its methodologies, metrics, controls, and implementation roadmap, with further enhancements planned in relation to scenario analysis, portfolio-level climate metrics, and transition planning.

Scenario Analysis, Strategic Resilience and Transition Planning

CBG recognizes that climate-related risks may crystallize over different time horizons and through multiple transmission channels. In 2025, the Bank continued to build its capability to assess the potential effects of physical risks, such as flooding and extreme weather events, and transition risks arising from policy, technology, market, and reputational changes associated with the low-carbon transition. Initial analysis has been used to inform risk awareness, portfolio monitoring, and management discussions.

The Bank's climate-scenario analysis capability remains under development. As part of its implementation roadmap, the Bank intends to progressively evaluate plausible short-, medium-, and long-term climate scenarios, drawing on recognized external reference scenarios where appropriate, to better understand potential implications for sector exposures, collateral values, credit quality, operational continuity, liquidity, and strategy. At this stage, scenario analysis is being used primarily as a risk-management tool to test assumptions and support management preparedness, rather than as a fully quantified basis for external disclosure.

CBG's transition-planning focus is to strengthen governance, embed climate considerations into core risk processes, improve data and metrics, support clients in managing environmental and social risks, and expand sustainable finance activities in a prudent manner. Priority actions include refining risk assessment tools, strengthening management information and internal reporting, enhancing climate-related data capture, developing portfolio metrics, and progressively integrating climate considerations into strategic planning, risk appetite, and client engagement.

Strategy and Long-Term Value Creation

CBG's sustainability strategy focuses on creating long-term value by balancing financial performance with environmental stewardship and social responsibility. Through

responsible lending, operational efficiency, employee empowerment, community investment, and sustainable finance initiatives, the Bank is increasingly directing capital toward green, social, and climate-resilient projects that support inclusive growth and sustainable development. In doing so, the Bank contributes meaningfully to Ghana's socio-economic development while building resilience against emerging environmental and climate-related risks.

Looking ahead, CBG remains committed to strengthening its sustainability and climate risk frameworks, enhancing transparency, and deepening stakeholder engagement as part of its journey toward becoming Ghana's most trusted and sustainable bank.

SOCIAL RESPONSIBILITY

Our People

At Consolidated Bank Ghana (CBG), our human capital remains a critical driver of our long-term performance and sustainability. The dedication, expertise, and innovative capacity of our employees continue to shape the Bank's identity and reinforce our competitive advantage within an increasingly dynamic and evolving financial services landscape.

We recognize that strategic investment in our workforce, alongside the deliberate cultivation of a workplace culture that prioritizes employee well-being, diversity and inclusion, and meaningful engagement, is fundamental to delivering sustained value to our customers, shareholders, and the broader society.

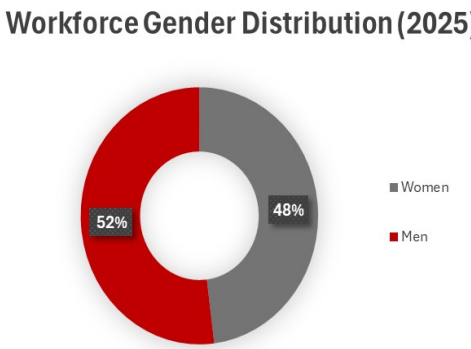
This section presents an overview of our performance in 2025 across key human capital dimensions, including workforce composition, talent acquisition and retention, learning and development, and employee well-being. It reflects our continued commitment to building an inclusive, resilient, and future-ready organization capable of meeting emerging challenges and opportunities.

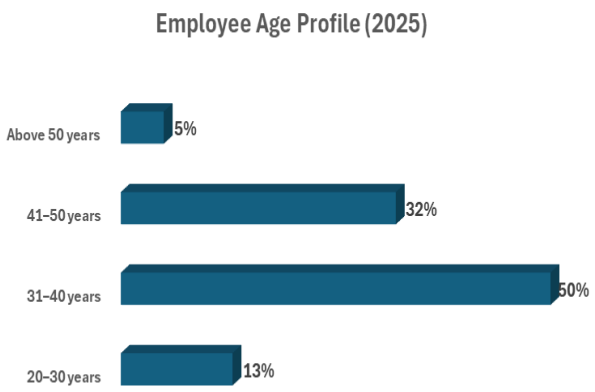
Workforce Demographics and Inclusion

CBG's commitment to gender diversity and inclusion is particularly evident at the highest levels of its leadership. Notably, it is the only bank in Ghana whose top three (3) executive positions, the Managing Director/Chief Executive Officer and both Deputy Managing Directors, are occupied by women. As at 31 December 2025, CBG employed a total of **2,363 staff**, comprising **1,136 women (48%)** and **1,227 men (52%)**, reflecting a balanced gender representation across the Bank. Notably, **37% (244)** of leadership positions within the Manager to Executive Management category were held by women, underscoring CBG's deliberate efforts to promote gender diversity in leadership.

To support the advancement of women within the Bank, the **CBG Ladies Network** continued to provide structured opportunities for mentoring, coaching, and professional development, while fostering leadership growth among female employees.

CBG's workforce age profile reflects a healthy mix of experience and emerging talent:





Employee Well-being and Engagement

Employee well-being is a critical pillar of CBG's sustainability agenda. During the year, the Bank implemented a range of initiatives to promote physical, mental, and financial well-being.

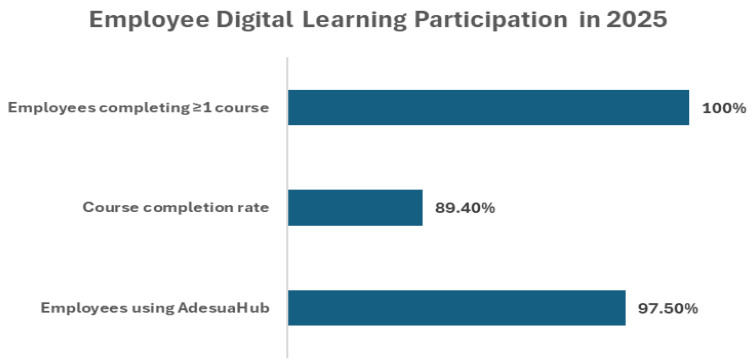
Staff engagement sessions were facilitated by health and wellness professionals on topics including:

- Mental health awareness
- Financial well-being
- Cardiovascular health
- Substance abuse awareness
- Men's and women's health, including breast cancer prevention

In addition, weekly aerobics sessions were organized to encourage physical activity and healthy lifestyles across the workforce.

Learning, Development and Talent Management

CBG remains committed to building employees' capability through continuous learning. Our digital learning platform, **AdesuaHub**, continues to play a central role in delivering accessible and flexible training across the Bank.



These outcomes demonstrate a strong culture of continuous professional development and readiness for future skills demands.

Financial Inclusion and Customer Impact

Supporting micro, small, and medium-sized enterprises (MSMEs) remains a core pillar of CBG's sustainability strategy and a key driver of inclusive economic growth. In 2025, the Bank continued to strengthen access to finance for SMEs through tailored financial solutions, innovative products, and capacity-building initiatives designed to support long-term business growth.

During the year, CBG provided credit facilities totaling GHS 209 million to 747 SME clients, supporting entrepreneurship, job creation, and business expansion across key sectors of the Ghanaian economy. These efforts were complemented by the provision of specialized SME products, including Smart and Advance loans, designed to meet the evolving financing needs of growing businesses.

Partnership with DBG:

In collaboration with the Development Bank Ghana (DBG), CBG on-lent GHS 29 million under the Ghana Integrated Financial Ecosystem (GIFE) project to 50 SMEs operating in priority growth sectors such as agriculture, manufacturing, and services. This partnership supports increased private sector participation in high-impact sectors while mitigating financing risks.

Capacity Building for SMEs:

Beyond financing, CBG continued to strengthen SME capacity through targeted interventions. In 2025, the Bank hosted an SME Clinic in Accra, engaging clients on key business development topics, including the use of technology to drive growth. These initiatives enhanced financial literacy, improved operational efficiency, and reinforced the long-term sustainability of SME businesses.

In line with its commitment to inclusive finance, the Bank also established a dedicated Women's Banking Department to expand support for women-led enterprises and promote equitable access to financial services. Through these efforts, CBG continues to position itself as a catalyst for inclusive economic development, supporting MSMEs, advancing financial inclusion, and contributing to Ghana's economic resilience.

Digital Financial Inclusion and Innovation

CBG continues to leverage digital innovation to expand access to financial services, enhance customer convenience, and promote inclusive economic participation across Ghana. In 2025, the

Bank scaled its digital banking platforms to better serve underserved and unbanked segments. A total of **563,696 customers** accessed digital loan products, with **GHS 337.34 million** disbursed through digital channels, enabling faster and more convenient access to credit for personal and small business needs. Digital adoption also strengthened, with **97,157 customers** onboarded onto the USSD platform and **59,021 customers** enrolling in mobile and internet banking services. These channels have improved accessibility, reduced transaction costs, and minimized reliance on physical branches. CBG remains committed to advancing financial inclusion and supporting Ghana's digital economy through continued investment in secure, user-friendly digital solutions.

Community Investment and Social Impact

CBG remains committed to creating shared value through strategic community investments that advance inclusive and sustainable development. The Bank has consistently aligned its CSR initiatives with the SDGs, with a focus on education, health, and community development. This is also documented in the procedure manual.

Health and Well-Being

In support of SDG 3, CBG partnered with Operation Smile to provide life-changing surgical care for children with cleft conditions. Five children—three girls and two boys —received corrective procedures at Korle-Bu Teaching Hospital, significantly improving their health, confidence, and overall quality of life.

Education and Literacy Development

CBG continues to prioritize quality education through its flagship literacy initiative, *Formative Learning with CBG*, aimed at strengthening foundational learning and fostering a culture of reading among young learners.
CBG expanded its literacy outreach through the donation of educational materials, including storybooks and early learning resources, to schools across multiple regions. Beneficiaries included St. Francis Catholic Primary School and Presbyterian Primary and JHS in the Central Region, the Assorku Essaman Cluster of Schools in Takoradi, and additional institutions across Accra, Kumasi, Volta, Central, and Western Regions. These interventions align with **SDG 4 (Quality Education)** and contribute to improved literacy and foundational learning outcomes.

Sustainable Communities and Institutional Support

In support of resilient community institutions, CBG provided logistical assistance to the Ghana Police Service through the donation of furniture, enhancing workplace conditions and operational efficiency. This initiative aligns with **SDGs 6 and 11**, reinforcing the Bank's commitment to sustainable communities and strengthened public service delivery.

Partnership-Based Community Initiatives

CBG's CSR strategy emphasizes multi-stakeholder partnerships to enhance

sustainability and long-term impact. In 2025, the Bank collaborated with TellitMom to support maternal and child health programmes, parenting education, and community awareness initiatives, leveraging local networks to optimize outreach and effectiveness.

The Bank also advanced women's empowerment through partnerships with faith-based and community organizations, focusing on leadership development, financial literacy, and inclusive participation in community decision-making. These interventions contributed to strengthened social inclusion and grassroots economic empowerment.

Employee Volunteering and Social Contribution
CBG employees actively contributed to community development through structured volunteer initiatives, including a staff-led clothing donation drive benefiting underserved communities in Greater Accra and selected regions. This reflects the Bank's commitment to fostering a culture of volunteerism, empathy, and shared responsibility.

Overall, CBG's CSR initiatives in 2025 reached approximately **6,000 beneficiaries**, demonstrating sustained commitment to inclusive community engagement and long-term social impact.

Driving Sustainable and Efficient Technology (2025)

In 2025, CBG's IT Operations function advanced the Bank's sustainability agenda by embedding energy efficiency, responsible procurement, and digital optimization into core technology processes. Targeted investments in modern infrastructure and process improvements contributed to reduced environmental impact, enhanced operational resilience, and improved service delivery.

Energy Efficiency and Infrastructure Optimization
CBG prioritized energy-efficient IT infrastructure, deploying virtualized servers, optimized storage systems, and power-efficient network equipment to improve resource utilization and reduce energy consumption. Legacy and underperforming assets were fully decommissioned and responsibly disposed of, lowering power and cooling requirements within data centres.

The Bank also expanded its hybrid cloud strategy, migrating key workloads—including Microsoft Suite, ManageEngine, and SuccessFactors—to cloud-based platforms, improving scalability while reducing reliance on energy-intensive on-premises infrastructure.

Sustainable Hardware Procurement
Responsible sourcing remained a priority, with over **70%** of IT hardware procured from vendors with recognized environmental certifications, including Energy Star or

equivalent. Sustainability criteria were formally integrated into procurement and vendor evaluation processes, strengthening environmentally responsible supply chain practices.

E-Waste Management and Circularity
CBG strengthened its e-waste management approach through structured recycling, reuse, and lifecycle extension initiatives. Retired equipment were processed through approved recycling partners, while device lifespan was extended to **four to five years**, reducing replacement cycles and waste generation. Approximately **15%** of decommissioned but serviceable devices were redeployed internally or donated to educational and community institutions, supporting digital inclusion.

Green IT and Digital Transformation
Digital transformation initiatives, including paperless workflows and automated approvals, reduced paper consumption and operational emissions within IT Operations. System monitoring tools and shared services were optimized to minimize unnecessary processing, enhance efficiency, and reduce infrastructure duplication across the Bank.

Enabling Flexible Work and Emissions Reduction
IT Operations supported hybrid working through secure digital platforms, enabling business continuity while reducing employee commuting and associated indirect emissions. Increased use of virtual collaboration tools also contributed to lower business travel and travel-related emissions.

Overall, IT Operations made measurable progress in advancing sustainable technology practices in 2025, reinforcing CBG's commitment to environmental stewardship, operational efficiency, and resilience.

Looking Ahead: Sustainability Priorities for 2026

Building on this progress, CBG will continue to deepen the integration of ESG and climate considerations across its operations, risk management, and business strategy. The Bank will also focus on expanding its sustainable financing portfolio, mobilizing capital for green and social investments, and developing strategic partnerships to enhance access to climate and development finance. CBG remains committed to strengthening responsible banking practices and delivering long-term value for stakeholders while contributing to Ghana's sustainable development agenda.

Areas of alignment reflected in this report include governance oversight, ethical standards, environmental and social risk screening, climate-related risk integration, operational resource-efficiency initiatives, financial inclusion, employee development, data protection, and community investment. Areas identified for continued

enhancement include reporting boundary refinement, formalized materiality processes, scenario analysis, climate metrics and targets, transition planning, and future assurance readiness.

The Bank's sustainability approach in 2025 was guided by the Ghana Sustainable Banking Principles and Sector Guidance Notes, the Bank of Ghana Climate-Related Financial Risk Directive, and relevant international frameworks including IFRS S1, IFRS S2, the IFC Performance Standards, and the Basel Committee principles for the effective management and supervision of climate-related financial risks. The disclosures in this report are intended to demonstrate progress against these frameworks while acknowledging that implementation remains progressive in some areas.