

SUSTAINABILITY REPORT

2024

بنك الاردن
Bank of Jordan



Welcome

Welcome to the third Sustainability Report by Bank of Jordan (BOJ) for the year 2024. This report covers the period from January 1 to December 31, 2024.

In this report, we share our journey in promoting sustainability within the bank and transparently present our achievements and challenges across environmental, social, and governance (ESG) areas. We aimed to make the report comprehensive and clear for all stakeholders—whether you are a customer, employee, investor, partner, or community member.

This report was prepared in accordance with the Global Reporting Initiative (GRI) Standards—the most widely adopted global framework for sustainability reporting. The GRI content index is available in the Appendix at the end of the report. We also incorporated other leading international frameworks such as the Sustainability Accounting Standards Board (SASB), the United Nations Sustainable Development Goals (SDGs), the corporate governance guidelines issued by the Amman Stock Exchange, and Jordan’s Economic Modernization Vision.

Bank of Jordan adhered to the GRI reporting principles, including accuracy, balance, clarity, comparability, reliability, and timeliness. Data was collected from credible official sources and carefully reviewed to ensure its validity and objectivity. Information is presented transparently and objectively, reflecting both accomplishments and areas for improvement. We chose a clear and accessible style to help all stakeholders monitor performance and compare it with previous years, with devotion to following global best practices in disclosure and reporting, and ensuring timely delivery to provide up-to-date and accurate information for all.

This report covers all sustainability-related activities and outcomes in the Hashemite Kingdom of Jordan (Jordanian branches only) during 2024. Financial data, however, includes all branches inside and outside the Kingdom, as well as the Bank of Jordan Group’s subsidiaries—unless otherwise noted.

We believe constructive dialogue with all our stakeholders is key to progress, and we always welcome your feedback or inquiries via email or our website:

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<http://www.bankofjordan.com>

Thank you for your trust and interest.

Together, we create sustainable impact.

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CEO Message

Together Toward Sustainable Impact

I am pleased to present to you Bank of Jordan's third Sustainability Report for the year 2024, which reflects our ongoing dedication to instilling Environmental, Social, and Governance (ESG) principles. This report highlights our dedicated efforts to strengthen our role as a responsible financial institution toward society, the environment, and the economy.

The year 2024 witnessed significant progress in enhancing our corporate governance frameworks and reinforcing transparency and accountability. Despite regional and economic challenges, BOJ continued to implement its strategic initiatives, guided by a clear vision grounded in innovation, equal opportunity, and long-term value creation for all stakeholders.

Throughout the year, we aligned our activities with leading global standards, including the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), and the United Nations Sustainable Development Goals (SDGs).

With the launch of a new phase in the Hashemite Kingdom of Jordan's Economic Modernization Vision, BOJ recognizes that its role extends beyond traditional banking. We are striving to actively contributing to a more sustainable future. Therefore, we continue to invest in digital transformation, developing human capital, and expanding our positive impact on the communities we serve.

In 2024, we achieved numerous milestones in ESG. BOJ continued to rely fully on solar energy to meet its electricity needs—contributing to reduced carbon emissions and enhanced environmental efficiency. We also launched several community and development initiatives that benefited thousands of individuals, with noticeable growth in volunteer hours and projects supporting education, health, and financial inclusion.

In terms of digital transformation, our e-banking services advanced significantly through upgraded digital platforms and the expansion of smart services for both individuals and businesses. These improvements enhanced customer experience and expanded access to financial solutions. In addition, the bank's credit portfolio grew, and we further strengthened our regional presence, laying the groundwork to launch operations in the Kingdom of Saudi Arabia.

These achievements reaffirm our steadfast commitment to adopting global best practices in governance, compliance, and diversity, while continuing to invest in human capital and fostering a motivating and agile work environment.

In conclusion, I extend my sincere gratitude to the Chairman and Members of the Board of Directors, our clients, shareholders, employees, and partners—who shape the foundation of our accomplishments. We believe that sustainability is not a choice, but a long-term approach that embodies our responsibility to future generations.

Saleh Rajab Hammad

CEO



About Bank of Jordan

Vision

To be a pioneering bank that excels in providing products and services, offers comprehensive financial solutions and acquires an advanced position in the Arab region.

Mission

To build amicable relations with our customers, optimize the returns to shareholders and contribute to social advancement by providing comprehensive financial solutions through high-quality and efficient service channels and modern business environment that comprise an excelling team of employees.

Bank Overview

Bank of Jordan is one of the oldest and most prominent financial institutions in the Hashemite Kingdom of Jordan and the wider region. Established in 1960, the bank has steadily expanded its services and strengthened its position in both local and regional banking markets. BOJ aspires to lead in delivering comprehensive and innovative financial solutions and aims to rank among the top financial institutions in the Arab world.

BOJ's mission centers on building strong customer relationships, maximizing returns for shareholders, and contributing to societal development by offering high-quality, efficient financial services. These goals are supported by a skilled workforce and a modern, inclusive work environment. The bank's core values—integrity, transparency, innovation, teamwork, and social responsibility—guide its ongoing efforts to adapt strategies that align with rapid changes in the financial sector and customer needs.

BOJ operates a wide network of strategically located branches and ATMs across Jordan, and is also present in Palestine, Iraq, and Bahrain. The bank is preparing to launch operations in Saudi Arabia as part of its regional expansion. It offers a full suite of banking services, including traditional and digital products, account management, lending, mortgage financing, and inclusive financial solutions that encourage innovation.

BOJ provides its customers with advanced digital platforms, such as the BOJ Mobile app for individuals and the BOJ Business Banking platform for corporates. Additionally, its 24/7 contact center ensures prompt support and customer service.

As of the end of 2024, Bank of Jordan reported shareholder equity of approximately JD 528 million and total assets reaching JD 3.2 billion—demonstrating its strong financial position and consistent growth amid challenges. The Bank of Jordan Group includes subsidiaries that enhance service diversity and financial integration, such as Bank of Jordan-Syria, Excel for Financial Investments Company, and Jordan Leasing Company.

BOJ's strategic direction is focused on digital transformation, reinforcing governance and transparency, and embracing environmental, social, and governance standards. The bank continues to invest in human capital development and customer experience enhancement, while also expanding its customer base and supporting community well-being through social responsibility programs. These efforts reflect BOJ's role as a committed financial institution working toward sustainable development and a better future for all.



Key Highlights for 2024



Shareholders' Equity: **JD 528 million**



Total Assets: **JD 3.2 billion**



Branch Network: **In Jordan, Palestine, Iraq, and Bahrain**



Commencing operations in **the Kingdom of Saudi Arabia in 2025 (planned)**

Organizational Structure and Governance

Bank of Jordan operates under a comprehensive institutional governance framework that ensures transparency, integrity, and efficiency across all its operations. The Board of Directors, composed of 11 members with diverse expertise, is responsible for setting the bank's overall strategic direction and overseeing its implementation. It also safeguards the interests of all stakeholders and ensures compliance with the highest local and international standards. Board members are elected by the General Assembly of shareholders for a four-year term, and their qualifications are reviewed annually to ensure continued adherence to best-in-class corporate governance practices.

The Board plays a central role in adopting sustainability policies and supervising their implementation through its specialized sub-committees, including: Corporate Governance; Audit; Risk Management; and Compliance Committees. These committees regularly review and assess policies and procedures, and submit their reports and recommendations to the Board. The Executive Management is responsible for executing the approved strategies and plans while integrating ESG considerations into all the bank's operational activities.

BOJ strongly believes in fostering a corporate culture rooted in transparency and accountability. It upholds the principle of separation of powers between the Executive Management and the Board of Directors, preventing any overlap in authority to ensure independent decision-making. Furthermore, the bank promotes women leadership by developing and empowering female leaders to assume senior management positions, while remaining committed to equal opportunities and fostering an inclusive and diverse workplace.

Effective governance at BOJ includes clear policies for performance evaluation and accountability, such as the annual assessment of the CEO and Board members, as well as the evaluation of various board committees. The bank also adheres to strict policies for managing conflicts of interest, combating corruption and fraud, and ensuring the highest standards of compliance. Dedicated, secure channels are available for whistleblowing to protect the confidentiality and rights of employees and stakeholders.

Bank of Jordan is committed to continuously enhancing its governance frameworks to keep pace with legislative developments and the evolving banking sector landscape. This supports the bank's ability to achieve its strategic objectives and reinforces its leadership as a responsible banking institution dedicated to the highest standards of transparency and sustainability.

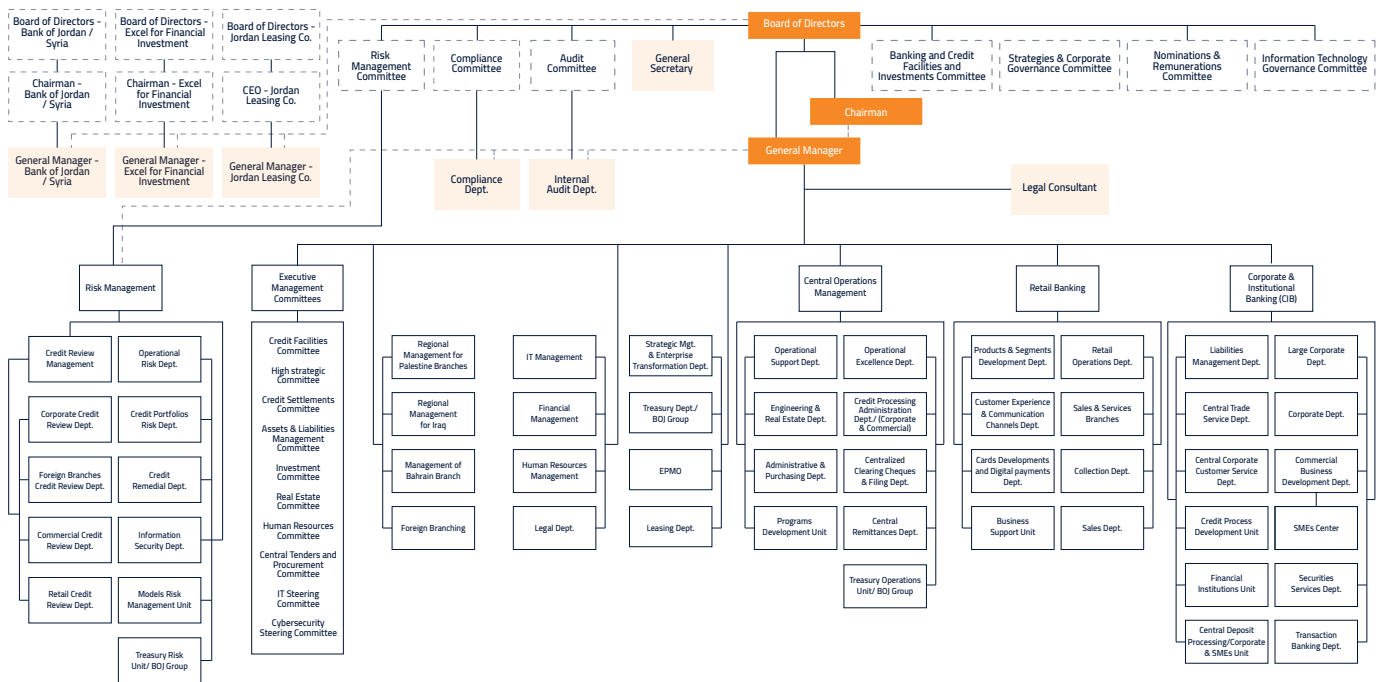
Business Sectors and Subsidiaries

BOJ serves a wide range of banking sectors to meet the diverse needs of its individual, corporate, and institutional clients. The bank focuses on delivering integrated banking services, including current and savings accounts, personal and housing loans, and payment cards. It also offers innovative savings products that promote financial inclusion and enhance the financial stability of individuals and families. Special attention is given to the corporate and institutional sector, providing advanced financing and management solutions tailored to the needs of large corporations, and corporations, as well as small and medium-sized enterprises (SMEs). The bank emphasizes the development of modern digital banking products and solutions that streamline operations and offer clients greater flexibility in managing their businesses.

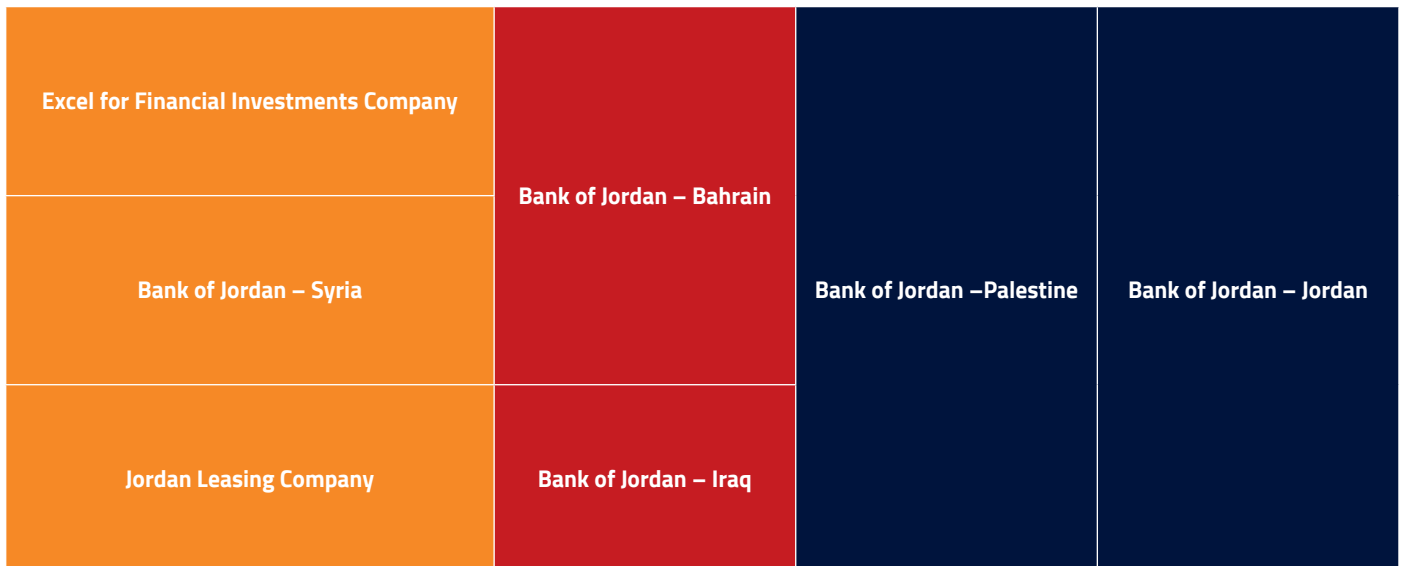
Bank of Jordan Group includes specialized subsidiaries that contribute to diversifying services and enhancing the financial integration of the Group. These include Bank of Jordan – Syria, which offers a comprehensive range of banking products to clients in the Syrian market; Excel for Financial Investments Company, which focuses on providing diverse investment solutions and portfolio management; and Jordan Leasing Company, which delivers leasing services to both individuals and businesses. Additionally, the bank is preparing to launch its operational activities in the Kingdom of Saudi Arabia as part of its regional expansion strategy aimed at strengthening its presence and broadening its client base.

Through this diversification across sectors and subsidiaries, BOJ remains agile in responding to evolving market demands, delivering added value to all stakeholders, and supporting economic growth and sustainable development in the markets it serves.

Organizational Structure / Bank of Jordan - Head Office



Bank of Jordan Group



Institutional Memberships and Participation

Bank of Jordan is committed to strengthening its institutional presence through membership in a number of prestigious local, regional, and international organizations and associations in the banking sector, such as the Association of Banks in Jordan, the Jordan Strategy Forum, and the Union of Arab Banks. BOJ actively participates in national and sectoral initiatives that support the development of the banking industry, promote financial inclusion, and foster sustainability. It consistently seeks collaboration and knowledge exchange with leading institutions by regularly participating in specialized conferences, forums, and workshops. This approach reinforces the bank's leadership role in adopting best practices and contributing to sustainable development within the community.



Injaz Foundation



National Association For Investor Protection (NAIP)



Taawon (Welfare Association)



Jordan Strategy Forum



Association of Banks in Jordan



Union of Arab Banks



World Union of Arab Bankers



The World Affairs Council



The American Chamber of Commerce in Jordan



Jordanian Businessmen Association



Jordan Europe Business Association JEBA

Key Achievements in 2024

The year 2024 witnessed numerous important achievements by Bank of Jordan in the areas of environmental, social, and governance (ESG) sustainability. The bank continued to expand its reliance on solar energy to meet all its electricity needs, thereby reducing carbon emissions and achieving the highest level of environmental efficiency among banks in Jordan. Several community and development initiatives were launched, benefiting thousands of individuals, along with a notable increase in volunteer hours and projects supporting education, health, and financial inclusion. In terms of digital transformation, BOJ made substantial progress in enhancing its digital banking services by launching and upgrading new digital platforms and expanding smart services for individuals and businesses—enhancing the customer experience and improving access to financial products. Additionally, BOJ recorded growth in its credit facilities portfolio and continued its regional expansion efforts, including preparations to launch operations in the Kingdom of Saudi Arabia. These achievements reaffirm the bank's ongoing commitment to international best practices in governance, strengthening a culture of compliance and diversity, and investing in human capital development through a motivating and flexible work environment.

Economic Achievements



Bank's total income (revenues) reached approx. JD 170 million in 2024, achieving a growth rate of 1.7% compared to JD 168 million in 2023, which had recorded a 13.3% growth.



The percentage of CIB clients enrolled in BOJ Business Banking reached 67% of all eligible clients in 2024, up from 38% in 2023.



SME financing accounted for 13.6% of the bank's credit portfolio in 2024, compared to 14.5% in 2023.



The bank maintained a cash dividend distribution to shareholders at 18% of its capital over the past three years, amounting to JD 36 million annually.

Events and Conferences Attended by Bank of Jordan in 2024

[Table of Events and Conferences Bank of Jordan Attended and Participated in 2024: Appendices Table 5.0](#)

Reinforcing Governance Principles



No instances of non-compliance with laws and regulations or any non-monetary sanctions have been recorded in the past three years.



100% of Board members have been non-executive for the past three consecutive years.



Board meeting attendance rate reached 97% in 2024, compared to 95% in 2023.



The bank achieved second place in the interactive cybersecurity attack simulation exercise.



The electronic archiving project was completed at 100% in line with the targeted plan for 2023 and 2024.



No data breaches have been reported in the last three years.



80% of the bank's purchases in 2024 were from local suppliers, compared to 76% in 2023.



Local supplier spending increased by 23.8% in 2024, up from 11% in 2023.



364 employees received Code of Professional Conduct training in 2024, compared to 1,136 employees in 2023.

Digital and Electronic Transformation



64% of customers were digitally active on the BOJ Mobile app in 2024, compared to 85% in 2023.



95% of total transactions were conducted through digital and electronic channels in 2024, up from 92% in 2023.

Customer Satisfaction



Overall customer satisfaction rate reached 92.4% in 2024, slightly down from 92.8% in 2023.



Customer complaints decreased by 14.6% in 2024, compared to a 33% increase in 2023.

Environment and Green Finance



100% reliance on solar energy to meet our electricity needs over the past three years.



16.7% increase in eco-friendly car loans in 2024 compared to 2023, vs. a 13.3% increase in 2023 compared to 2022.



No fines incurred for non-compliance with environmental laws and regulations over the past three years.

Community Commitment



33 branches are accessible to people with mobility disabilities.



15,931 beneficiaries from our social initiatives and programs in 2024, compared to 9,000 beneficiaries in 2023.



1.6% of the bank's pre-tax net profit was allocated to donations and support in 2024, compared to 2.2% in 2023.



The percentage of women in middle management reached 29% in 2024, compared to 28% in 2023.



99.7% Nationalization rate of the bank's total workforce in 2024, compared to 99.5% in 2023.



11.8% increase in the number of women in middle management in 2024 compared to 2023, vs. a 24.6% increase in 2023 compared to 2022.



39% of new hires in 2024 were women, compared to 40% in 2023.



70% of new hires in 2024 were youth (aged 18–30), compared to 57% in 2023.



Average training hours per employee amounted to approx. 24 hours per year in both 2024 and 2023.

Financial Performance

Please refer to the [2024 Annual Report](#)

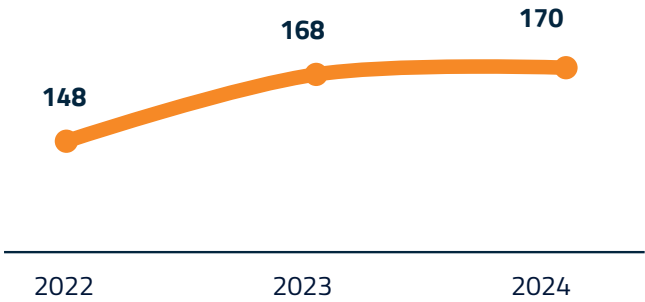
At Bank of Jordan, we continue to deliver positive results that reflect our unwavering commitment to our comprehensive strategic approach, which aims to enhance sustainable performance and create added value for all stakeholders. Despite ongoing economic and geopolitical challenges and intensified competition in our operating markets, we have maintained steady and sustainable growth through well-crafted strategies focused on resilience, innovation, and adaptability. We remain committed to running our operations efficiently and effectively, underpinned by a forward-looking, prudent approach that strengthens the bank’s operations and ensures continued growth and stability in line with the highest standards of governance and risk management.

Our dedication to digital transformation and the enhancement of innovative banking services—alongside our focus on financial inclusion and sustainability—reinforces our position as a leading financial institution that keeps pace with developments in the banking sector and meets the expectations of our clients and partners with excellence and reliability.

The Group delivered balanced results across the markets in which it operates, despite the prevailing economic and geopolitical challenges that have impacted performance. This was achieved through the adoption of a comprehensive strategy focused on institutional transformation and investment diversification, coupled with an integrated risk management approach.

Bank of Jordan’s total income reached approximately JD 170 million in 2024, reflecting a growth rate of 1.7%, compared to 13.3% in 2023 [1]. This growth in total income was driven by operating activities, with net interest and commission income accounting for 94% of the total income. The bank recorded net profits attributable to shareholders of JD 35 million, marking a 20.5% decrease from 2023, primarily due to additional credit provisions set aside in response to the impact of the war on Gaza and the West Bank, as well as costs associated with establishing the bank’s branch in the Kingdom of Saudi Arabia.

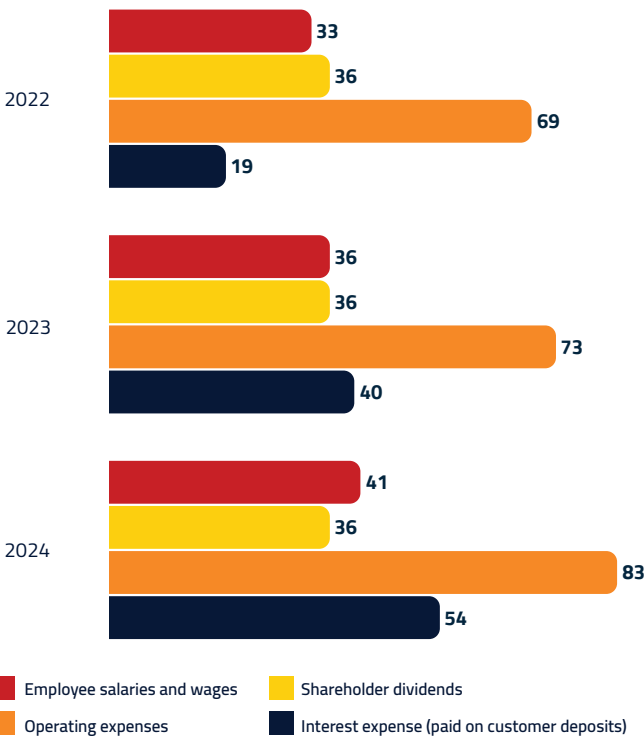
● Direct Economic Value Generated (Total Income)
(in million dinars)



Bank of Jordan Group continued to achieve sustainable growth, with total assets rising to JD 3.2 billion, reflecting a growth rate of 4%, and shareholders’ equity increasing to JD 528.3 million. Customer deposits grew by 3.8% to reach JD 2.3 billion, while the net credit facilities portfolio increased by 4.6%, reflecting the bank’s well-considered credit granting strategy.

Despite the challenges, the bank maintained strong liquidity levels, with a legal liquidity ratio of 151.1% and a liquidity coverage ratio of 449.2%. The capital adequacy ratio stood at 20%, exceeding the regulatory requirements under Basel III, demonstrating the bank’s solid financial position.

Distributed Economic Value (in million dinars)

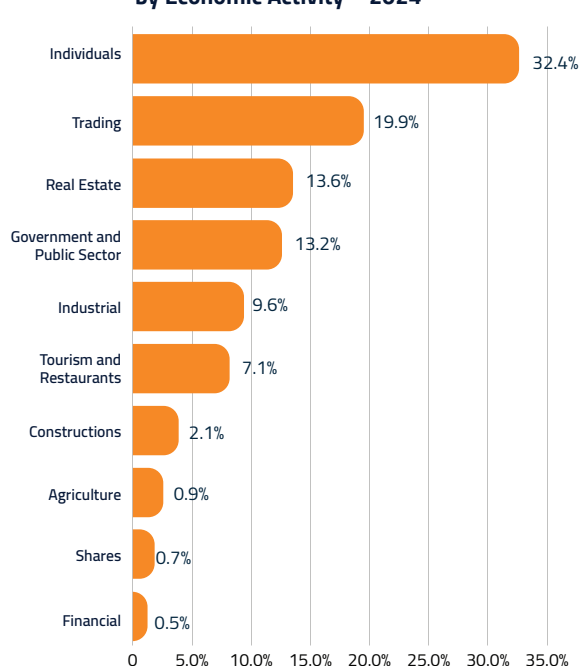


[1] The growth in total income during 2024 was lower than that achieved in 2023, primarily due to the impact of rising interest rates in the banking market in 2023, which led to a 16.6% increase in net interest income. In contrast, interest rates remained stable and showed a downward trend during the fourth quarter of 2024. As a result, net interest income in 2024 remained nearly at the same level as in 2023.

Total Credit Facilities Portfolio by Type

KPI	Unit	2022	2023	2024
Retail (Individual) Facilities	JD	594,825,426	543,613,039	548,806,740
Real Estate Loans	JD	271,477,666	234,448,839	229,784,378
Corporate Loans	JD	355,062,498	360,784,681	456,521,740
SME (Small and Medium Enterprises) Loans	JD	243,344,265	232,871,999	229,275,135
Government and Public Sector Loans	JD	225,239,281	229,445,084	222,633,454
Total	JD	1,689,949,136	1,601,163,642	1,687,021,447

**Distribution of Credit Facilities
by Economic Activity – 2024**



The total credit facilities portfolio grew by 5.4% at the end of 2024 compared to 2023. This growth was primarily driven by a 26.5% increase in facilities extended to the large corporates sector, reflecting the bank's strategic focus on supporting vital and strategic sectors that contribute to driving the national economy and enhancing the operational stability of major companies. In contrast, real estate loans declined by 2%, government-directed credit facilities portfolio decreased by 3%, and facilities extended to the small and medium-sized enterprises (SME) sector dropped by 1.5%. These declines in real estate and SME lending portfolios are attributable to a range of market-related factors, including cautious lending practices amid general economic conditions and geopolitical instability in the region. It is worth noting that credit facilities portfolio directed to SMEs accounted for 13.6% of the bank's total credit facilities portfolio in 2024, compared to 14.5% in 2023.

With regard to the performance of the subsidiaries owned by the bank as of 31/12/2024, the following highlights and key indicators are presented:

Company Name	Paid-up Capital	Bank Ownership Percentage	Nature of Operations	Country of Operations	Ownership Date
Excel for Financial Investments Company	JD 3.5 million	100%	Financial Brokerage	Jordan	23 March 2006
Bank of Jordan – Syria	SYP 15 billion	49%	Banking Operations	Syria	17 May 2008
Jordan Leasing Company	JD 20 million	100%	Financial Leasing	Jordan	24 October 2011

Key Financial Indicators of Subsidiaries as of 31/12/2024

Company Name	Total Assets (JD)	Total Liabilities (JD)	Total Revenues (JD)	Total Expenses (JD)
Excel for Financial Investments Company	6,505,551	247,065	480,343	275,003
Bank of Jordan – Syria	70,325,516	50,815,802	3,192,180	2,662,034
Jordan Leasing Company	28,423,643	4,402,704	1,902,436	640,983

BOJ will continue to advance its regional expansion plans, aiming to open three new branches in Iraq during 2025, while finalizing preparations to launch operations in Saudi Arabia in the first half of the year. This will bolster the bank's regional presence and enable it to provide sophisticated banking services that align with the aspirations of its clients across diverse markets.

BOJ also sustained its digital strategy momentum by launching its centralized cloud service in 2024. This initiative helped reduce dependence on external service providers, consolidate data centers, and strengthen business continuity. Furthermore, the bank is preparing to establish an innovation hub in collaboration with fintech companies, designed to deliver innovative banking solutions that respond to the evolving needs of customers.

In line with its dedication to sustainable development, BOJ introduced the "Multi-Relief Umbrella" program to support the humanitarian situation in the Gaza Strip, with a budget exceeding one million dollars, aimed at meeting essential needs of the population. Additionally, the bank has begun implementing a comprehensive program for managing environmental and social standards, in partnership with specialized institutions, to promote sustainable business practices.



SUSTAINABILITY GOVERNANCE AND MANAGEMENT APPROACH

Sustainability Governance and Management Approach

Bank of Jordan management is devoted to integrating sustainability across all aspects of its institutional operations. Good governance and effective sustainability management are fundamental pillars for achieving excellence and long-term sustainability. The bank adopts a comprehensive approach aimed at ensuring that all decisions and actions related to sustainability initiatives align with the Sustainable Development Goals (SDGs) and the bank's core values. This is overseen directly by the Board of Directors and its specialized committees, with active involvement from all executive departments. BOJ is dedicated to the continuous development of its policies and frameworks, enhancing transparency and accountability, and fostering a culture of compliance and responsibility at all levels. These efforts strengthen the bank's ability to create a positive and lasting impact for stakeholders and the wider community.

Corporate Governance Structure

Bank of Jordan operates within an institutional organizational structure designed to strike a balance between effective oversight and efficient decision-making. The structure features an elected Board of Directors that provides overarching strategic supervision, while the executive management—operating under the Board's guidance—is responsible for managing day-to-day operations and implementing approved plans. Further details regarding the organizational structure and governance are provided in the previous section of this report, which outlines the distribution of roles and responsibilities within the bank.

Governance and Sustainability Committees

The Board of Directors is supported by a number of specialized committees that reinforce transparency, accountability, and the integration of a sustainability-driven culture. These include: the Corporate Governance Committee, responsible for establishing and overseeing governance frameworks; the Audit Committee, which reviews financial reports to ensure integrity and transparency; the Risk Management Committee, tasked with identifying, assessing, and monitoring various types of risks; and the Compliance Committee, which ensures full adherence to all applicable laws and regulations. These committees work in close coordination and maintain ongoing communication with executive management, regularly submitting recommendations to the Board on performance and future institutional development.

Policies and Regulatory Frameworks

BOJ has adopted a set of regulatory policies and frameworks to ensure the effective implementation of governance and sustainability principles. Key among these are: Compliance Policy, which outlines the bank's obligations under local and international regulations; Anti-Corruption and Fraud Policy, which establishes clear mechanisms for detecting and reporting violations; and Human Resources Policies, which emphasize equal opportunity, diversity, and health and safety in the workplace. These policies are subject to periodic reviews to ensure continuous updates and alignment with global best practices.

Sustainability Role of the Board of Directors and Executive Management

As part of the BOJ's strategic focus on embedding sustainability as a core institutional principle, the Board of Directors has identified a pivotal role in steering the sustainability strategy and approving related policies and plans. Efforts are underway to strengthen monitoring mechanisms and ensure the effective allocation of resources to support future sustainability projects and initiatives. Executive management is also working to integrate sustainability requirements into operational activities, while enhancing reporting channels and oversight to the Board and relevant committees. This approach represents a key step toward building a strong sustainability culture and achieving a lasting impact on society, the economy, and the environment.

Materiality Assessment Approach

At Bank of Jordan, we recognize that defining material topics is fundamental to producing a credible and impactful sustainability report. Through a transparent and systematic process, we prioritize issues that matter most to our stakeholders and those that significantly influence the bank's performance and social impact. The following section details the methodology and tools we use to identify and manage these material topics:

Methodology for Identifying Material Topics

The process of identifying material topics at Bank of Jordan follows a well-structured approach that begins with the collection and analysis of diverse data sources. This includes an internal review of policies and procedures, analysis of the internal operating environment, and examination of legislative and regulatory changes. The bank continuously monitors regional and international best practices and leverages reference frameworks such as the GRI Standards, SASB Standards, and the United Nations Sustainable Development Goals (SDGs).

The bank conducted a systematic assessment of material topics to identify the most significant environmental, social, and governance (ESG) issues relevant to both the bank and its stakeholders. The process started with understanding the bank's strategic context, followed by identifying material issues through a benchmarking analysis against a sample of local, regional, and global banks. This included reviewing regional and global standards and initiatives such as GRI, SASB, the SDGs, the Principles for Responsible Banking (PRB), as well as national frameworks like Jordan Vision 2025 and the Jordan Economic Modernization Vision (JEMV).

Subsequently, a preliminary list of relevant topics was developed, covering environmental aspects (such as energy management and emissions), social aspects (including employee rights and community engagement), and governance aspects (such as transparency, compliance, and business ethics). The Sustainability Team then evaluated and prioritized these material topics based on their actual and potential impact on stakeholders and the bank itself, using ESG rating references such as MSCI, ESG Invest, and Fitch.

The bank's management was then engaged to review the findings and reprioritize the issues according to their significance. A materiality matrix was prepared to serve as a key reference for guiding the bank's sustainability strategy and related future reporting.

In the upcoming phase, the material topics will be further expanded through the application of various mechanisms, including workshops and surveys involving representatives from diverse stakeholder groups (employees, customers, investors, regulators, suppliers, and the local community). Each topic's importance and impact on the bank's success or the community will be evaluated from their perspectives. The results will then be analyzed and reviewed in collaboration with senior management to agree on a final shortlist of the most critical material topics, which will form the basis for the upcoming sustainability report and action plan.

Stakeholder Engagement

The bank places stakeholder engagement at the heart of its decision-making processes, believing that achieving positive change requires a genuine understanding of their needs and aspirations. The bank employs various channels to engage stakeholders, including regular surveys and digital communication platforms. The insights gathered from these engagements are analyzed and translated into practical recommendations that directly influence policies and strategies. Additionally, the outcomes of these dialogues are shared with relevant parties to enhance transparency and build trust.

The bank plans to expand this engagement process by implementing a range of mechanisms, including regular surveys, one-on-one meetings, workshops, digital platforms, and brainstorming sessions with the local community.

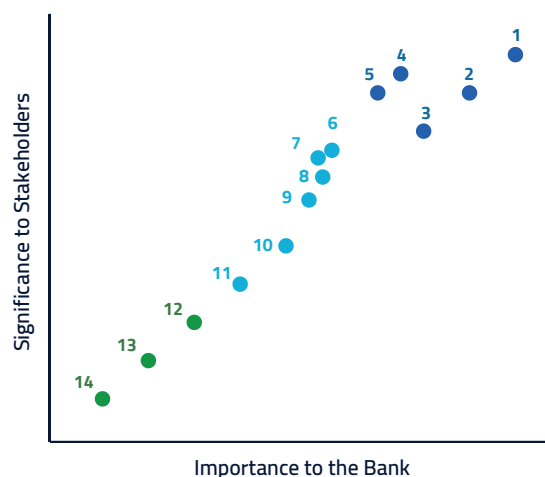
[Stakeholder Engagement Plan 2024: Appendices Table 6.0](#)

Boundaries of Material Topics

The bank is committed to clearly and precisely defining the boundaries of each material topic. While some issues affect only the bank's internal operations, others have a wider impact that extends beyond the bank to include the supply chain or the broader community. These boundaries are determined based on a comprehensive impact assessment and are clearly disclosed in the report to ensure a proper understanding of responsibilities and roles.

Materiality Matrix

To clearly communicate the bank's priorities, a materiality matrix was created to illustrate the connection between the strategic significance of each topic and its impact on stakeholders. The matrix is typically presented as a two-dimensional graph, where the horizontal axis represents the topic's importance to the bank and its strategy, and the vertical axis reflects its significance to stakeholders.



1. Corporate Governance and Transparency
2. Customer Relations
3. Climate Change
4. Sustainable Banking
5. Data Privacy and Cybersecurity
6. Talent and Competency Management
7. Compliance and Business Ethics
8. Innovative Technologies
9. Financial Inclusion and Financial Literacy
10. Diversity, Equity, and Inclusion
11. Resource Efficiency
12. Employee Well-being
13. Local Communities and Social Development
14. Supply Chains

Material Topics and Importance to the Bank

Bank of Jordan places great emphasis on identifying material topics that reflect the most impactful issues for the bank's success and sustainability, while also responding to the aspirations and concerns of its stakeholders. These topics were carefully selected through a participatory process grounded in best practices, linking each topic to the relevant United Nations SDGs.

The significance of these topics extends beyond enhancing institutional performance; they also contribute to creating a broader positive impact on society, the economy, and the environment by actively supporting the global sustainable development agenda. Each topic has been classified according to its level of importance and mapped to the primary and secondary SDGs it supports.

[Table of Material Topics and SDGs Alignment: Appendices Table 7.0](#)

Sustainability Pillars: An Overview

Our Sustainability Goal

We aim to be a trusted partner in advancing sustainability by delivering responsible banking services that align with the aspirations of our stakeholders, while adhering to environmental, social, and governance (ESG) standards. Our objective is to embed sustainability principles into our business model by adopting environmentally friendly banking practices, promoting financial inclusion, and strengthening sound governance. This approach ensures the creation of long-term value and contributes to building a more sustainable future in the markets where we operate.

Bank of Jordan has adopted a clear methodology for managing sustainability, centered on four main pillars that serve as the foundation for all the Bank's policies and initiatives aimed at achieving sustainable development and fulfilling the expectations of all stakeholders. These pillars were developed based on the results of a materiality assessment and are aligned with international best practices in the banking sector, ensuring a true balance between economic growth, environmental protection, social equity, and the reinforcement of sound governance principles.

Definition of the Four Sustainability Pillars:

- 1. Developing a high-performing team:** This pillar focuses on investing in human capital through skill development, promoting a culture of diversity and inclusion, and providing a motivating and healthy work environment that ensures employee well-being and encourages innovation and excellence.
- 2. Corporate governance and sustainable finance:** This pillar is concerned with promoting transparency and integrity in the bank's management, and developing policies that ensure compliance with the highest standards of governance, in addition to innovating and developing sustainable financial products that support the green economy and promote responsible financing.
- 3. Building strong customer relationship:** This pillar focuses on delivering the best possible customer experience and promoting bank products and services that meet the needs of all segments of society, while ensuring the protection of customer rights and the privacy and security of their information.
- 4. Commitment to society and the environment:** This pillar aims to enhance the Bank's positive impact on the local community by supporting social initiatives, empowering the most vulnerable groups, and adopting responsible environmental practices that ensure optimal resource utilization and reduce carbon emissions.

Linking Material Topics to Each Pillar:

Each sustainability pillar has been linked to a set of material topics identified through the materiality assessment process. Each pillar addresses a key aspect of BOJ's strategy and reflects the bank's priorities and the expectations of its stakeholders:

Pillar	Associated Material Topics
Corporate Governance and Sustainable Finance	<ul style="list-style-type: none">Corporate Governance and TransparencyCompliance and Business EthicsSustainable Banking
Building Strong Customer Relationships	<ul style="list-style-type: none">Customer RelationsInnovative TechnologiesData Privacy and CybersecurityFinancial Inclusion and Literacy
Commitment to Community and Environment	<ul style="list-style-type: none">Climate ChangeResource EfficiencyLocal Communities and Social DevelopmentSupply Chains
Developing a High-Performing Workforce	<ul style="list-style-type: none">Talent and Competency ManagementEmployee Well-beingDiversity, Equity, and Inclusion



CORPORATE GOVERNANCE AND SUSTAINABLE FINANCE

Pillar One: Corporate Governance & Sustainable Finance

At Bank of Jordan, we are committed to the principles of fairness, transparency, and accountability. We strive to foster a work environment characterized by effective oversight and ethical conduct. We place significant importance on risk management and follow strict procedures to ensure that all operations fully comply with local and international laws and regulations, in addition to the bank's internal policies and ethical standards.

We also focus on applying best governance practices that contribute to BOJ's long-term sustainability, enhancing its competitiveness in the markets where it operates and delivering sustainable value to stakeholders. Our commitment goes beyond internal compliance to include driving sustainable finance and investment. The bank will work to design banking products and services that are socially and environmentally responsible, achieving a balance between economic, environmental, and social objectives.

Material Topics	Linked to JEMV	Primary SDGs	Complementary SDGs
Corporate Governance and Transparency			
Compliance and Business Ethics			
Sustainable Banking		  	

Notes:

* All the above topics are directly or indirectly linked to the Jordan Economic Modernization Vision (JEMV), as they promote governance and transparency, emphasize compliance, support sustainable growth, and enhance the role of the financial sector as a driver of national development.

* Primary SDGs: These are the goals where the topic has a direct and substantial impact.

* Complementary SDGs: These are the goals that are supported by the efforts or are indirectly affected by the related practices.

Corporate Governance and Transparency

Our vision and strategic mission can only be achieved through the adoption of a strong and effective corporate

governance framework that aligns with Jordanian legislation, the directives of the Central Bank of Jordan, and international best practices. We also adhere to the requirements and regulations of supervisory authorities in the other countries where we operate. At Bank of Jordan, we remain committed to serving as a reliable and transparent partner to all stakeholders. We strive to provide a comprehensive and diverse suite of financial and banking services and solutions, grounded in our core values and meticulously designed to meet our clients' needs and support them in realizing their aspirations and ambitions.

Board of Directors

The Board of Directors is responsible for safeguarding and enhancing shareholders' rights over the long term. In fulfilling this role, the Board assumes full responsibility for corporate governance, including setting the bank's strategic objectives and guiding senior executive management in developing and implementing a strategy to achieve them.

The Board at Bank of Jordan comprises 11 members, elected by the General Assembly for a four-year term. Each member brings the experience and qualifications necessary to contribute independently and effectively to board discussions. Their suitability has been assessed in accordance with the Board Member Suitability Policy and the requirements of corporate governance regulations. The Chairman is elected by the board members. Currently, four independent directors serve on the Board, representing 36% of its total composition.



During 2024, the Board of Directors held nine meetings with an attendance rate of approximately 97%, compared to eight meetings with an attendance rate of 95% during 2023.

KPI	2022	2023	2024
Total Number of Board Members	11	11	11
Total Number of Independent Directors*	4	4	4
Total Number of Non-Independent Directors	7	7	7
Total Number of Executive Directors	0	0	0
Total Number of Non-Executive Directors	11	11	11
Total Number of Board Seats Held by Men	11	11	11
Total Number of Board Seats Held by Women	0	0	0

* Independent Directors: Individuals not affiliated with the bank in a manner that compromises their impartiality or objectivity.

* For more details, please refer to [Bank of Jordan 2024 Annual Report](#).

Selection and Suitability

BOJ maintains a Suitability Policy for Board members which undergoes annual review. This policy delineates the requisite criteria and qualifications for both nomination and appointment, underscoring members' ongoing adherence to sustainability and governance standards. To bolster robust governance practices and safeguard the Board's independence, its members, including the Chairman, are precluded from assuming any executive role or engaging in routine administrative functions within the bank. Furthermore, they are barred from occupying any advisory capacity, including that of the General Manager.

The Board of Directors is elected by the General Assembly through a secret ballot and a system of proportional representation. This system enables shareholders to exercise their voting rights commensurate with the number of shares they possess or represent, permitting them to cast their vote for a single candidate or apportion their votes among multiple candidates, on the premise that each share constitutes one vote. Comprising eleven members, the Board oversees the bank's operations for a four-year tenure. These mechanisms form a fundamental component of the governance framework, which the bank discloses in its annual and sustainability reports, thereby affirming transparency, accountability, and fortifying stakeholder confidence.

General Assembly Meetings

Every shareholder has the right to vote and participate in discussions concerning items on the agenda of General Assembly meetings, whether ordinary or extraordinary. Shareholders can also submit proposals for additional items to be included on the ordinary meeting agenda, provided these proposals are supported by at least 10% of the registered shareholders of the meeting.

BOJ's management is committed to enhancing shareholder participation, especially among small shareholders, by encouraging their personal attendance at the annual meeting or through their representatives. Management ensures all shareholders receive a comprehensive file that includes the annual report, meeting invitation, and all necessary information and documents to enable them to make informed decisions.

Shareholders also have the right to view their own shareholder register data related to their holdings. The Board of Directors affirms its commitment to distributing dividends fairly and proportionally to the number of shares owned by each shareholder, within a framework of transparency, fairness, and compliance with governance principles.



Around 13 training hours for Board members in 2024

[Table of Assessment Procedures Appendices Table 8.0](#)

Preventing Conflicts of Interest

Driven by Bank of Jordan Group's commitment to safeguarding shareholder interests and embedding robust corporate governance principles, a policy has been instituted to govern related-party transactions and manage conflicts of interest. This policy endeavors to bolster transparency, integrity, and accountability across all organizational tiers, thereby preserving the bank's reputation and fostering an institutional culture grounded in discipline and exemplary governance.

The policy includes stringent oversight systems that prevent Board of Directors members, executive management, and employees from exploiting inside information for personal gain. It also outlines the regulatory framework for handling transactions involving related parties and clarifies situations where potential conflicts of interest might arise. Furthermore, it establishes transparent procedures for reporting and disclosing any benefits or external interests that relevant individuals might acquire while performing their professional duties. This policy stands as an indispensable instrument for ensuring the bank's adherence to leading corporate governance practices and for cultivating trust among all stakeholders.

Board Diversity

Acknowledging the paramount importance of fostering gender diversity within the Board of Directors, and firm in its conviction regarding the pivotal role women play in decision-making capacities, BOJ maintains its collaborative endeavor with the Association of Banks through the "Kulluna Fil Majlis" (ALL ON BOARD) platform. This initiative seeks to augment the cohort of qualified women poised for leadership roles in both senior management and on the boards of Jordanian corporations. The platform represents a strategic stride toward cultivating diversity and gender equality by spotlighting highly skilled and proficient female expertise.

Notwithstanding the lack of female representation on the Board of Directors during 2024, BOJ maintains its unwavering commitment to advancing equal opportunities and cultivating an inclusive work environment that champions diversity. The bank holds that the empowerment of women and their active involvement in leadership roles enriches the strategic decision-making process and contributes significantly to sustainable institutional success.

Compliance and Business Ethics

Compliance

Our primary compliance objectives and commitments revolve around meeting the requirements of regulatory bodies, tax compliance programs, and supervisory authorities across the various countries where we operate. To this end, we dedicate our efforts to adhering to these requirements, consistently striving to enhance our policies and regulations to ensure their suitability and effectiveness.

Furthermore, the bank is committed to upholding the principle of transparency. Accordingly, we notify the Central Bank of Jordan and other relevant authorities of any material violations or breaches. Bank of Jordan maintains records of all documented cases and establishes protocols for addressing violations, involving relevant departments such as Compliance, Human Resources, and Internal Audit. The Audit Committee and the Board of Directors also oversee these violations and take appropriate action as required.

In line with our Code of Professional Conduct, we are highly committed to handling customer data fairly and transparently. We continually work to develop and review our compliance policy to ensure its ongoing suitability and effectiveness. Additionally, we have implemented a Whistleblowing Policy to encourage the reporting of any violations or suspicions. To facilitate easy reporting for all stakeholders, we provide a dedicated email address for whistleblowing in the "Report a Breach" section of our website. We respect the autonomy of whistleblowers, allowing them to choose whether to remain anonymous or disclose their identity.



No instances of non-compliance with laws and regulations, nor any non-monetary sanctions, in the past three years

To achieve the desired objectives of the compliance function and ensure the bank's rights are protected, the Compliance Department is responsible for regularly informing senior management and the Board of Directors about the bank's actual regulatory environment. This is done through periodic reports submitted to the Compliance Committee/Board of Directors. These compliance reports cover the following key areas at the banking group level:

- Actions taken regarding circulars and instructions from regulatory authorities, and the steps taken by relevant entities and departments to meet the requirements of these instructions.
- Managing relationships with regulatory bodies.
- Advisory and guidance activities, including actions related to training, reviewing work procedures, evaluating products and service delivery channels, and participating in risk workshops.
- Compliance verification procedures, which include:
 - Periodic disclosures.
 - Non-compliance cases.

The Audit Committee/Board of Directors meets at least once a year with the Head of Compliance, without the presence of any other senior executive management members. This meeting aims to review the actions taken by the Compliance Department to meet compliance requirements across the banking group. The Audit Committee then submits its assessment of these procedures to the Board of Directors.

Combating Financial Crime (Anti-Money Laundering)

Bank of Jordan plays a pivotal role in supporting the Jordanian economy and the economies of the countries where it operates, placing particular emphasis on enhancing the security and well-being of its operating communities. Stemming from this role, the bank fully recognizes the challenges posed by money laundering and terrorism financing crimes to the stability of the national economy and regional financial markets.

Investor confidence in the financial system hinges on the effectiveness of banks in adopting a comprehensive framework for combating money laundering and terrorism financing. From this perspective, BOJ is committed to implementing international best practices and standards in this domain. The bank has established integrated policies, such as the Anti-Money Laundering and Counter-Terrorism Financing Policy and the Customer Acceptance Policy, to ensure full compliance with regulatory requirements and mitigate financial crime risks.

To strengthen its oversight framework, BOJ employs an advanced automated system for monitoring financial transactions in customer accounts. This system is designed to detect suspicious indicators related to money laundering or terrorism financing. It analyzes transfer data and customer activities based on the "Know Your Customer" (KYC) principle, enabling early

detection of suspicious activities and their reporting to the relevant authorities.

Throughout 2024, as part of the Compliance Department's continuous efforts to develop its compliance infrastructure, work was undertaken to update the automated Anti-Money Laundering and Counter-Terrorism Financing system. This update aligns the system with global best practices and the directives of the Central Bank of Jordan, including the addition of advanced analytical features based on account activity behavior, thereby enhancing the accuracy and efficiency of monitoring operations.

BOJ also conducts an annual self-assessment of money laundering and terrorism financing risks, based on a methodology approved by the Board of Directors and in accordance with the Wolfsberg Group's recommendations. This assessment covers all of the bank's locations, encompassing risk analysis at the client, geographical, product, service, and delivery channel levels. The results of the 2024 assessment indicated no material risks beyond control. In the same vein, the international sanctions compliance program was bolstered through the development of automated systems, provision of human resources, and updating of related policies and procedures. A dedicated monitoring system for regulatory compliance was also adopted, supporting the bank's risk-based approach.

The bank is keen to fulfill its national and international obligations, including contributing to efforts aimed at preventing the proliferation of weapons of mass destruction. This commitment has been integrated into the bank's policy on compliance with international sanctions and UN Security Council resolutions.

Recognizing that transparency and accountability are fundamental pillars in combating corruption, fraud, and bribery, Bank of Jordan has adopted clear policies such as the Whistleblowing Policy, the Anti-Corruption and Fraud Policy, and the Code of Professional Conduct, which prohibits all forms of corruption and bribery. In doing so, the bank complies with laws, regulatory instructions, and international best practices.

Within this framework, BOJ has established a specialized unit within the Compliance Department to manage fraud and corruption risks. This unit is responsible for implementing stringent policies and procedures that enhance the bank's protection and institutional transparency. The fraud risk management program encompasses the following principles:

- A bank-wide Anti-Fraud and Corruption Policy approved by the Board of Directors and continuously reviewed.

- Qualified human resources.
- Automated systems for monitoring suspicious indicators on financial movements executed on customer and employee accounts.
- Controls over automated systems and authorities (segregation of duties and dual control).
- Whistleblowing channels and periodic reports submitted to the Board of Directors.

Self-Verification and System Enhancement

Bank of Jordan's Compliance Department plays a pivotal role in detecting and addressing any potential or confirmed fraud cases. This is achieved by coordinating with the Operational Risk Department when any control gaps or non-compliance with approved procedures are identified. In this context, work is currently underway to update the Compliance Department's fraud risk profile at the bank level by the Operational Risk Department, as part of an ongoing approach to strengthen the internal control system.

This update process is followed by the Operational Risk Department's review of the effectiveness of existing control procedures, with necessary adjustments made to the risk register and its associated files, thereby ensuring a robust and integrated control environment. It is noteworthy that 2024 recorded no documented cases of non-compliance within the bank, reflecting the institution's commitment to a culture of compliance and transparency.

In accordance with the approved compliance plan, the fraud risk profile undergoes a periodic review at least once annually, in collaboration with the Operational Risk Department and the Internal Audit Department. This review includes examining the alignment of policies and procedures with regulatory requirements, conducting control checks, and updating the file as needed. The Internal Audit Department also conducts a comprehensive evaluation of control procedures related to fraud risks, submitting evaluation results and recommendations to the Audit Committee to enhance the control and follow-up system.

In the same context, the Compliance Department monitors the potential risks in banking products and service delivery channels, and participates in specialized workshops to review control measures. This aims to support the development of preventive procedures and ensure continuous improvement in risk mitigation mechanisms.

Whistleblowing

Stemming from our vision, mission, and values of commitment, transparency, integrity, and fairness, which embody our excellence in the banking sector, we strive through adopting a Whistleblowing Policy to uphold these values in practice, achieving the following objectives:

- Protecting the bank from financial, legal, and reputational risks, and preserving its reputation by anticipating risks before they occur; sounding the alarm (or mitigating their exacerbation).
- Encouraging employees to report any practices that deviate from the principles adopted by the bank within the Code of Professional Conduct, and affirming that the bank provides a channel for all employees and stakeholders to report all improper actions, practices, and activities.
- Ensuring that the bank provides protection to individuals who report in good faith any breach or deviation from sound banking principles from any retaliation or penalty.
- Encouraging employees to perform all their assigned duties with the highest standards of transparency, integrity, and productivity.
- Enhancing adherence to the principles of the Code of Professional Conduct and strengthening the bank's procedures in combating corruption and fraud.

The Compliance Department submits reports to the Board of Directors regarding whistleblowing cases, detailing the investigation and escalation procedures undertaken.

Training and Awareness Enhancement

Continuous training courses are held for employees at all levels concerning compliance, anti-corruption, anti-money laundering, and anti-terrorism policies and procedures, as well as risk management. These aim to sustain and elevate awareness, ultimately assisting in the detection of fraudulent activities. Furthermore, the Compliance Department is developing a comprehensive and updated risk framework to mitigate fraud risks and conducts workshops with relevant departments. The bank manages a variety of training programs.

[Table of Training Programs: Appendices Table 9.0](#)

Restructuring Towards Corporate Transformation and Innovation

Driven by our continuous pursuit of meeting operational demands and aligning with the bank's vision and strategies, we've reorganized the Strategy and Projects Department. This new operational model aligns with best practices in corporate transformation management and project management. The new model specifically restructured the Corporate Strategy and Institutional Evaluation Department and all its subordinate units, including Corporate Planning and Performance Management, and Brand Management and Corporate Communications.

A new operational model was adopted for the Strategic Management and Enterprise Transformation Department, which now includes newly established functions for strategic initiatives and innovation. This aims to develop and implement innovation strategies and foster a culture of innovation. Additionally, specialized corporate transformation functions were integrated to support business sectors by leading transformation initiatives and outlining roadmaps, alongside defining objectives and key performance indicators for monitoring. We also enhanced the responsibilities of Brand Management and Corporate Communications in line with global best practices. This strengthens our corporate identity, supports regional growth and expansion, and improves communication with stakeholders. The new model also introduced an Environmental, Social, and Governance (ESG) Department to develop and execute ESG strategies, integrate sustainability standards into the bank's operations and activities, measure performance, and prepare reports to ensure compliance with sound environmental, social, and governance practices.

Furthermore, we developed the organizational structure of the Project Management Department and renamed it the Enterprise Project Management Office (EPMO). This change aligns with global best practices and the bank's strategy. The restructuring involved rebuilding the organizational framework to encompass project management and Project Governance responsibilities, in addition to earned value measurement and Benefits Realization functions.

Sustainable Banking

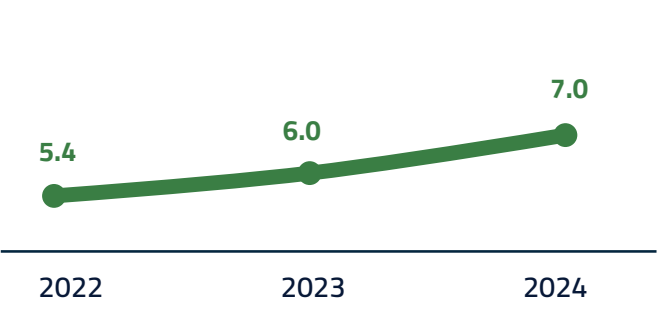
The banking sector is crucial for progress towards a sustainable future. It plays a vital role in fostering balanced and environmentally friendly economic and social growth. At BOJ, we focus heavily on developing innovative banking products and services that align with ESG standards.

Supporting a Low-Carbon Economy

At BOJ, we aim to encourage our clients to advance their sustainability journey by boosting environmentally beneficial investments. Our Central Bank loan program for eco-friendly projects offers financing to companies investing in energy efficiency and other green initiatives. The program’s goal is to simplify access to financing with preferential terms and costs for the economic sector, especially high-impact sectors. It also seeks to enhance prospects for achieving comprehensive and sustainable growth in Jordan.

Additionally, we re-launched a loan campaign for eco-friendly vehicles (electric cars), which included an exemption from origination fees for clients securing loans for these types of vehicles. As a result, eco-friendly car loans saw a 16.7% increase in 2024 compared to the previous year, totaling JD 7 million.

● Eco-Friendly Car Loans (Go Green) – JD million



Offering Socially-Oriented Products

We offer a diverse range of products designed to deliver societal benefits. This includes our housing loans, provided with competitive terms and conditions to assist individuals in purchasing properties. Additionally, our discount program with approved merchants offers clients significant discounts, up to 50%, on a wide array of products, spanning from furniture and shopping to entertainment and travel. Furthermore, our “Aqsati” (My Installments) program facilitates client access to large-ticket purchases, such as healthcare and education, by enabling them to spread the cost over installments.

Description	2022	2023	2024
Number of Customers Benefiting from the Card Discount Program (Debit/Credit)	224,710	221,710	209,710
Number of Customers Benefiting from the Installment Program on Cards (Credit)	3,330	5,330	7,274

Future Outlook

Bank of Jordan is steadfastly progressing in its role as a responsible financial institution by more deeply integrating ESG standards into its financing and investment policies. In alignment with this strategic direction, the bank will persist in cultivating innovative financial solutions designed to bolster environmentally sustainable projects and community-driven initiatives, thereby contributing to heightened social well-being and fostering a sustained positive impact.

Among BOJ’s forthcoming priorities is the development of sustainable banking products and services meticulously tailored to address the evolving environmental and social requirements of its clientele. Furthermore, we will fortify collaborative efforts with both local and regional partners on initiatives and projects that champion sustainable development. This profound commitment lies at the core of the bank’s strategy to forge a more sustainable financial future, underscoring its inherent responsibility towards its community, environment, and the broader economy.


The background is a solid dark blue. On the right side, there are two overlapping abstract shapes. The first is a large, light blue semi-circle. The second is a darker blue triangle that overlaps the semi-circle and extends towards the bottom left.

BUILDING STRONG CUSTOMER RELATIONSHIPS

Pillar Two: Building Strong Customer Relationships

We strive to offer comprehensive and innovative financial solutions that meet our diverse customers' needs through flexible and efficient banking channels. We continuously enhance customer experience by improving banking products and services in line with the aspirations of our target segments, launching quality initiatives that boost financial inclusion and strengthen financial literacy within the community.

Driven by our digital transformation vision, we are investing in advanced financial technologies. These enable us to deliver faster, more effective banking services, which in turn enhances operational efficiency and boosts competitiveness. We also prioritize information security and customer data protection, adopting advanced security systems that align with global best practices and standards in cybersecurity to ensure a secure and reliable banking environment.

Material Topics	Linked to JEMV	Primary SDGs	Complementary SDGs
Customer Relations	✓		 
Financial Inclusion and Literacy	✓		 
Data Privacy and Cybersecurity	✓		
Innovative Technologies	✓		

Notes:

* All these topics support digital transformation, enhance financial inclusion, and improve service quality — which are fundamental pillars of Jordan's Economic Modernization Vision.

* Primary SDGs: These are the goals where the topic has a direct and substantial impact.

* Complementary SDGs: These are the goals that are supported by the efforts or are indirectly affected by the related practices.

Customer Relations

Building strong, sustainable relationships with our customers is the cornerstone of our strategy. We believe effective communication is key to understanding their evolving needs and delivering innovative financial solutions that meet their expectations in the best possible ways. By enhancing continuous interaction channels with customers, we can design customized offers and services that elevate the banking experience. This, in turn, boosts their loyalty and helps solidify the bank's position as a trusted financial partner.

This approach also supports the continuity of our banking programs and ensures their evolution in line with shifts in the banking industry and changing customer needs.

Special Attention on Retail Banking Services

At Bank of Jordan, we have consistently prioritized the enhancement of products and services tailored for our retail clientele, with a keen focus on fulfilling their evolving needs and aspirations. We have implemented contemporary digital solutions to elevate the customer experience, ensuring alignment with advancements across the banking sector.

In 2024, we executed a novel strategy specifically targeting youth and senior customers, a move that significantly contributed to modernizing the bank's image. Comprehensive advertising campaigns were subsequently launched across diverse marketing channels to acquaint customers with our offerings. Regarding accounts, we initiated the "Keep an Eye on Us" savings account campaign, which offered prizes up to JD 500,000, alongside the "Biggest Daily Prize" campaign, featuring both daily and grand rewards. We also unveiled the "Women's Month" campaign, specifically designed to encourage women to open new accounts. Furthermore, we developed the Smart Saver savings product, renowned for generating the highest monthly returns, in conjunction with time deposit products and certificates of deposit denominated in JD and USD, thereby addressing the diverse financial needs of our clientele.

To cultivate financial literacy among the younger generation, we introduced the "Sanabel" savings account tailored for children. Additionally, we extended car loan facilities through the "Fastest Car Loan" campaign, a pioneering initiative within the Kingdom. We also revitalized the "Go Green" campaign, providing favorable terms for financing electric vehicles.

Regarding real estate loan campaigns, we launched the "Home Renovation Campaign" and established strategic partnerships with furniture and electronics retailers. Concerning personal loans, we introduced a campaign offering loans secured by cash collateral at competitive rates, and also adjusted loan programs to specifically cater to the requirements of medical practitioners and specialists. Our endeavors to refine our product suite, meet evolving customer needs, and enhance client loyalty remain continuous.

[Table of Accounts Data: Appendices Table 10.0](#)

Future Outlook

We have designed a corporate transformation strategy for our retail banking services for 2025-2027. This strategy aims to focus our efforts on attracting customers within targeted segments, delivering an integrated banking experience, and developing innovative services that meet their evolving needs. It also champions digital transformation, leveraging deep data analysis and specialized solutions like AI technologies and systems, along with process review and innovation, all while achieving peak efficiency and cost optimization. We will also pinpoint customer priorities precisely and meet their needs effectively, adopting a holistic relationship management approach tailored to their diverse segments.

Additionally, throughout 2025, we will develop a comprehensive and integrated sustainability strategy. This strategy will serve as a clear roadmap, guiding the BOJ's vision and strategic direction towards embedding ESG principles into the core of its operations and activities. This strategy will reflect the bank's commitment to generating long-term sustainable value for all stakeholders by institutionalizing sound governance practices, enhancing positive social and environmental impact, and developing an integrated environmental and social governance framework that aligns with relevant regional and international best standards. The strategy will include an ambitious vision and measurable strategic objectives, supported by an executive roadmap containing initiatives and projects.

Special Focus on Corporate and Financial Institutions Sector

We've continued our efforts to grow our base of premium clients within the corporate and financial institutions sector, consistently delivering an exceptional banking experience rooted in quality and innovation. Our focus has been on providing pioneering and dynamic solutions and products that meet client needs. We also maintained the same high level of service, professionalism, and transparency for our clients in Jordan, Palestine, Iraq, and Bahrain, which strengthens our ability to meet client expectations across all markets where we operate.

In 2024, we achieved significant milestones that bolstered our strategic position and contributed to the bank's growth. We successfully met financial targets through effective client engagement strategies and by offering customized financial solutions that address their evolving needs. This contributed to providing advanced financing solutions and expanding our presence in key financial centers. Related to this, we

began managing accounts within the Bank of Jordan Group to ensure a consistent high level of service and risk management across various markets.

Committed to developing capabilities, the department expanded its team by attracting and appointing top-tier talent. This boosted our institutional capabilities and improved the client experience. The department also played an active role in participating in local conferences and workshops on green finance and environmental and social risk management. This reflects the bank's dedication to sustainable finance practices and reinforces its standing as a responsible financial institution. Regarding products, the department successfully launched liquidity management products and solutions, offering clients greater flexibility in managing financial liquidity, aligning with our strategy to provide innovative banking solutions.

Expanding the scope of the Corporate and Financial Institutions Sector (CIB) management, which was previously approved to include large corporations, small and medium-sized enterprises, financial institutions, and commercial banks, has contributed to robust financial performance. Our prudent credit policies further supported sustainable financing outcomes. Coupled with our focus on digitalization and process re-engineering for efficiency and accuracy, these changes ensure our clients remain at the forefront of our priorities, all while upholding our core culture and values.

Future Outlook

At BOJ, we aspire to be a leading and distinguished bank in the corporate sector. We aim to achieve this by providing comprehensive, value-added financial solutions that empower our clients to achieve leadership in their respective fields and surpass their ambitious goals. We are dedicated to building strategic partnerships founded on trust, innovation, and exceptional service. This will solidify Bank of Jordan as the preferred choice and the trusted financial partner for sustainable growth and success.

Customer Complaint Management – Transparency and Effective Communication Come First

In 2024, the number of complaints decreased by 14.6% compared to 2023. This follows a 33% increase in complaints in 2023 compared to 2022. The 2024 reduction is mainly due to a decrease in customer complaints regarding interest rates, contracts and terms of service, and the work environment.

Based on the analysis of customer complaints, Bank of Jordan is continuously taking measures to increase customer education and awareness, including:

- Clearly advertising the terms and conditions of products, services, and campaigns.
- Preparing forms and contracts in a clear manner and drafting them in simple, understandable language.
- Creating and promoting awareness publications on social media.
- Sending SMS messages to customers to raise their awareness levels.
- Publishing interest rates and commissions on the bank's website.

BOJ places particular importance on dealing with customers fairly and transparently. This is evident in the bank's practices, from the approval, launch, and pricing of products, to the drafting of contracts and forms, as well as in its advertisements and marketing campaigns.

The establishment of a dedicated Customer Complaint Handling Unit within the Compliance Department, which is a supervisory department, signals the bank's commitment to fair and transparent customer interactions. BOJ believes that customer complaints are a vital tool for monitoring any breaches in the bank's policies and procedures and a means for development. This is achieved by receiving and analyzing complaints, understanding their root causes, and addressing any deficiencies that may have led to a customer complaint. The role of customer complaints in enhancing service quality is also crucial, facilitated by coordination between the Customer Complaint Unit and the Service Quality Unit to address complaints, as well as through regular reports submitted by the Customer Complaint Unit to the Service Quality Unit and all departments involved in customer service and processing customer transactions and requests.

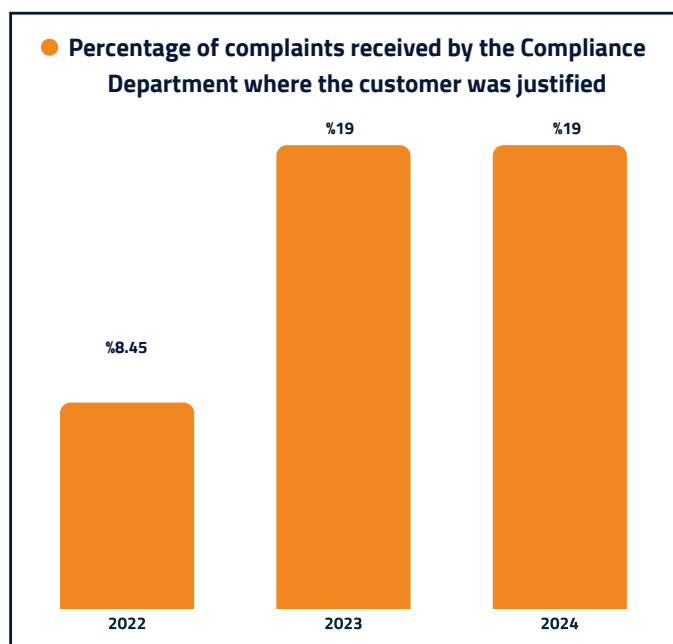
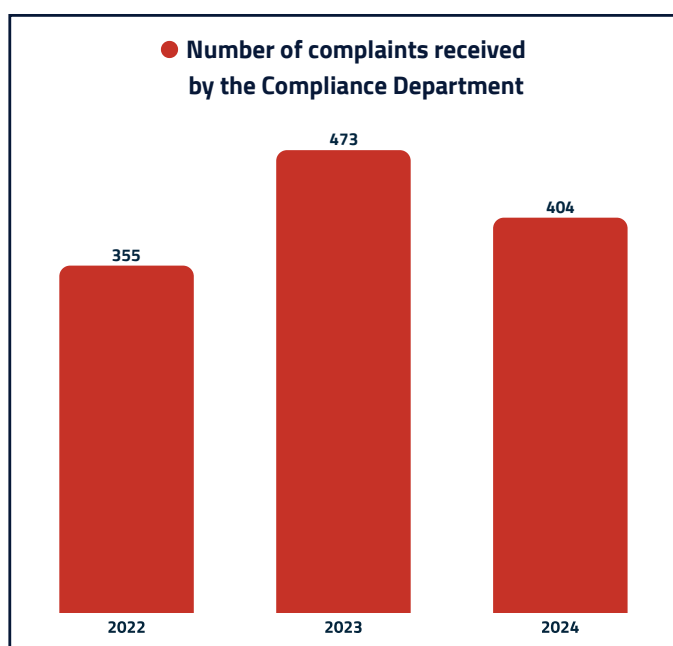
The Customer Complaint Handling Unit is responsible for preparing periodic reports to illustrate the complaint handling mechanism, from the initial receipt of a complaint to ensuring appropriate resolution and finding solutions to achieve the following objectives:

1. Improving service and minimizing customer complaints as much as possible.
2. Recommending necessary corrective or disciplinary actions if any errors or violations are discovered.
3. Highlighting complaints that require escalation procedures and administrative decisions to prevent their occurrence or recurrence.
4. Identifying risks and violations related to compliance with instructions and laws issued by regulatory bodies.
5. Ensuring the application of financial consumer protection principles.



For 2024, 68% of resolved complaints were handled within five business days, a decrease compared to 87% in 2023.*

* This decline is due to some complaints received by the Compliance Department requiring more than 5 business days for proper resolution and to find a solution that satisfies the customer. This extended timeframe is necessary to obtain the required administrative approvals, follow up with relevant departments on work procedures and correspondence, and ensure the customer's request is met.



Bank Efforts to Reduce and Better Resolve Customer Complaints

- Regularly training and qualifying employees on policies and work procedures, as well as the services and products offered to customers. This is achieved through training courses, workshops, e-learning platforms, and awareness newsletters.
- Regularly providing customers with awareness publications about all services and products, how to use them, their governing terms and conditions, and applicable commissions and fees. This information is disseminated through all communication channels, including bank branches, the website, and SMS messages.
- Educating bank customers about their right to file a complaint through various communication channels, contracts, and forms. This includes details on the complaint handling mechanism, submission methods, resolution timeframes, and escalation procedures if the customer is not satisfied with the bank's response.
- Implementing corrective and remedial actions for the most frequently occurring complaints to prevent their recurrence and to find root-cause solutions.

Responsible Marketing

We ensure our services and products are marketed with complete information and full transparency to our customers. Campaigns are launched and displayed through various channels depending on the campaign's nature, such as social media platforms, websites, digital billboards, and outdoor advertisements. We also make it easier for our elderly customers who may not have access to digital media by providing them with all marketing materials through brochures available at branches. Our staff are guided on how to interact with and provide the best services to them.

Furthermore, we encourage fair use and transparency in dealing with customers by clearly explaining the benefits of products and services, as well as detailing interest rates and commissions. This helps educate customers about the obligations they will incur. We achieve this by training branch employees on sales skills, through advertising campaigns published on the bank's social media platforms, by providing information on product and service terms on the bank's website, by responding to customer inquiries via our Contact Center, and through events organized by the bank to promote its products and services. In 2024, we organized 54 such events.

Innovative Technologies

Digitalization is a strategic priority for the bank. We know we can't meet customer needs quickly and securely without leveraging digital advancements. That's why we've focused on enhancing our operations and service levels. This not only reduces costs but also allows us to meet customer needs in innovative, easy, and secure ways, all while ensuring better risk management. Consequently, most services once offered in branches are now available through our digital channels.

In Jordan, we've launched a completely revamped BOJ Mobile application. This new banking app features a modern design, prioritizing ease, speed, and security. It also offers Quick Actions for services, accessible directly from the account, home screen, or side menus. We've also enhanced several existing services, including improving Digital Onboarding for non-bank customers and enabling control over financial transfer limits within the app. Additionally, we've implemented the Central Bank's security standards for app subscriptions. We also introduced a loan calculation service, making it easier for customers to estimate potential loans without needing to visit a branch, and they can even apply directly through the app.

As for BOJ Mobile Palestine, we've released a brand new banking application, unified with the Jordanian version. This update includes a range of services and improvements such as the E-SADAD electronic bill viewing and payment service. This allows customers to check and pay their bills electronically. We've also introduced the iBuraq service, enabling instant transfers for customers within Palestinian territories, similar to Jordan's CliQ service.

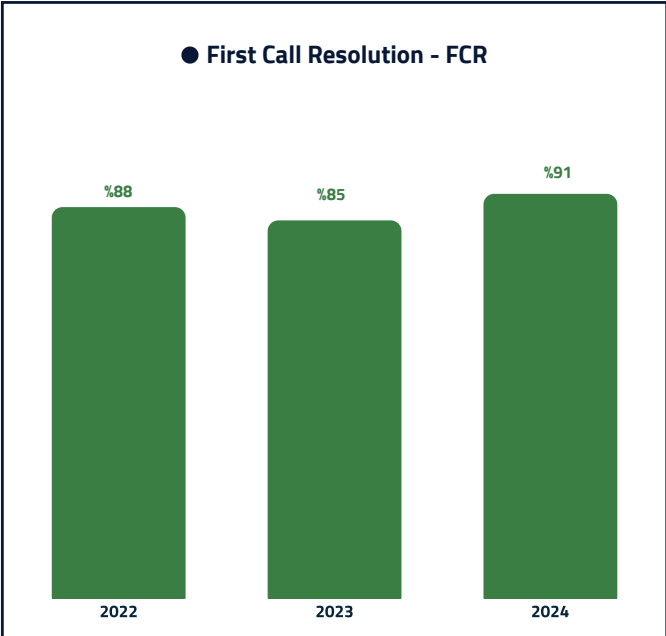
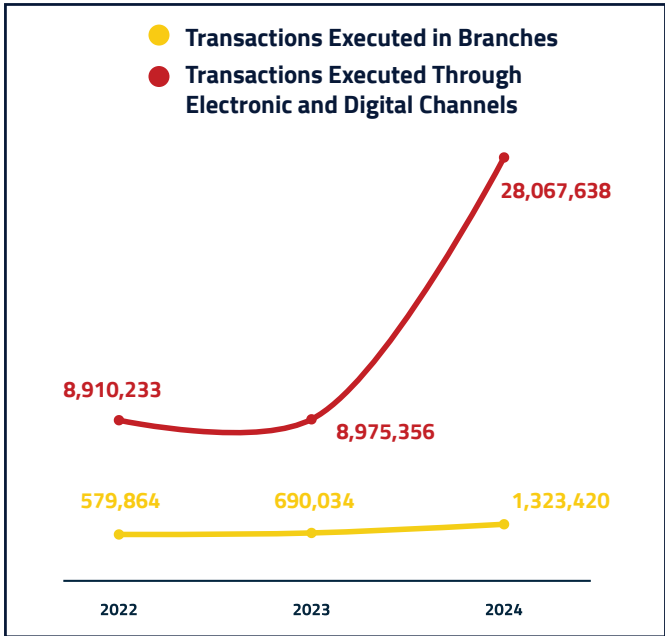
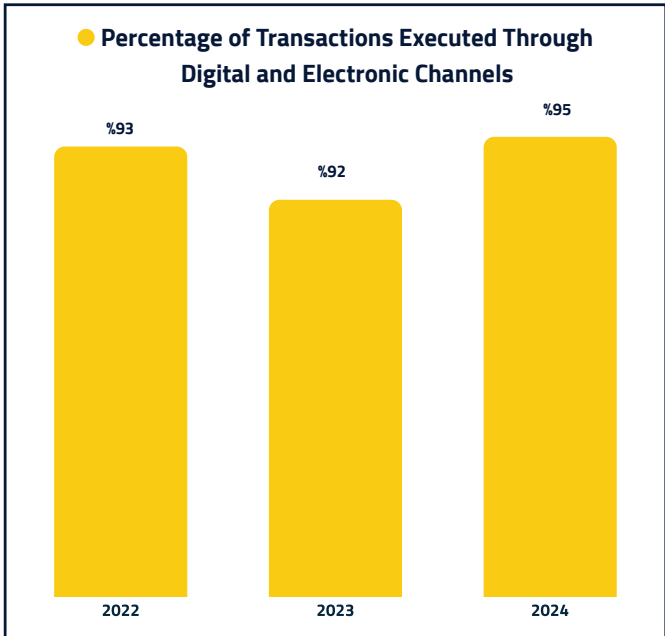
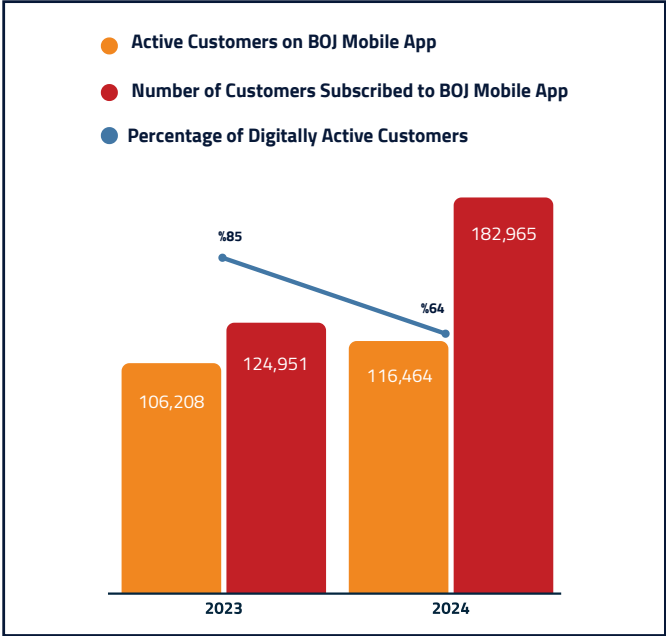
Regarding BOJ Mobile Iraq, Bank of Jordan was among the first banks to offer a mobile banking application in Iraq. It provides essential financial and non-financial services, including account inquiries and transaction history, internal transfers, opening sub-accounts, and activating fingerprint login options, among others.

In 2024, our digitally active customer rate reached approximately 64%. This is a positive figure, especially considering that the number of subscribers increased by 46% during the year compared to 2023. The slightly lower activity rate compared to the previous two years is due to the recent launch of the new BOJ Mobile app. While the new app boosted user numbers, overall user activity is still catching up as it's in its early stages. Furthermore, transactions executed via electronic and digital channels accounted for 95% of all transactions conducted through branches and electronic/digital channels combined.

KPI	2022	2023	2024
Digitally Active Customers	85%	85%	64%*
New Customers Digitally Onboarded	4%	4%	16%**
Digitally Sold Credit Cards	20%	23%	27%

* The number of users increased due to the launch of the new application, but user activity hasn't grown at the same pace yet because it's still in the launch phase (early stages).

** In line with the bank's commitment to accelerating digital transformation and fostering innovation in banking services, an updated version of the mobile banking application was launched in 2024. This update included an enhancement to the Digital Onboarding technology for opening accounts, which boasts higher technical efficiency and improved stability, aligning with the best digital standards. Additionally, strategic digital marketing campaigns were executed. These campaigns aim to increase awareness and adoption of account opening services through digital channels. This initiative is part of a comprehensive plan to enhance the customer experience and expand the base of beneficiaries of banking services.



*Calculation method was adjusted in 2023

Digital Solutions for Corporate and Financial Institutions

BOJ Business Banking: The Corporate Digital Services Platform: BOJ Business Banking

We've focused significantly on digitizing banking solutions and financial services for all our Corporate, Institutional, and Business (CIB) clients. This aligns with our strategy to drive digital transformation by providing flexible, advanced, and comprehensive banking solutions for businesses. This commitment is realized through BOJ Business Banking, which offers clients a fully integrated banking experience. It enables easy, fast, and secure completion and monitoring of banking transactions, including account management, cash management services, and trade finance. This enhances the added value provided by Bank of Jordan in terms of presence, reach, expansion, and the financial services and solutions offered.

As part of Bank of Jordan's commitment to expanding the provision of integrated digital banking services, 2024 marked the launch of a new phase for these services to include Bank of Jordan's regional branches in Iraq, Bahrain, and Palestine. We initiated the pilot phase for these services in these markets to facilitate our clients' access to their accounts through the latest banking technologies.

In line with this development, we've added a new feature for our clients in Jordan, Iraq, Bahrain, and Palestine. Corporate account holders or authorized representatives can now subscribe to the corporate e-services platform. This allows them to view their accounts across all branches in different countries and execute financial and non-financial transactions through a single user. This service was designed to provide easy access to accounts via a single login, making it simpler to monitor and complete financial activities quickly and efficiently across Bank of Jordan's various branches.

Our goal with this service is to deliver a seamless and flexible banking experience that enables our clients to manage their accounts and execute financial transactions in multiple markets with complete flexibility. This contributes to enhancing operational efficiency and meeting the evolving and dynamic needs of the financial and business world.

The platform also includes advanced solutions to support e-commerce, such as electronic payment gateways and online trade transaction management systems (including letters of credit, guarantees, shipping guarantees, collection bill payments, and amendment services for guarantees, bills, and letters of credit). This facilitates cross-border trade and improves the client experience.

In 2024, the subscription rate of Corporate and SMEs clients (CIB) to the BOJ Business Banking platform reached approximately 67% of the total eligible clients.

KPI	2023	2024
Percentage of CIB sector clients subscribed to the BOJ Business Banking platform	38%	67%*

* The significant increase in subscriber numbers can be attributed to a series of coordinated and focused efforts implemented at various levels. Comprehensive training sessions were organized for the CSSO team at BOJ's Learning and Development Center. These sessions provided detailed guidance on correctly completing the necessary forms. In addition, a Microsoft Teams meeting was held with all Branch Relationship Managers to ensure their full understanding of the platform's features and proper form completion procedures.

To ensure direct client support, field visits were conducted to assist clients through various stages of the subscription process. Joint field visits were also carried out with both existing and new clients, in coordination with the Corporate, SME, and Large Corporate teams, to foster collaboration and ensure the provision of essential support.

Smart Deposit Solutions: Corporate Cash Deposit Machines (CDMs)

In line with Bank of Jordan's pursuit of innovative banking solutions, we have launched the Direct Cash Deposit (CDM) service for clients with high deposit volumes. This service enables clients to complete deposit transactions directly from their locations, with deposited funds immediately reflected in their bank accounts, making the amounts available for use without delay. This service also provides a system that detects deposits and offers detailed reports for each deposit operation.

With complete success, the CDM device has been linked to our banking system and the client's financial system. This allows for automated financial settlements and the automatic posting of beneficiary payments (settlements), ensuring operational accuracy and contributing to improved efficiency. These solutions represent a qualitative leap in facilitating cash deposit management and providing more effective banking services for corporations.

Through these advanced services, Bank of Jordan continues its commitment to offering leading banking solutions that empower clients to manage their financial accounts effectively and progressively, whether in local or international markets. These steps underscore our leadership in digital services and our continuous dedication to enhancing our clients' experience and strengthening their competitiveness in the global business environment.

By the end of 2024, the number of active CDMs for clients reached 17 devices.

Training and Awareness Initiatives

We conduct field visits for our corporate clients across Bank of Jordan branches in Jordan, Palestine, Iraq, and Bahrain, to enhance their experience and introduce them to the advanced banking services we offer. These visits follow initial engagement through various channels, including on-site client visits, contact via our call center, or virtual meetings on Microsoft Teams.

During these visits, we provide detailed and tailored explanations of all the financial services and solutions available through the BOJ Business platform. This platform empowers businesses to manage their banking operations easily and efficiently, ultimately contributing to their growth and business development.

Operational Excellence and Digital Transformation

In 2024, driven by our continuous pursuit of enhanced operational efficiency and future readiness, we consistently implemented a series of strategic projects and initiatives. These efforts focused on developing the bank's operational and technical infrastructure, directly contributing to our institutional goals of operational excellence and digital transformation.

To optimize our banking operations, in 2024, our specialized team successfully completed the electronic archiving project. This involved finalizing the bank's plan utilizing the Enterprise Content Management (ECM) System. Throughout the year, we completed the electronic archiving of customer credit card files, integrating them with retail transaction files for secure storage. We also finalized the archiving of human resources files, along with supplier contracts, lease agreements, and external supplier guarantees. This achieved our objectives by enabling access to records anytime, anywhere, and significantly reduced the costs associated with paper document storage and management. Furthermore, it decreased paper usage, contributing to environmental

preservation, and safeguarded records from potential damage due to external factors. We also implemented electronic archiving for daily transaction records across our Palestine branches.

With regards to process engineering and excellence, throughout 2024, we continued to re-engineer and develop numerous services offered at branches and through electronic channels. This was achieved via the ECM, leveraging time and motion studies and utilizing the Business Process Management feature provided by the system. This approach differed significantly from the traditional method. During the year, we introduced and modified workflows, which in turn improved the customer experience, the work environment, and associated costs, while also ensuring a more effective documentation mechanism. In this context, notable examples include, but are not limited to, the enhancements and modifications made to the automation of account opening processes, data update workflows, transfer requests, and some call center services, making them faster and more responsive to customer needs.

Similarly, BOJ continued to improve operations at its regional branches by leveraging the ECM. At the Iraq branch, pathways related to automatically calculating customer risk scores were established within the system. This aims to comply with central bank directives, reduce risks, and enable automated verification and inquiry about customers against approved local and international lists. Additionally, a new remittance pathway was developed and launched through the ECM system, utilizing it for automated entry of remittances and required fields. This alleviates burden, accelerates execution, and positively impacts the value and service provided to the customer. We are currently working on preparing the 2025 action plan for the Enterprise Content Management System to utilize its capabilities across all bank sectors, thereby achieving its desired objective of reaching Operational Excellence.

The bank continued to implement its IT strategy to deliver seamless customer experience, aligning with its broader institutional transformation strategy. This comprehensive strategy aims to enhance its competitive position in the market, improve operational efficiency across all levels, and support its regional branches. The Information Technology Department played a pivotal role in developing and launching the BOJ Mobile application. Built on the latest technologies and security standards, the app aims to bolster the bank's internal capabilities and ensure a rapid response to market demands. This project was executed by a talented and youthful team, consisting of four employees equally split between male and female

(50%-50%), most of whom are recent graduates. This reflects the bank's commitment to nurturing young talent and strengthening its technological agility under the supervision of IT management. The new application was launched in Jordan and Palestine, and for the first time, in Iraq. The app offers a wide array of banking features and services that have indirectly contributed to improving the efficiency of branches and the call center. Now, customers can fulfill most of their banking needs digitally, without the necessity of visiting branches.

During 2024, the Bank's Centralized Private Cloud service was launched. This initiative significantly reduced reliance on external service providers and unified data centers and the disaster recovery center across the banking group. This resulted in substantial savings in operational costs, particularly those related to infrastructure, hardware, and energy requirements. The adoption of the latest virtualization technologies further optimized resource consumption, reduced the need for cooling and power, and enabled the bank to simulate disaster recovery and business continuity scenarios across the group with limited effort and time.

The Information Technology Department also contributed to the implementation of the electronic archiving project across the group in Jordan, Palestine, and Iraq. This project has notably decreased the time required for document retrieval and reduced the need for paper printing, aligning with the bank's direction towards digital transformation and sustainability. In parallel, the department also facilitated the digitization of operational processes in branches through the ECM system. This has streamlined workflows, reduced transaction completion times, and eliminated paper forms inside branches, ultimately enhancing operational efficiency and delivering a smoother banking experience for customers.

Completion of the Electronic Archiving Project

As part of the bank's digital transformation strategy, a project was executed to digitally archive core documents through the Enterprise Content Management (ECM) system. This includes credit facility documents (for retail and corporate customers), all types of card records, employee files, contracts, and guarantees. This step enhances operational efficiency by unifying information management and streamlining workflows, while also supporting the bank's environmental efforts by reducing reliance on paper.

This project was entirely implemented by the bank's in-house staff, reflecting the internal team's capability to effectively manage digital transformation projects.

By organizing documents with metadata within dedicated folders, the system allows authorized users quick and secure access anytime, anywhere, thanks to its advanced search capabilities. This contributes to increased productivity and reduced time spent searching for information, in addition to supporting the bank's commitment to more efficient and responsible resource management.

The bank also adopted secure digital storage as part of this system. The project was executed in coordination with department heads in related divisions to ensure its alignment with business requirements and to facilitate the transition towards a paperless work environment. A specialized workflow for the project was designed, and a unified center was established to monitor implementation and ensure system continuity, with precise time and motion planning methodologies adopted to optimize resource allocation during the first phase.

In the current phase, the bank is working on generalizing this system across all departments and sectors, focusing on achieving the highest levels of efficiency, cost reduction, and facilitating immediate access to documents.

Key Project Outcomes:

- Reduced operational costs by eliminating traditional paper archiving.
- Supported business continuity thanks to the ECM system, which provides a high level of availability and continuous content access.
- Reduced document retrieval time from half an hour to an hour per request, compared to the previous manual method.
- Provided advanced tools for data analysis and content search.
- Improved space utilization within the bank's branches and warehouses, saving up to 100 square meters of space previously allocated for paper document storage.

Project Completion Rate:

- 11 out of 15 planned tasks completed by the end of 2025.
- 100% completion for tasks scheduled for previous years (2022–2024).
- Current completion rate: 73% of targeted tasks by the end of 2025.

Data Privacy and Cybersecurity

We place the privacy of our customers' data at the core of our priorities, treating it as a fundamental constant that cannot be compromised. Stemming from this unwavering

commitment, cybersecurity holds a prominent position within our operational strategy, especially amidst the escalating challenges in the rapidly evolving digital environment. We continuously work to strengthen our defensive infrastructure by adopting integrated, multi-layered security measures that align with global best practices, aiming to protect our systems and customer information from any potential cyber threats.

Bank of Jordan places paramount importance on safeguarding customer data privacy in a dynamic and rapidly changing digital landscape. Driven by this awareness, the bank is committed to implementing a comprehensive and multi-layered defense system to counter cyber threats and ensure the highest levels of information security. The bank relies on a comprehensive privacy policy, along with a cookie usage policy, both clearly published on its website, to protect customer data.

BOJ is also committed to incorporating these policies into its mobile application and corporate digital banking platform, adopting a formal acknowledgment shared with customers through branches and the call center. The bank's policy affirms that customer data will not be used for secondary purposes without prior consent and allows customers to exercise their full rights regarding their personal data, ensuring transparency and respecting their privacy at all times.

The bank's Information Security Department is responsible for managing cybersecurity and implementing security measures. It is accredited by several prestigious international frameworks and standards, including the Information Security Management System (ISO 27001), the Payment Card Industry Data Security Standard (PCI DSS), and the SWIFT Customer Security Program for protecting the global SWIFT remittance system, in addition to adhering to other international information security standards.

BOJ is committed to full compliance with legislative and regulatory requirements in data protection, including the General Data Protection Regulation (GDPR), the Jordanian Personal Data Protection Law, and the Personal Data Protection law in the Kingdom of Saudi Arabia, as well as any similar laws and regulations in the countries where it operates.

The bank also adheres to the cybersecurity framework for the banking sector issued by the central banks in the markets it operates within, alongside its commitment to the framework issued by the National Institute of Standards and Technology (NIST Cybersecurity Framework). This reflects its dedication to protecting sensitive data, countering cyber threats, and enhancing the level of security across all its operations.

During the period from 2021 to 2024, BOJ recorded no instances of breaches or data violations, nor was any personal data used for secondary purposes. This underscores the bank's strict adherence to privacy standards and the protection of confidential customer and user information.



No data breaches recorded during 2022-2024



No instances of unauthorized use of personal data recorded during the period (2022-2024)

Data Privacy and Security Management

BOJ's Information Security Department oversees all cybersecurity-related activities, from implementing security controls to regularly or as-needed reviewing policies and procedures. This ensures their alignment with the latest local and international developments and approved standards. The department is committed to applying the highest compliance standards in cybersecurity, guaranteeing the protection of banking systems and sensitive customer data from any potential threats or risks. Regarding data privacy and fraud prevention, the bank is committed to activating a structured reporting system that allows the Board of Directors continuous oversight and direct supervision of the effectiveness of security measures and protection strategies, thereby enhancing governance quality and solidifying transparency and accountability.

BOJ also implements a comprehensive cyber incident response plan aimed at ensuring readiness and rapid, coordinated action in the event of any security breaches. The plan includes clear escalation procedures for all relevant parties, ensuring immediate handling of incidents and mitigating their potential impacts. The bank regularly conducts internal and external audits to assess the efficiency and effectiveness of adopted security controls, in addition to collaborating with public and private sector entities to address the complex challenges associated with data management and protection.

BOJ is committed to immediately notifying all relevant parties in the event of any security breach, based on the approved response plan, reflecting its commitment to transparency and strengthening stakeholder trust. The bank also conducts periodic cyber risk assessments and undergoes penetration testing and vulnerability scanning throughout the year to ensure continuous improvement of its protection level. As part of its fraud

prevention efforts, the bank applies the controls and directives issued by the Mastercard EMC and Visa VRM programs, establishing a robust protection system that counters threats related to financial fraud.

The Information Security Department has achieved a series of significant accomplishments in the recent period, most notably the implementation of strategic cybersecurity projects and the adoption of advanced solutions and technologies to protect the bank’s digital infrastructure. BOJ is among the first local banks to effectively invest in developing a comprehensive cybersecurity system, ensuring comprehensive protection of customer data and the continuity of banking operations with the highest levels of security.

It is worth noting that Bank of Jordan secured second place among all banks and financial institutions in Jordan that participated in the interactive cyber-attack simulation exercise, held on October 10, 2024. This exercise was organized by the Central Bank of Jordan through the Financial and Banking Sector Cyber Security Incident Response Team (Jo-FinCERT) and aimed to test the ability of financial institutions to take necessary actions and make appropriate decisions to counter potential cyber threats facing the banking sector.

Cybersecurity Training and Awareness

Bank of Jordan places significant importance on fostering a culture of cybersecurity and personal data protection. This commitment stems from its dedication to providing a secure and reliable banking environment for both its customers and employees. In line with this, BOJ is keen on raising the security awareness of its staff by conducting specialized awareness sessions and offering annual training programs aimed at employees working in cybersecurity and data privacy fields. Furthermore, strengthening the Information Security Department with qualified personnel holding advanced professional certifications in this domain is a clear indicator of the bank’s ability to analyze threats, assess risks, and implement appropriate preventive measures to counter cyber-attacks.

KPI	2022	2023	2024
Average Number of Professional Certifications Per Employee in Information Security, Business Continuity, and Privacy	3	3	3

In addition, the bank proactively communicates with its customers via SMS messages to raise awareness about digital risks and provide guidance to help them protect their data. It also continues to publish specialized awareness content across social media platforms to enhance security literacy among the general public and customers.

Looking ahead, BOJ is working on renewing its certifications for key international information security standards, such as ISO 27001, PCI DSS, and SWIFT CSF. It remains fully committed to implementing relevant data protection regulations and laws, including the General Data Protection Regulation (GDPR), the Jordanian Personal Data Protection Law, and the Personal Data Protection law in the Kingdom of Saudi Arabia. This commitment underscores the bank’s continuous efforts to strengthen its cybersecurity infrastructure, mitigate associated risks, and ensure data privacy is maintained at the highest security levels.

Financial Inclusion and Financial Literacy

Promoting financial literacy among community members is a cornerstone for achieving long-term economic progress and prosperity. From this perspective, Bank of Jordan continues its commitment to supporting initiatives aimed at fostering financial inclusion and spreading financial awareness, with a special focus on youth, by empowering them with the necessary knowledge and skills to build a successful financial future.

BOJ prioritizes preparing a financially aware generation capable of making informed decisions in managing their personal financial affairs. Through these efforts, the bank contributes to enabling individuals to handle financial challenges with confidence and efficiency, enhancing their ability to achieve financial independence and actively contribute to community development.

As part of our commitment to providing comprehensive banking services that cater to the needs of all segments of society, we have continued to enhance the accessibility of the bank’s services and provide an integrated, modern banking experience. A set of initiatives specifically designed to improve customer convenience and expand the geographical and temporal coverage of services has been adopted.

These efforts include operating five branches within shopping malls with a two-shift system, aiming to meet customer needs during flexible and extended hours. The contact center also operates 24/7 to provide immediate support and answer customer inquiries at any time. To accelerate services, BOJ launched seven

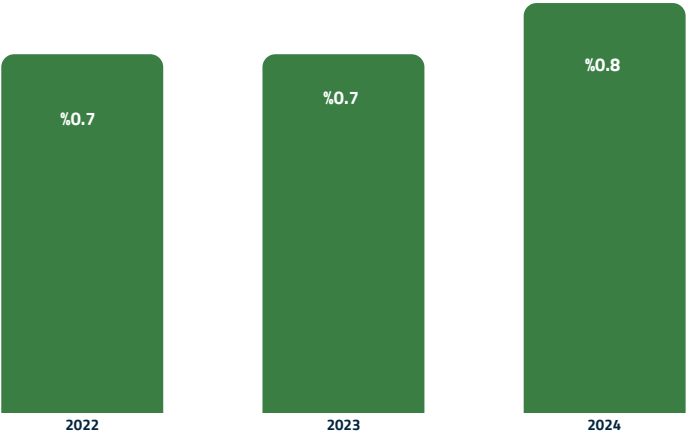
branches without tellers, providing seamless banking services that rely on alternative channels and deliver services smoothly to customers.

By the end of 2024, our service channel network included 82 branches and 191 ATMs strategically located throughout the Kingdom, reflecting the bank’s commitment to reaching the widest possible segment of customers. Out of social responsibility and inclusivity, 33 branches and 54 ATMs have been equipped to provide specialized services for people with disabilities, reaffirming everyone’s right to access banking services easily and with dignity.

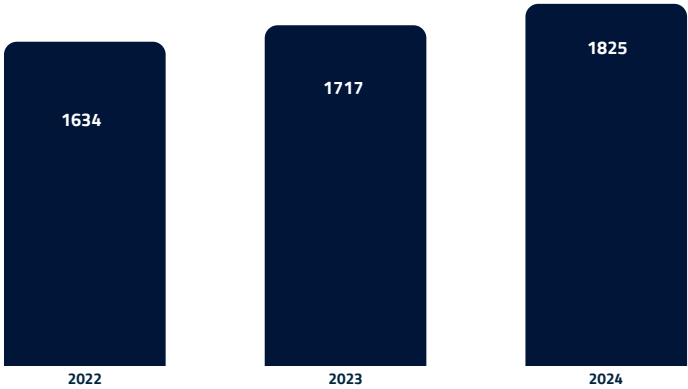
As part of BOJ’s commitment to achieving social sustainability goals and fostering an inclusive work environment, a workshop was conducted for employees in branches prepared to receive individuals with special needs. This workshop aimed to raise employees’ awareness of the rights and needs of this group, teaching them effective communication methods that ensure equal banking services are provided to all and promoting social cohesion, in line with the bank’s direction towards providing a more inclusive and sustainable environment.

Performance Indicators	Number
ATMs Accessible for Mobility Impaired Individuals	54
Branches Accessible for Mobility Impaired Individuals	33
ATMs Accessible for Visually Impaired Individuals	10
Branches in Low-Density and Underprivileged Areas	8
ATMs in Low-Density and Underprivileged Areas	14

● **Percentage of New Accounts Opened by First-Time Account Holders Among Total Individual Customers**



● **Number of New Accounts Opened by First-Time Account Holders***



* The number of accounts for first-time account holders for 2022 and 2023 was adjusted by excluding closed accounts. This adjustment did not impact the calculated percentage.

Financial Inclusion Programs:

Driven by its commitment to fulfilling its national and social role, Bank of Jordan places special emphasis on financial inclusion as a fundamental pillar for achieving sustainable development and enhancing financial and social stability. The bank believes that empowering individuals with access to financial knowledge and banking services is a crucial step towards building communities more capable of achieving growth and prosperity.

In this context, the bank has implemented several initiatives aimed at raising financial awareness and building capacity among underprivileged groups, including women, youth, and university and school students. These initiatives contribute to economically empowering individuals and enhancing their active participation in the formal economy, in alignment with Jordan’s National Financial Inclusion Strategy, as follows:

National Program for Community Financial Literacy

To economically empower women and enhance their financial awareness, the bank supported the National Program for Community Financial Literacy, implemented in collaboration with the Jordan River Foundation and the Association of Banks in Jordan. The program targeted local community women, housewives, and women entrepreneurs in governorates, contributing to building their financial capabilities through three consecutive training phases. Six bank employees, both male and female, participated as volunteers in its implementation. This program reflects the bank’s commitment to empowering underprivileged groups and integrating them into the formal financial system.

Participation in Arab Financial Inclusion Day

As part of Bank of Jordan's commitment to supporting financial inclusion and promoting financial literacy, the bank participated in the Arab Financial Inclusion Day initiative in cooperation with the Central Bank of Jordan. This involved providing five electronic payment bracelets, each charged with JD 50, and exempting winners from issuance fees. This initiative aims to raise awareness about the importance of using digital payment methods and encourage youth to adopt modern banking solutions. This participation also supported the bank's efforts in increasing brand awareness and attracting new customer segments, particularly youth, aligning with its direction towards financial innovation and sustainability.

"Mihnati" Internship Program

"Mihnati" Internship Program is a pioneering initiative launched by the bank to empower youth and enhance their employment opportunities. It aims to qualify university and school students through practical and interactive training extending for six weeks, covering professional skills such as financial analysis, project management, and professional communication. In 2024, approximately 34 male and female students participated in the program, which concluded with a ceremony honoring participants and trainers. The program contributes to enhancing youth readiness for engagement in the financial sector, supporting BOJ's efforts in expanding financial inclusion among youth and enhancing its contribution to sustainable economic development.

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COMMITMENT TO COMMUNITY AND ENVIRONMENT

Pillar Three: Commitment to Community and Environment

Bank of Jordan’s approach to sustainability reflects its commitment to achieving an effective balance between economic growth, environmental preservation, and community well-being. Guided by this approach, the bank is actively working to reduce its carbon footprint by enhancing resource efficiency and increasingly relying on renewable energy sources. This contributes to addressing climate change challenges and supports the transition towards a low-emission economy.

BOJ adopts an integrated approach that focuses on integrating sustainable environmental practices into its operational processes. Additionally, it invests in green initiatives aimed at protecting the environment and achieving a positive, long-term impact. The bank also strives to apply best environmental standards across all its activities, affirming its role in building a more sustainable future.

In the social dimension, BOJ places special importance on strengthening its relationship with the community through corporate social responsibility (CSR) programs that focus on empowering individuals and achieving comprehensive development. The bank encourages its employees to engage in volunteer work and participate in community initiatives. Furthermore, it prioritizes local suppliers in its supply chain, supporting the national economy and creating sustainable local employment opportunities.

Material Topics	Linked to JEMV	Primary SDGs	Complementary SDGs
Climate Change	✔	13	12, 14, 15
Resource Efficiency	✔	12	11, 13, 14
Local Communities and Social Development	✔	11	8, 10, 1
Supply Chains	✔	12	8, 9

Notes:

- * All topics support sustainable development both locally and environmentally and align with the objectives of the Economic Modernization Vision by promoting social responsibility and environmental innovation.
- * Primary SDGs: These are the goals where the topic has a direct and substantial impact.
- * Complementary SDGs: These are the goals that are supported by the efforts or are indirectly affected by the related practices.

Climate Change

With the escalating impacts of climate change becoming clearer day by day, Bank of Jordan recognizes its responsibility in addressing this global phenomenon. Guided by our approach to environmental sustainability, we strive to reduce harmful emissions, including Greenhouse Gas (GHG) emissions, by adopting responsible and sustainable practices across all operational levels.

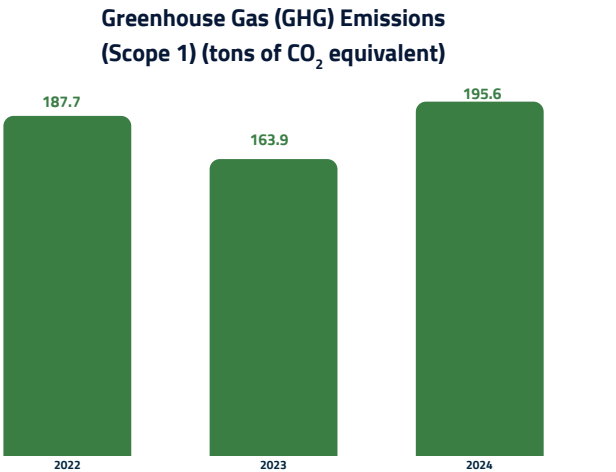
BOJ is committed to complying with all applicable laws and regulations in climate and environmental matters. We consistently ensure our operations align with national and global trends aimed at environmental protection and achieving sustainable development.

To enhance the BOJ’s preparedness for climate change-related challenges, we integrate climate risks into our stress testing scenarios. This includes a focus on both physical and transitional risks that could impact financial and economic stability. We adopt a proactive approach to analyze the long-term effects of these risks on the bank’s operational continuity, which helps identify potential gaps and strengthens our ability to implement effective preventive measures.

Through this approach, the bank can assess its readiness to navigate the evolving climate change landscape, ensuring the resilience and sustainability of its financial operations amid rapid climatic shifts.

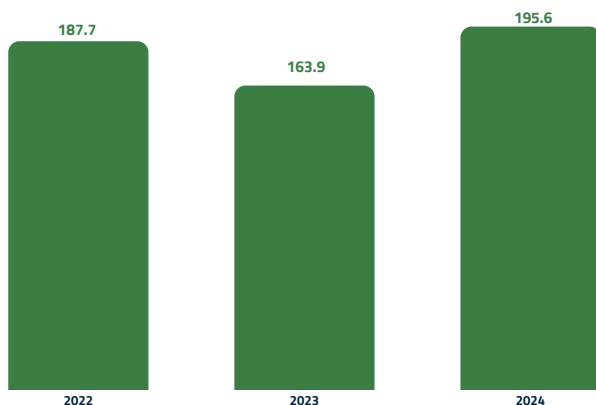
In line with our commitment to environmental sustainability, BOJ’s use of solar energy has significantly contributed to avoiding GHG emissions over the past three years. Consequently, our Scope 2 emissions have been zero (0), reflecting our tangible efforts to reduce our carbon footprint and promote reliance on clean energy sources.

Furthermore, in 2024, we maintained a clean record, free from any violations or fines related to non-compliance with environmental regulations and legislation. This underscores our steadfast commitment to environmental compliance and responsible practices.



Note: The methodology for calculating Greenhouse Gas (GHG) emissions has been revised in accordance with the GHG Protocol, which has led to an adjustment of previous years’ figures.

Greenhouse Gas (GHG) Emissions
(Scope 1 + Scope 2) (tons of CO₂ equivalent)



* **Note:** The calculation method for Greenhouse Gas (GHG) emissions has been revised in accordance with the GHG Protocol, which has led to an adjustment of previous years' figures.

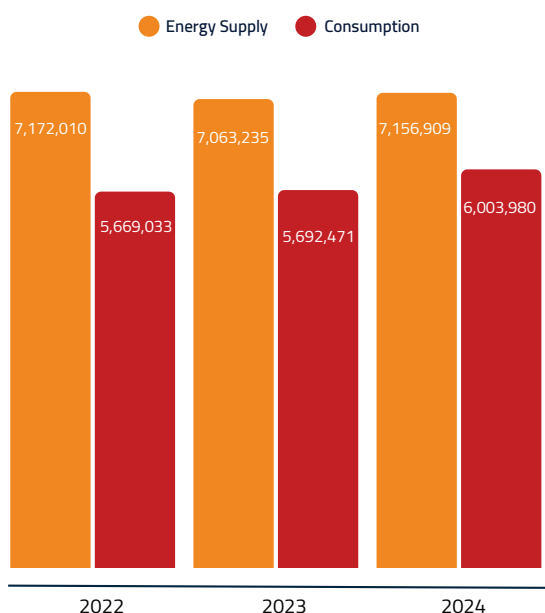
Resource Efficiency

Energy

Reducing energy consumption is a fundamental pillar of our efforts to address climate change challenges. In this context, Bank of Jordan is devoted to decreasing its energy consumption and integrating renewable energy sources into its operational processes, aligning with its environmental objectives and sustainable approach. These initiatives aim to lessen the Bank's environmental impact and contribute to building a more sustainable and environmentally conscious future.

To embody this devotion, the Bank has invested in establishing three solar power generation stations, in collaboration with two leading companies in the field. These stations provide clean energy that covers the needs of all Bank of Jordan branches and facilities across the Kingdom, enhancing energy efficiency and reducing reliance on traditional sources.

Energy Supply and Consumption Provided by Solar Power Stations for the Head Office and Branches (kWh)



Driven by our commitment to environmental sustainability, BOJ utilizes an advanced system to monitor electricity consumption, aiming for continuous assessment of operational efficiency and detection of any deviations that may indicate imbalances requiring remediation. We conduct periodic inspections of electrical equipment to verify consumption levels and ensure compliance with specified standards.

We include energy consumption efficiency among the primary evaluation criteria when purchasing new equipment and devices, which reinforces our direction towards minimizing the environmental impact of our operational activities. We also ensure that regular directives are issued to branch managers to instill a culture of energy rationalization and enhance internal awareness regarding the importance of responsible resource utilization.

As part of our continuous efforts to enhance energy efficiency, we have implemented a range of initiatives, including the installation of energy-saving LED lighting in branches and the Head Office, the application of a Variable Refrigerant Volume (VRV) cooling system to reduce electricity consumption, and the use of window shading technologies to minimize heat energy loss. We also seek to upgrade information technology devices to more energy-efficient models, in addition to adopting a Building Management System (BMS) to intelligently monitor and analyze energy consumption patterns, supporting our sustainable operational decisions.

This is in addition to meticulously monitoring the electricity consumption values for all bank buildings and regularly comparing these values with previous years, along with our follow-up on establishing future development plans for systems to increase the productivity of electrical stations and reduce consumption.

[Table of Energy Consumption and Emission Data: Appendices 11.0](#)

Water

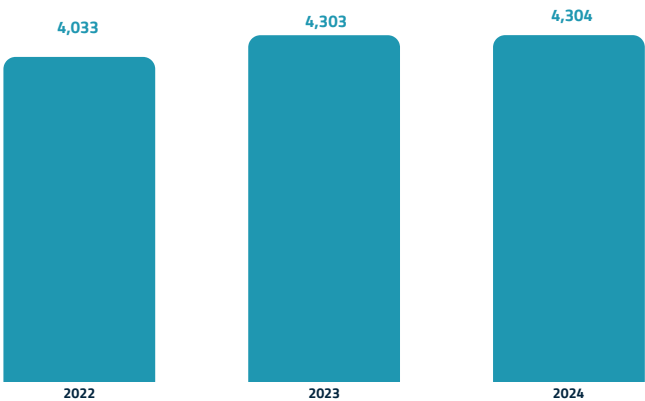
Water scarcity is a major environmental challenge linked to climate change. It directly impacts local communities and business sustainability, especially in water-stressed regions like the areas where we operate. Driven by our commitment to conserving natural resources and minimizing the environmental impact of our operations, Bank of Jordan places special importance on enhancing water consumption efficiency. We achieve this by implementing a range of sustainable practices and procedures.

These measures include using water-efficient systems and equipment in restrooms, improving the efficiency of green space irrigation through smart technologies

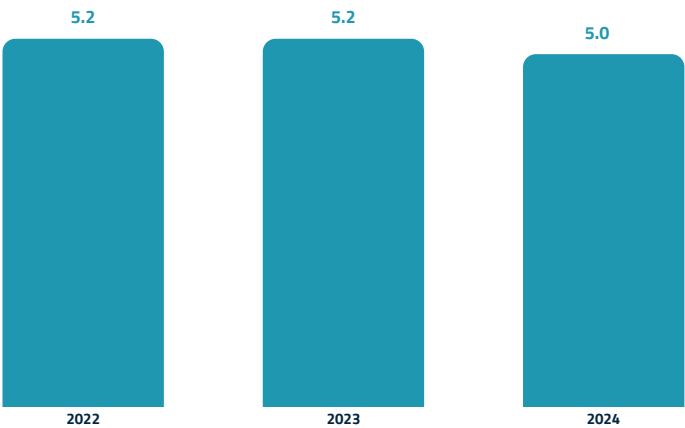
to control water consumption, and conducting regular inspections to detect and promptly address any leaks. We also use a Reverse Osmosis (RO) system to ensure efficient water treatment and maximize its utilization within the Bank’s facilities. Through these initiatives, we continue our efforts to reduce waste and enhance water use efficiency in line with our environmental goals and sustainability objectives.

BOJ also continues to develop and implement effective measures to reduce water consumption. This is achieved by raising the efficiency of water resource use and promoting sustainable practices across all its operations.

● Total Water Consumption at Head Office Only (m³)



● Water Consumption Intensity (Head Office Only) (m³ per employee)



The consumption rate per employee has been adjusted. Whereby the number of employees for 2022 and 2023 was revised to include only the staff at the Head Office building.

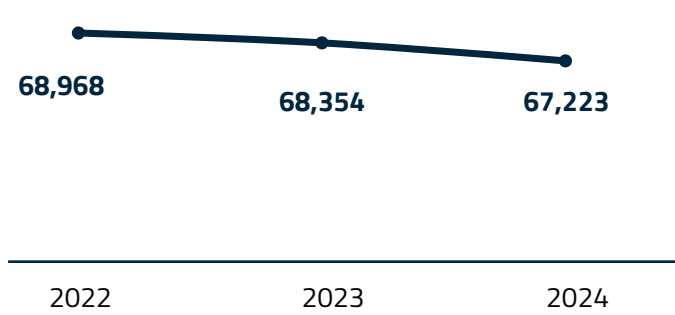
Waste Management

Waste presents a significant environmental challenge, especially when disposed of unsustainably, leading to harmful emissions or landfill accumulation. Given the nature of the banking sector’s operations, paper constitutes the largest source of waste generated by the bank’s activities.

In this context, BOJ continues to implement several initiatives aimed at reducing paper consumption and minimizing paper waste. These include adopting electronic signatures for Board of Directors members, working towards fully digitizing customer files through an Enterprise Content Management (ECM) system, and selling used paper to specialized recycling companies. We also encourage customers to forgo printing receipts from ATMs, aiming to foster a culture of digital transformation and further reduce paper waste.

These efforts have resulted in an approximately 1.7% decrease in total paper consumption in 2024 compared to 2023. This reflects gradual progress in improving operational efficiency and promoting sustainable work practices within the bank.

● Total Paper Consumption (Kg)



It’s worth noting that the volume of recycled paper reached 45,000 kg in 2024.

Supply Chains

BOJ is committed to integrating sustainability principles across all its operational activities, including its supply chain. While the journey toward sustainable procurement is still in its early stages, the bank is placing increasing emphasis on building relationships with suppliers who share its values and principles, with a particular focus on supporting local suppliers whenever possible. This approach is a key step toward creating a positive impact on local communities and promoting sustainable economic growth.

Throughout 2024, the Procurement Department worked to ensure that BOJ’s material and service needs were met efficiently and cost-effectively. Reflecting a gradual shift toward greater reliance on local suppliers, their number increased to 541 in 2024, up from 403 in 2023. This accounted for 89% of total suppliers in 2024, compared to 86% the previous year. Moreover, purchases from local suppliers rose by 22.8% in 2024 compared to 2023, following an 11% increase in 2023 relative to 2022.

KPI	2022	2023	2024
Total Number of Suppliers	493*	468	606
Total Number of Local Suppliers	441*	403	541
Total Procurement Expenditures (JD)	22,796,841	26,241,263	30,441,286
Procurement Expenditures from Local Suppliers (JD)	17,879,119	19,863,439	24,400,453

* The number of suppliers for 2022 has been corrected, as there were external suppliers previously merged with the count of local suppliers.

Local Communities and Social Development

Bank of Jordan's Corporate Social Responsibility (CSR) for 2024 reflects a philosophy deeply rooted in over six decades of its history.

Acknowledging its profound and broader social responsibility as a leading financial institution, Bank of Jordan firmly believes that supporting and empowering the local communities it serves is a crucial step in fostering national progress and stimulating sustainable economic growth. The Bank's investment in the well-being and development of local communities extends beyond merely providing financial support; it also includes implementing educational, health, and developmental initiatives that contribute to improving quality of life and expanding economic opportunities. Through this strategic approach, the Bank seeks to create a positive and valuable impact that transcends local community boundaries to encompass the national level and the markets in which it operates, thereby solidifying its position as a key contributor to building a strong economy and a prosperous, advanced society.

We consistently strive to update and develop our CSR plans, which stem from the Bank's mission, values, and strategy, with the aim of aligning with the evolving needs of communities and seeking to achieve the highest degree of positive societal impact through initiatives, projects, and programs implemented throughout the year. The year 2024 witnessed a significant increase in the number of beneficiaries from supported programs and projects, reaching 15,931 beneficiaries [2], compared to approximately 9,000 beneficiaries in 2023. Furthermore, we observed growth in the number of volunteering hours contributed by our employees, which totaled 1,171 volunteering hours in 2024, versus approximately 400 volunteering hours in 2023. We also made notable progress in elevating our CSR initiatives by aligning them with the United Nations Sustainable Development Goals (UN-SDGs). Integrating the SDGs into the Bank's CSR strategy and plans allowed us to realize the potential for achieving greater benefit and viability for society,

the environment, and relevant stakeholders. Moreover, the guiding principles for our sponsorship and donation activities are closely linked to our institution's strategic direction, ensuring a consistent approach in fulfilling our social responsibilities. Not only do we do this, but we also conduct an annual review of the measures taken to ensure we meet the changing demands of the local community. When selecting social initiatives and activities, we keep in mind the needs of local communities, the impact achieved, the number of beneficiaries, and the positive change resulting from them, with a focus on the following key pillars:



Education



Health



Financial Literacy



Sports Initiatives and Support for People with Special Needs



Environmental Protection Initiatives

Education

At BOJ, we recognize that quality education is the cornerstone of societal progress and prosperity, and a key factor in poverty eradication. This includes both academic and vocational education, particularly for youth, whom we consider essential partners in driving change and shaping a promising future. From this perspective, we have supported numerous initiatives and programs designed to help young people complete their education, boost their self-confidence, and develop diverse skills. These efforts aim to empower them to build their future and smoothly enter the job market. We've provided support to the following initiatives:

• Academic Scholarship Programs:

- **Chairman's Grant:** This is considered one of the most significant internal initiatives, designed to foster employee loyalty and belonging to the organization. Annual university scholarships are awarded to the children of employees who excel in their general secondary education exams in Jordan and Palestine, with seven scholarships provided in 2024.

[2] The number of beneficiaries for CSR programs and initiatives implemented by BOJ was calculated, noting that the bank calculated the number of beneficiaries from supporting the Mobile Children's Museum / Children's Museum Jordan by dividing the total number of beneficiaries of the initiative by the number of initiative partners (3 partners).

- **Partnership with the Elia Nuqul Foundation:** Our partnership with the Elia Nuqul Foundation, spanning over eight years, was renewed through the provision of two new scholarships, which will continue for the next four academic years.
- **Empowering Orphans:** We covered one year's university tuition fees for six students benefiting from the Al-Aman Fund for the Future of Orphans' services, in addition to supporting the "Hope Initiative," whose proceeds also benefit students from the Al-Aman Fund for the Future of Orphans.
- **Educational Fund "Bank of Jordan":** We signed an agreement with the Arab Orphan Committee to establish an educational fund named "Bank of Jordan" to support needy students in Jordan and Palestine. Nine students benefited from this fund during 2024.

• Education Support and Financial Inclusion Programs

- **Refining Student Skills and Improving the School Environment:** We supported the "School Adoption" program in collaboration with INJAZ Foundation, aiming to enhance the learning environment in schools. This initiative also focused on building students' capabilities and equipping them with personal, social, and professional skills through various training and educational programs, implemented by volunteers from Bank of Jordan's employees. We also supported the "Career Day in the Financial Sector" activity, in cooperation with INJAZ, to enhance students' knowledge of banking work and help them choose their future careers.
- **Supporting University Students:** We provided support to the Humanitarian Aid Club for the benefit of orphaned university students.
- **Back to School Campaign:** We provided support to the Qawafel Al-Khair Relief and Development Association for its "Haqeebati 9" ("My Bag") project, which involved distributing 400 school bags and stationery to students in underprivileged areas.
- **Educational Workshops for Children and Youth:** We supported the Jordan National Gallery of Fine Arts, affiliated with the Royal Society of Fine Arts, to implement the "Mobile Museum" program. This program offers educational and cultural workshops in visual arts for children and youth from public schools and charitable organizations in less fortunate areas.
- **National Program for Spreading Community Financial Literacy:** We supported this national program, implemented in collaboration with the Jordan River

Foundation and the Association of Banks in Jordan. It aims to build and develop the financial capabilities of women through a training program for local community women, housewives, and women entrepreneurs in various governorates. The program was executed in three consecutive phases with the participation of six Bank employees.

- **"Mihnati" Internship Program:** One of BOJ's leading initiatives launched in the field of youth empowerment and enhancing their opportunities in the job market. It aligns with the bank's commitment to social responsibility and its support for education and sustainable development. The program aims to qualify university and school students through a six-week practical and interactive training experience, covering professional skills such as financial analysis, project management, and professional communication, via training across various bank departments. In 2024, 34 students participated in the program, which concluded with a graduation and honoring ceremony for participants and trainers. BOJ continues to develop "Mihnati" to include broader practical opportunities that contribute to enhancing youth readiness for the job market and supporting the National Financial Inclusion Strategy.

Participation in Arab Financial Inclusion Day

As part of BOJ's commitment to supporting financial inclusion and promoting financial literacy, the bank participated in the Arab Financial Inclusion Day initiative in collaboration with the Central Bank of Jordan. During this event, we provided five electronic payment bracelets, each pre-loaded with 50 Jordanian Dinars, and waived their issuance fees for the winners. This initiative aimed to raise awareness about the importance of using digital payment methods and encourage young people to adopt modern banking solutions. This participation also supported the Bank's efforts to enhance brand awareness and attract new customer segments, particularly among youth, aligning with our focus on financial innovation and sustainability.

Ramadan Charity Programs for 2024

During the holy month of Ramadan, as a socially responsible institution, Bank of Jordan is keen to initiate and provide the necessary support for Ramadan programs and initiatives. Our employees are also eager to participate and volunteer in implementing these efforts. We provided support to the Royal Jordanian Air Force Command / Air Force Ladies Club to distribute charity parcels to underprivileged Jordanian families across the Kingdom. We also supported the Circassian Tribes of Amman Electoral Committee / Mukhtar of the Circassian Tribes in distributing in-kind aid

and Ramadan parcels to impoverished families during the blessed month of Ramadan. Furthermore, we organized several charity iftars targeting underprivileged children and beneficiaries of charitable organizations, in collaboration with the Haya Cultural Center and the Children's Museum Jordan.

Special Initiatives to Support National Associations and Institutions

- Supporting the Ministry of Social Development through an initiative by the Association of Banks in Jordan, aimed at bolstering the Ministry's efforts to achieve its sustainable social development objectives.
- Strategic partnership with SOS Children's Villages in Jordan, by renewing sponsorship for the ongoing expenses of one house for a year within the Amman village, with the goal of providing a safe and healthy environment for children lacking family support.
- Strategic partnership with SOS Children's Villages in Palestine, by renewing sponsorship for the ongoing expenses of one house for a year within the Bethlehem village, also aiming to provide a safe and healthy environment for children lacking family support.
- Supporting the Kafr Ana Residents Association to assist the association in achieving its objectives related to providing material and in-kind aid to the needy families it cares for, in addition to sponsoring orphans and underprivileged university students.
- Supporting the Zaha Cultural Center to organize an Independence Day Festival, coinciding with the Kingdom's celebrations of the Royal Accession's Silver Jubilee.
- Supporting the Islamic Cemeteries Affairs Association – Islamic Burial House, with the aim of covering the expenses related to the deaths of poor and needy individuals.
- Supporting the Royal Jordanian Air Force Command / Air Force Ladies Club, with the aim of carrying out charitable donation campaigns to distribute aid to underprivileged Jordanian families, the poor, and students across the Kingdom.

Health and Social Well-being

At BOJ, we aim to expand our positive impact. As part of our practical steps to translate our social responsibility plan into tangible support for initiatives focused on health and social well-being, we partner with leading charitable organizations. Our key achievements in 2024 include:

- Supporting the Jordan Medical Aid for Palestinian Association to purchase medications for their clinics, covering six months of supplies.
- Covering the palliative care costs for eight patients in collaboration with the Al-Malath Charitable Society.
- Providing golden sponsorship for the 18th charity gala organized by the Palestine International Institute, with proceeds supporting the "Meeting Urgent Medical Needs in Palestine" program.
- Supporting the Ajja Municipality in the Jenin Governorate of Palestine to purchase a stress test machine for the cardiology department at the Ajja Emergency and Ambulance Center.
- Organizing and executing a blood donation drive for Bank employees at Bank of Jordan's Head Office in Amman, under the slogan "Your Blood, Your Support," in collaboration with the Blood Bank Directorate of the Jordanian Ministry of Health. Bank employees donated blood under the supervision of specialized medical staff.

Sports and People with Special Needs

At BOJ, we believe in the importance of supporting and empowering people with special needs, helping them integrate into their communities, creating opportunities for them, and enhancing their skills so they can become active and productive members. Therefore, in 2024, we continued our support for this group through:

- Supporting a specialized training workshop on (resin art instruction) for 15 female members of the Jordanian Deaf Club.
- Supporting the Al-Hassan Youth Award to cover the costs of building 10 permanent tents within the Al-Hassan Youth Camp, which hosts approximately 2,000 male and female students across the Award's three levels.

Environmental Preservation

At BOJ, we consistently implement our environmental plans to accelerate the execution of the National Climate Change Policy 2021-2050, and to enhance the Kingdom’s environmental performance, thereby improving its ranking on both the global Environmental Performance Index and the Sustainability Index.

To increase green spaces and protect plant wealth, we provided support in 2024 for the following programs:

- Silver sponsorship for “The Green Caravan’ program, BOJ has continuously supported for ten consecutive years, implemented and coordinated by the Arab Group for the Protection of Nature. Volunteers from Bank of Jordan employees planted 500 fruit trees on agricultural lands belonging to small farmers in the Central Jordan Valley, who cannot afford to cultivate their lands, to help them establish a source of income for themselves and their families. This also contributes to increasing green spaces and protecting plant wealth in Jordan.
- Supporting renewable energy system projects; we supported the Islamic Cemeteries Affairs Association with the aim of implementing a project to establish a solar energy system for electricity generation for the association’s building.
- Supporting marine environment conservation programs; three BOJ employees were trained (PADI Open Water Diver course) in cooperation with the Royal Society for the Conservation of the Marine Environment. This enabled them to participate in various environmental activities, particularly underwater clean-up campaigns held in Aqaba during 2024, with the aim of preserving Jordan’s environmental heritage and biodiversity to ensure its sustainability for future generations.
- Supporting the environmental drawing competition launched by the Jordanian Environment Friends Society for students from public, private, and UNRWA schools, under the theme “Carbon Footprint.’ The winning drawings from this competition were printed in the 2025 calendar, with the aim of activating students’ role in expressing the environment they live in through art.

Multi-Sectoral Relief Umbrella Program for the Gaza Strip


In 2024, Bank of Jordan launched the “Multi-Relief Umbrella Program’ with a budget exceeding one million dollars to support the humanitarian situation in the Gaza Strip. The program focused on several key areas:

- Food Distribution in collaboration with the Give Palestine Association (Ataa Palestine) Society. The program

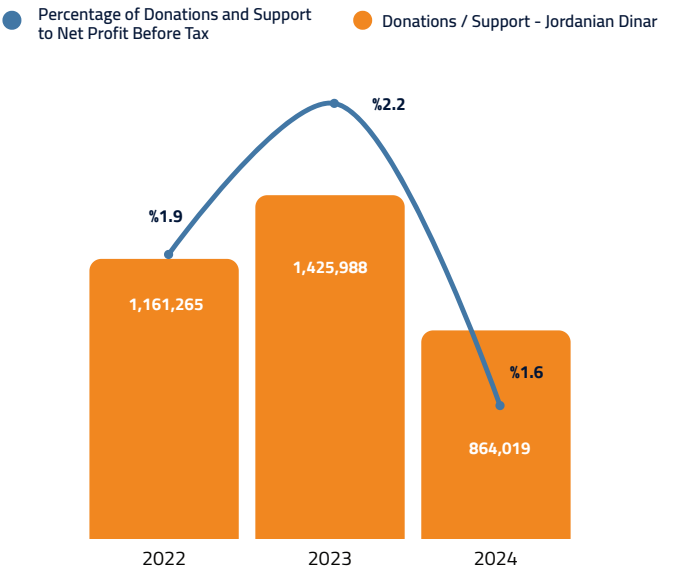
distributed meals benefiting approximately 28,000 individuals in displacement areas north of the Strip, with a focus on the most vulnerable groups.

- Providing Medication for Cancer Patients in partnership with the Maryam Foundation. BOJ secured essential cancer treatment medications amidst severe shortages.
- Sponsoring Orphaned Children in cooperation with SOS Palestine. The program sponsored 68 children who were relocated from Rafah to the Children’s Village in Bethlehem, ensuring their living, educational, and health needs for a full year.
- Supporting the World Food Programme (WFP) by providing flour and bakery supplies. BOJ contributed to the distribution of over 2.4 million bread parcels, benefiting approximately 485,000 displaced individuals daily for one month.

BOJ continues to implement the remaining phases of the program throughout 2025, in collaboration with its local and international partners.




Bank donations and support totaled 864,019 Jordanian Dinars, representing approximately 1.6% of Net Profit before tax in 2024, compared to 2.2% in 2023.



Note: These donation amounts pertain to the Bank of Jordan Group as a whole.

The total amount of support provided decreased in 2024 compared to 2023. This reduction is attributed to support allocated for a royal initiative in 2023, an exceptional undertaking for which no similar initiative was implemented in 2024.



In 2024, 234 employees participated in charitable activities and work, dedicating a total of 1,171 volunteer hours.



DEVELOPING A HIGH-PERFORMING WORKFORCE

Pillar Four: Developing a High-Performing Workforce

Bank of Jordan is committed to attracting top talent and providing an appealing work environment that supports the professional development and sustainable growth of its employees. We believe that investing in human capital is fundamental to institutional success, so we offer training and development programs designed to empower employees and enhance their skills at all levels.

We also strive to provide a work environment that fosters creativity and participation, promoting employee stability and job satisfaction. The Bank's management places great importance on employee health and well-being, offering initiatives focused on physical health to improve the quality of work life.

To support a culture of appreciation and motivation, we implement a comprehensive reward and incentive system based on principles of transparency and fairness. We are dedicated to establishing a work environment founded on equality and non-discrimination, ensuring equal opportunities for everyone regardless of gender, race, origin, age, or religion, thereby enhancing a sense of belonging and respect within the organization.

Material Topics	Linked to JEMV	Primary SDGs	Complementary SDGs
Talent and Competency Management	✔	8	4
Diversity, Equity, and Inclusion	✔	10	8 5
Employee Well-being	✔	8	3

Notes:

- * All topics support sustainable development at both the local and environmental levels and align with the objectives of the Jordanian Economic Modernization Vision by enhancing talent and competency management, reinforcing the principles of diversity, equity, and inclusion, and promoting employee well-being within a sustainable work environment.
- * Primary SDGs: These are the goals where the topic has a direct and substantial impact.
- * Complementary SDGs: These are the goals that are supported by the efforts or are indirectly affected by the related practices.

Talent and Competency Management

Bank of Jordan places human capital development at the core of its strategic priorities, recognizing the crucial role human resources play in supporting future directions and

enhancing business sustainability. From this standpoint, BOJ continuously works to update its human resources systems and keep pace with the latest global trends in the field. This ensures robust institutional readiness to face evolving challenges and supports continuous development.


BOJ places significant emphasis on attracting talent that aligns with its corporate culture and core values, striving to build teams that effectively contribute to driving sustainability efforts. This is achieved by providing a stimulating, inclusive work environment built on appreciation and empowerment, which helps to attract and retain top talent. This approach, in turn, strengthens the Bank's capacity for innovation and creates long-term added value for all stakeholders.

Workforce


Human Rights and Labor Practices at Bank of Jordan

Bank of Jordan places respect for human rights and the promotion of fair labor practices at the core of its institutional commitments. This aligns with national laws, international best practices, and sustainability frameworks such as GRI standards and the UN Guiding Principles on Business and Human Rights.

[Table of Workforce Data: Appendices Table 12.0](#)

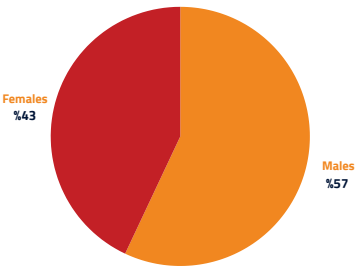


99.7% nationalization rate of our total workforce, and 100% in senior management.

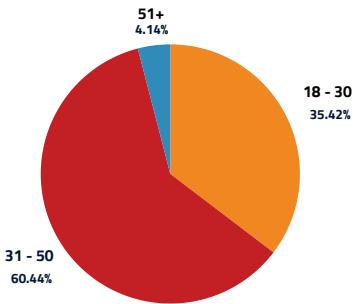


Number of employees with special needs at the bank was 3 during the years 2022-2024.

Employee Distribution by Gender for the Year 2024



Employee Distribution by Gender for 2024



Training and Development

In line with our dedication to building human capital as a fundamental pillar for achieving institutional sustainability, Bank of Jordan has adopted a clear learning and development policy. This policy aims to enable employees to achieve sustainable professional growth that aligns with the Bank's strategic objectives. It is based on well-planned initiatives to implement specialized training programs and organize developmental courses that enhance both individual and institutional competencies.

Throughout 2024, BOJ continued to apply best practices in human resource management, focusing on developing capabilities and enhancing employees' active participation in the journey of institutional success. The year 2024 witnessed the implementation of several qualitative initiatives and programs aimed at refining skills, motivating outstanding performance, and supporting the sustainability of professional excellence, most notably:

- **"CIB/Credit Review Capacity Building Program":** This program was launched to build a sustainable culture by qualifying internal trainers and supervisors (Ambassadors) and designing a Fresh Graduate Development Program for distinguished new graduates.
- **Data Culture Program:** The "Data Culture" program was implemented to establish a corporate culture based on data-driven decision-making. This was achieved by enhancing employees' awareness of the importance of data and its role in improving the quality of banking operations, increasing operational efficiency, and supporting innovation based on accurate analysis and information.
- **Jadarati ("My Competency") Program:** Continuing to develop behavioral competencies, the "Jadarati" program was implemented. It includes a specialized learning platform and short educational videos aimed at guiding employees towards expected behaviors at various job levels and enhancing the corporate culture. Additionally, a field training program was conducted to strengthen relationships, create harmony among employees, and foster a unified work culture within the framework of the Bank's established values.
- **"Sales Skills Development and Continuous Training" Course:** As part of developing sales skills, BOJ continued to conduct the "Sales Academy" training course, which specializes in training branch employees on sales techniques, incorporating the "Coaching" methodology as a key element in developing sales mechanisms. Internal trainers for Bank employees were also prepared through intensive training on preparing

training materials and acquiring presentation skills. E-Learning programs continued for all Bank employees, covering vital topics such as anti-money laundering and combating terrorist financing, tax compliance (FATCA), and fraud.

- **Capacity Building in Sustainability:** During 2024, BOJ was keen to build its employees' capacities and enhance their knowledge in sustainability fields by nominating a selected group of employees to participate in a variety of workshops, training courses, and specialized conferences. These events covered pivotal topics such as renewable energy and energy efficiency, green finance, climate change risk management, and environmental and social governance (ESG). Prominent among these conferences were: the 9th International Investment Forum for Renewable Energy and Energy Efficiency, the 9th Arab Renewable Energy Forum 2024, the Capacity Building Workshop on Green Finance and Climate Change Risk Management, and the Green Product Development and Marketing Program. Employees also participated in specialized workshops such as Green Sales for the Industrial Sector, Dealing with Clients in this Sector, and Managing Climate-Related Transition Plans. This was in addition to participation in international events such as the "Green Finance for Sustainable Cooling" workshop, the "Integrating ESG for Business Success: Reflections from Implementation" course, and Moody's seminar on ESG risks. These participations were part of the Bank's strategic efforts to enhance human capital competencies and achieve excellence in applying sustainability principles.
- **Code of Professional Conduct:** The Code of Professional Conduct embodies a framework that defines employee rights and responsibilities. In this context, all new employees undergo mandatory training on the Code of Professional Conduct with the aim of reinforcing their commitment to the highest ethical standards and fostering a positive work culture within the organization. A total of 364 employees participated in these trainings in 2024, compared to 1,136 employees in 2023.

It is worth noting that the decrease in the number of employees trained on the Code of Professional Conduct is attributed to the increased awareness among Bank employees regarding the Code of Professional Conduct, as training courses are now provided to employees who score low through awareness bulletins circulated during 2023, consequently recommending them to attend a specialized training course on the Code of Professional Conduct in 2024.

In addition, BOJ continued to prepare and qualify internal trainers for its employees, which included intensive

training on preparing training materials and acquiring presentation skills. E-Learning programs also continued for all Bank employees on topics related to anti-money laundering and combating terrorist financing, FATCA tax compliance, and fraud.

Our learning and development framework is based on a multi-dimensional approach that maximizes the positive impacts experienced by employees, including the following:

- Selection and Onboarding of New Employees: To ensure new employees align with our culture and values.
- Performance Management System: To analyze employees' learning needs, develop an effective personal development plan, and monitor their competency levels.
- Career Development: To ensure sufficient learning is provided to facilitate movement between different departments and positions.
- Leadership Development: To offer specialized programs for enhancing performance and development at the executive management level.
- Succession Planning for Leadership Positions: To qualify future leaders and enable them to build successful paths to assume leadership roles.

In 2024, the total number of training hours provided reached approximately 35,000 training hours, which is comparable to the number of training hours implemented in 2023. All employees also underwent performance reviews in accordance with the Bank's policies and procedures in this area.

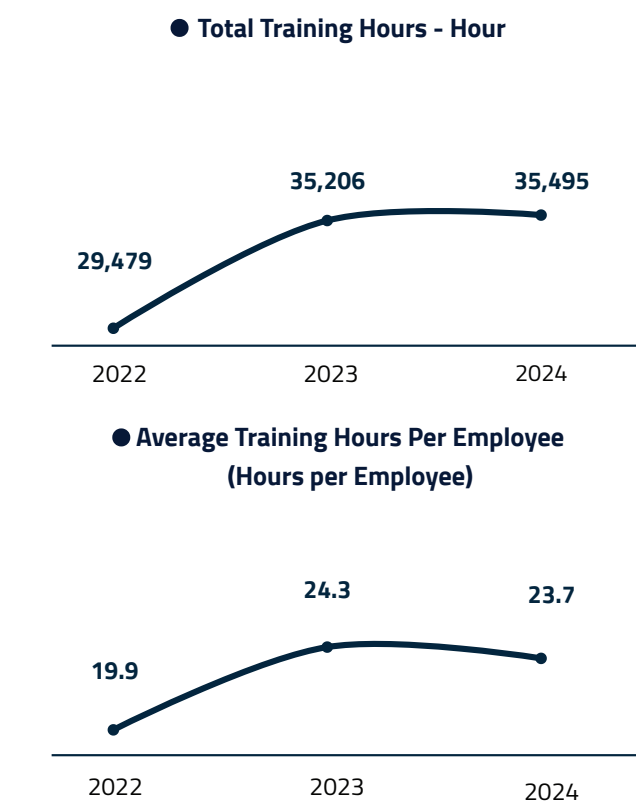


Table of Workforce Training Data: Appendices Table 14.0

Employee Well-being

Bank of Jordan places great importance on the health, safety, and well-being of its employees, striving to provide a secure and healthy work environment for everyone. As part of this commitment, the bank adopts clear policies and procedures to ensure health and safety across all its operational activities, implementing preventive measures to mitigate potential risks. To guarantee the effective execution of these procedures, a specialized supervisor is responsible for overseeing health and safety matters at the Bank. This supervisor works closely with all departments to identify hazard sources and take necessary preventive actions, thereby contributing to employee protection and enhancing their well-being in the workplace.

Occupational Health and Safety:

BOJ provides a safe and healthy work environment for all employees. It implements clear policies and procedures for preventing occupational hazards and offers regular awareness and training programs in health and safety. All occupational incidents or injuries are reported and objectively investigated, with corrective actions taken to continuously enhance employee safety.

Proactive Policies

To ensure the health and safety of our employees at work, we've implemented a set of occupational safety policies and procedures. We circulate these regularly to all employees to ensure their full awareness and ability to respond effectively in emergencies. Our efforts in this regard include a business continuity plan that outlines actions to be taken in the event of disasters or crises, as well as a specific earthquake preparedness plan aimed at enhancing employee readiness and response should one occur.

Table of Health and Safety Data: Appendices Table 15.0

Employee Benefits

Driven by its commitment to providing a healthy and supportive work environment, BOJ is dedicated to enhancing employee security and well-being by offering a comprehensive package of benefits that provide high levels of protection and support. These benefits include health insurance, life insurance, participation in a savings fund, and social security benefits, in addition to the ability to benefit from the healthcare program offered by the King Hussein Cancer Foundation.

These initiatives are part of the Bank’s ongoing efforts to enhance employees’ financial and personal stability and increase job satisfaction, contributing to stronger institutional loyalty and belonging, and fostering a sustainable and inclusive work environment.

Parental Leave

BOJ is committed to supporting work-life balance for its employees by adhering to clear policies that respect parental rights in accordance with Jordanian labor law provisions. Male employees are granted three days of paid paternity leave starting from the child’s birth date. Female employees are granted 70 days of paid maternity leave, retaining all employment benefits and rights during this period.

These policies reflect the Bank’s commitment to fostering a work environment that considers family life requirements and supports the social and psychological stability of employees.

KPI	2022	2023	2024
Number of Employees Benefiting from Parental Leave (Male and Female)	112	42	99

Complaints and Grievances

Complaint Mechanisms and Employee Protection:


Bank of Jordan provides formal and confidential channels for employees and suppliers to submit complaints regarding any violations or unfair practices. This includes concerns related to mistreatment, discrimination, or any human rights violations in the workplace. These channels guarantee confidentiality and protection from retaliation. All complaints are independently and transparently investigated and followed up on, with appropriate corrective actions taken when necessary.

Grievances:

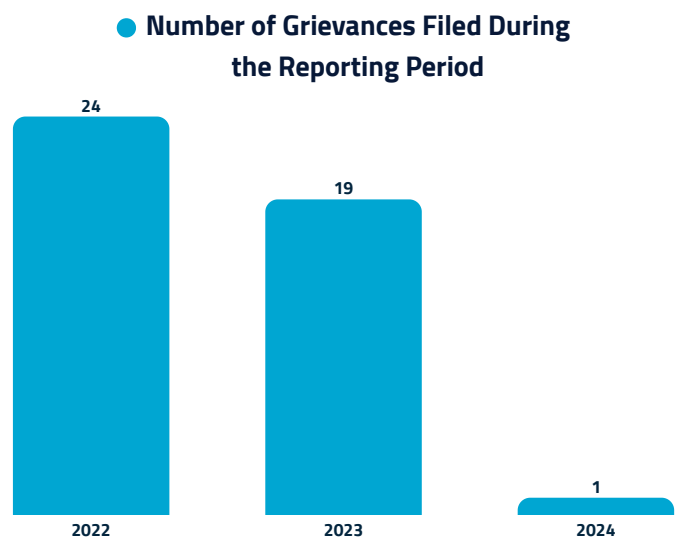
BOJ places significant importance on maintaining a work environment built on mutual respect and professional fairness. An effective mechanism for submitting and processing grievances has been adopted and is regularly communicated to all employees to ensure awareness and easy access. This mechanism aims to address complaints and grievances effectively and transparently, thereby fostering trust and fairness within the workplace.

In 2024, only one grievance was officially filed, compared to 19 grievances in 2023. Furthermore, no formal grievances related to incidents of discrimination or harassment were recorded in 2024.

This is attributed to senior management’s directives to suspend the submission of grievances through the official system and to handle any grievances individually via direct communication with the Human Resources Department. While these grievances were reviewed by the department, they were not officially recorded or processed through the formal grievance procedures. BOJ aims to review and develop its grievance submission mechanisms in 2025 to ensure transparency and enhance employee trust in the institutional environment, aligning with principles of good governance and human rights in the workplace.



In 2024, 100% of the grievances filed were addressed and resolved, while in 2023, 94% of the grievances filed were addressed and resolved.



Diversity, Equity, and Inclusion

We are continuously striving to enhance our devotion to the principles of Diversity, Equity, and Inclusion (DEI) by implementing innovative policies and training programs. We aim to create an inclusive and supportive work environment for all our employees, which reinforces the Bank’s image as a preferred workplace in the Jordanian banking sector.

Embracing Diversity

Bank of Jordan is dedicated to fostering a work environment built on mutual respect, equality, and equal opportunities, aligning with our Code of Professional Conduct and relevant national legislation. We believe in the importance of teamwork and valuing diverse experiences and skills, without any discrimination in treatment.

As part of our commitment to implementing a fair recruitment policy, the bank relies on competence and experience as primary criteria for selection and appointment, while ensuring gender equality. The percentage of female employees among total new hires in 2024 was approximately 39%, with 131 new female employees joining our team.

Furthermore, the number of females in middle management increased by 11.8% in 2024 compared to 2023, following an increase of 24.6% in 2023 compared to 2022. Notably, the number of females in senior management has ranged between 1 and 2 over the past three years.

Performance Indicators	2022	2023	2024
Female Employees in Middle Management	61	76	85
Female Employees in Senior Management	2	2	1

Youth Empowerment

Bank of Jordan prioritizes youth empowerment and employment, believing in their pivotal role in building a strong foundation of future competencies and talents. Investing in young energies and providing them with suitable opportunities to develop skills and knowledge is a strategic step to enhance the bank’s readiness to meet future challenges and build a qualified workforce. In this context, youth aged 18 to 30 constituted 70% of total new hires in 2024, up from 57% in 2023, reflecting BOJ’s commitment to attracting young talent and integrating them into its journey towards sustainability.

No Child or Forced Labor:

Bank of Jordan is fully committed to prohibiting child labor and rejecting any form of forced or compulsory labor within its operations. The bank also conducts regular reviews of related policies and practices.

Table of Recruitment Data: Appendices Table 16.0

Future Plans

BOJ continues to strengthen its sustainability approach through a set of future plans and directions aimed at more deeply integrating Environmental, Social, and Governance (ESG) principles into all institutional aspects and operational processes. Below are the most prominent plans and directions for the next phase:

First: Governance

- Establishment of a specialized ESG committee and integrating it into the corporate governance framework to enhance strategic oversight and executive follow-up on sustainability issues.
- Integrating IFRS S1 and S2 standards into disclosure and reporting processes to ensure the highest degrees of transparency and compliance with global best practices.
- Integrating climate risk considerations within the bank’s risk management framework.
- Updating all bank policies to include ESG considerations, in addition to developing a separate, independent policy specifically for Environmental, Social, and Governance.
- Enhancing the integration of sustainability in daily operations through “ESG Champions” initiatives, and fostering a culture of commitment and responsibility among all employees.

Second: Social Aspect

- Raising awareness and knowledge of sustainability and ESG issues by implementing dedicated learning and training plans for sustainability ambassadors and all relevant employees.
- Supporting social initiatives that focus on community development and promoting responsible practices across all the bank’s activities.

Third: Business and Products

- Working to integrate Environmental, Social, and Governance (ESG) standards into the development process of new banking products and services, and applying an Environmental and Social Risk Assessment (ESRA) tool to credit transactions. This will be implemented gradually and in phases.
- Conducting a comprehensive assessment of environmental and social risks for the bank’s investment and financing portfolio.
- Expanding the scope of banking products with social impact, in addition to introducing new products that support the transition towards a green economy and sustainable environmental investment.

Fourth: Environment

- Enhancing environmental performance by developing key performance indicators (KPIs) related to environmental sustainability.
- Setting more ambitious targets to reduce carbon emissions, increase energy and water efficiency, and improve waste management at the bank's locations.
- Continuing to adopt innovative solutions and initiatives to reduce environmental impact and enhance the bank's contribution to achieving national and global Sustainable Development Goals.

Your Feedback Matters

Your involvement inspires us to improve our performance and strengthen our commitment to transparency and sustainability. We welcome all your opinions and inquiries regarding this report or Bank of Jordan's sustainability initiatives. We aim to use your feedback to develop our future plans and programs.

To get in touch or send any comments and suggestions:

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Thank you for your interest and commitment to supporting our sustainability journey.

بنك الأردن
Bank of Jordan



Appendices

Environmental Performance at Bank of Jordan

Bank of Jordan places significant importance on managing the environmental impact of its operations. It strives to achieve environmental sustainability by improving resource consumption efficiency and reducing emissions and waste. The bank is committed to disclosing its environmental performance based on the requirements of GRI standards (301–308) and continuously works to develop its policies and practices to achieve the best results in this area.

Table 1.0: Energy Consumption GRI 302

BOJ continuously strives to improve efficient energy consumption and rely on renewable energy sources. Energy data includes:

Source	Total Consumption (GJ)	Percentage of Total (%)
Electricity from Grid	0	0.0%
Solar Energy	21,614.33	90.0%
Gasoline - Vehicles	375.04	1.5%
Diesel – Vehicles	980.45	4.1%
Diesel / Generators - Heating & Cooling	1,052.91	4.4%
Total	24,022.73	100%

The data shows continued full reliance on solar energy in all main branches, significantly reducing emissions.

Table 2.0: GHG Emissions GRI 305

BOJ is committed to measuring and monitoring Greenhouse Gas (GHG) emissions from its direct and indirect operations:

Category (Scope)	Emissions Quantity (tons CO ₂ equivalent)	Source
Scope 1 (Direct)	195.62	Fuel, vehicles, generators
Scope 2 (Indirect)	0	Purchased Electricity
Total	195.62	

The bank uses the recognized GHG Protocol for calculating emissions and ensures regularly reviewing and improving data accuracy.

Table 3.0: Water Consumption GRI 303

BOJ is working to rationalize water consumption and ensure safe and sustainable sources in the Head Office:

Source	Annual Consumption (m³)	Percentage (%)
Municipal / Network Water - Head Office Consumption	4,304	100%
Other Sources (if any)	0	0%
Total	4,304	100%

Water consumption is monitored and employees are educated to rationalize water use, especially in water-stressed areas.

Table 4.0: Waste Management GRI 306

BOJ is devoted to implementing waste management policies regarding reduction, recycling, and proper disposal:

Type of Waste	Annual Quantity (tons)	Management Method
Paper Waste	45	Recycling

Campaigns have been implemented to reduce paper waste and divert a large portion of it to recycling, while continuing to raise awareness among employees about the importance of waste management.

Table 5.0: Events and Conferences Bank of Jordan Attended and Participated in 2024

Conference Name	Country
Finance for Non-Finance FFNF	Jordan
Today's compliance, tomorrows success: Advancing Arab Banking	Jordan
FinTech Pioneers Academy Initiative for Bank Employees	Jordan
Trade Exploitation by Financial Criminals	Jordan
HR Transformation Conference	United Arab Emirates
Occupational Safety and Health Standards in Cooperation with the Social Security Corporation	Jordan
Ninth International Investment Forum for Renewable Energy and Energy Efficiency	Jordan
Green Finance Forum - Second Edition	Jordan
Sanabel Conference 2024: Global Trends and Their Impact on the Regional Microfinance Sector Development	Jordan
Dubai FinTech Summit	United Arab Emirates
Capacity Building in Green Transition and Climate Change Risk Management	Jordan
Economic Forum for Financial, Industrial, and Commercial Partnerships in Jordan, Iraq, and the Region	Jordan
Seamless Middle East 2024	United Arab Emirates
Sofex	Jordan
Integrating ESG for Business Success: Reflection from Implementation	Jordan
Effective Mgmt of Financial Crime Risks in Modern Banking	United Arab Emirates
Conference on the Future of Capital Markets and Investments in Light of Digital Transformation	Jordan
Ninth Arab Renewable Energy Forum 2024	Jordan
Data Management The Cornerstone of Banking's Future	Jordan
Public-Private Dialogue (PPD)	Jordan
Moody's Seminar ESG Risk	Jordan
The Network Forum	Qatar
62 nd ACI World Congress & 47 th ICA Conference & Exhibition	Jordan
Agile Audit	Jordan
MENA ICT Forum 2024	Jordan
First Jordanian International Real Estate Valuation Conference	Jordan

Table 6.0: Stakeholder Engagement Plan 2024

Stakeholder Categories	Expectations	Engagement Methods
Customers	<ul style="list-style-type: none"> • Easy-to-use and seamless customer service channels • Sustainable and socially responsible banking services • Effective solutions for handling complaints and collecting feedback • Continuous innovation and personalized solutions • Competitive pricing and achieving added value for customers • Easily accessible banking facilities • Ethical and responsible marketing practices • Strict measures for data privacy and security 	<ul style="list-style-type: none"> • Branch interaction • Contact center and customer support • Press releases • Digital channels and social media engagement • Interactive brand activation and event organization • Customer relationship management • Customer satisfaction surveys and feedback collection mechanisms • Other proactive interactive channels; BOJ voice banking, BOJ Mobile App, SMS service, email, and BOJ Business Banking digital platform
Environment	<ul style="list-style-type: none"> • Sustainable supply chain management • Carbon footprint reduction • Resource efficiency and waste reduction 	<ul style="list-style-type: none"> • Environmental reporting and disclosure • Press releases • Collaboration with environmental stakeholders • Establishing partnerships in projects that support the local community • Environmental engagement and awareness
Community	<ul style="list-style-type: none"> • Community development and empowerment • Financial literacy initiatives • Youth engagement and employment • Ethical and responsible banking practices • Transparency in communication and accountability • Community partnerships and collaboration 	<ul style="list-style-type: none"> • Partnerships with non-profit organizations and civil society institutions • Social investment programs and initiatives • Cultural and social events • Community needs assessment and feedback collection mechanisms • Volunteer programs
Employees	<ul style="list-style-type: none"> • Employee engagement and empowerment • Diversity, inclusion, and equal opportunities • Safe and secure work environment • Fair wages and benefits • Recognition, rewards, and career development opportunities • Organizational culture and values • Work-life balance and well-being 	<ul style="list-style-type: none"> • Employee development and training programs • Health and safety initiatives • Employee engagement activities and events • Employee feedback and suggestion mechanisms
Shareholders	<ul style="list-style-type: none"> • Financial stability and performance • Transparency and disclosure • Integration of sustainability standards into business operations • Dynamic risk management • Strong market position • Strategic vision and long-term growth plan • Shareholder engagement and communication 	<ul style="list-style-type: none"> • Annual sustainability and corporate governance reports • Holding annual general assembly meetings • Quarterly financial statements • Annual report

Table 7.0: Material Topics and SDGs Alignment

Material Topic	Linked to JEMV	Primary SDGs	Complementary SDGs
Corporate Governance and Transparency			
Compliance and Business Ethics			
Sustainable Banking			 
Customer Relations			 
Financial Inclusion and Financial Literacy			 
Data Privacy and Cybersecurity			
Innovative Technologies			
Climate Change			 
Resource Efficiency			 
Local Communities and Social Development			 
Supply Chains			 
Talent and Competency Management			
Diversity, Equity, and Inclusion			 
Employee Well-being			

Table 8.0: Assessment Procedures

Assessment Procedures		
<p>General Manager</p> <p>The Board of Directors and its sub-committees annually evaluate the General Manager's performance, and this evaluation is approved within the bank's strategic directions, based on the following pillars:</p> <ul style="list-style-type: none"> • Financial Affairs • Market and Customers • Operational Processes • Human Resources 	<p>Chairman and Board Members</p> <p>The Nominations and Remuneration Committee annually evaluates the performance of the Chairman and Board members, and the Board of Directors approves the evaluation results. The results of the evaluation of the Chairman and Board of Directors' performance for 2024 showed the following:</p> <ul style="list-style-type: none"> • Commitment and attendance by members at various meetings, whether at the ordinary General Assembly level or at the level of Board of Directors' meetings or its sub-committees. • Efficiency and effectiveness in participation. • Loyalty to the bank and keenness on its interests. • Commitment and disclosure of conflicts of interest and non-participation in related decision-making. • Diligence in allocating sufficient time for their assigned tasks. • Guidance by the professionalism and spirit of the regulations governing the bank's operations in performing their entrusted tasks. • The Chairman of the Board encourages Board members to actively participate in Board meetings. 	<p>Nominations and Remuneration Committee and Board Committees</p> <p>The Nominations and Remuneration Committee annually assesses the performance of various Board of Directors' committees, which include:</p> <ul style="list-style-type: none"> • Corporate Governance Committee • Audit Committee • Risk Management Committee • Compliance Committee • IT Governance Committee • Credit Facilities and Banking Investment Committee • Meanwhile, members of the Board of Directors (excluding members of the Nominations and Remuneration Committee) evaluate the performance of the Nominations and Remuneration Committee and its members. <p>The criteria for evaluating the committees include, but are not limited to:</p> <ul style="list-style-type: none"> • The frequency of committee meetings throughout the year. • The committees performing their duties and responsibilities in accordance with the written charter approved by the Board of Directors. • The committees being given sufficient time to discuss the topics presented to them. • The committees' efficiency and effectiveness in analyzing and discussing the topics presented to them. • Presenting the results of committee meetings to the Board of Directors. • The extent of the committees' contribution to achieving the objectives and tasks of the Board of Directors.

Table 9.0: Training Programs

Training Program	Courses	Meeting Frequency
<ul style="list-style-type: none"> • Awareness Bulletins via SharePoint (Available to all employees) • Compliance Topics 	<ul style="list-style-type: none"> • Fraud • FATCA • Compliance • AML • Customer Complaints • Sanction 	It is circulated quarterly to a random sample of Bank of Jordan employees from all departments.
E-Learning / Salalem Platform	<ul style="list-style-type: none"> • Introduction to FATCA (Foreign Account Tax Compliance Act) • Anti-Money Laundering and Combating the Financing of Terrorism • Operational Risk Management • Customer Complaints Unit • Anti-Fraud • Compliance • Sanctions and Embargoes Fundamentals 	Annually to all Bank of Jordan employees.
<p>Compliance Onboarding Program for New Employees</p> <p>FATCA & Fraud / AML / Compliance / Sanction</p>	<p>Compliance with Local and International Regulations, Standards, and Instructions, through:</p> <ul style="list-style-type: none"> • Identifying and discussing the Foreign Account Tax Compliance Act (FATCA) and understanding the amendments made to account opening forms. • Implications of institutional non-compliance with sanctions. • What are the entities that impose sanctions? • High-risk countries. • Regulatory compliance. • Defining money laundering and terrorist financing, and their resulting impacts and risks. • Current laws and legislation in the Kingdom – stages and differences between money laundering and terrorist financing. 	All new Bank of Jordan employees with less than two years of banking experience.

Table 10.0: Account Data

Description	2022	2023	2024	Remarks
Number of New Savings Accounts Opened	11,040	12,245	20,534	
Number of Savings Prizes Awarded	338	156	196	
Value of Prizes Received by Customers	2,119,083	2,189,851	2,789,831	
Number of New Accounts / Savings During Women's Month	1,061	993	1,236	
Number of Smart Saver Accounts Opened	167	117	417	The increase in 2024 is attributed to advertising campaigns and customer awareness of the product.
Number of New Deposit Accounts Opened	308	794	778	
Number of New Doctor Loan Accounts	-	34	255	This refers to professions including: (specialist doctor, general practitioner, dentist, pharmacy owners). The increase in 2024 is due to advertising campaigns and introducing customers to the product through participation in conferences.

Table 11.0: Energy Consumption and Emissions Data

KPI	Unit	2022	2023	2024
Energy Consumption from Fuel				
Total Area of All Facilities in Square Meters (m ²)	m ²	36,006	36,006	35,863
Direct Energy Consumption (Gasoline)	L	10,732.04	11,761.25	10,966.00
Direct Energy Consumption (Diesel)	L	22,453.44	23,210.85	24,873.00
Direct energy consumption (diesel) - Heating and cooling - Head Office Building and Branches	L	29,700.00	20,198.60	29,410.90
Direct energy consumption (gasoline) - Vehicles	GJ	367.03	402.23	375.04
Direct energy consumption (diesel) - Vehicles	GJ	803.83	830.95	980.45
Direct energy consumption (diesel) - Heating and cooling - Head Office Building and Branches	GJ	1063.26	723.11	1052.91
Total direct energy consumption	GJ	2234.12	1956.29	2408.40
Energy Consumption from Solar Energy				
Electricity consumption generated from renewable energy sources	kWh	5,669,033.00	5,692,471.00	6,003,979.79
Energy consumption generated from renewable energy sources	GJ	20,408.52	20,492.90	21,614.33
Total energy consumption (direct and indirect)	GJ	22,642.64	22,449.19	24,022.73
Energy consumption intensity (direct and indirect)	GJ per employee	15.26	15.53	16.03
Emissions				
Direct Greenhouse Gas Emissions (Scope 1)	CO _{2e}	187.73	163.85	195.62
Direct Greenhouse Gas Emissions (Scope 2)	CO _{2e}	0	0	0
Direct Greenhouse Gas Emissions (Scope 1 + 2)	CO _{2e}	187.73	163.85	195.62
Greenhouse Gas Emissions Intensity	CO _{2e} / employee	0.127	0.113	0.131
Greenhouse Gas Emissions Intensity (Tons of CO2 equivalent per m ²)	CO _{2e} /m ²	0.0052	0.0046	0.0055

Table 12.0: Workforce Data

KPI	Unit	2022	2023	2024
Total Workforce (excluding trainees, students, and external employees)	#	1,484	1,446	1,499
Full-Time Equivalent (FTE)	#	1,484	1,446	1,499
Workforce by Job Category				
Employees in Senior Management	#	14	13	12
Employees in Middle Management	#	242	272	289
Non-Managerial Employees	#	1,228	1,161	1,198
Workforce by Gender				
Males	#	853	827	853
Females	#	631	619	646
Workforce by Age Group				
Employees in the 18-30 Age Group	#	517	442	531
Employees in the 31-50 Age Group	#	897	931	906
Employees Aged 51 Years and Above	#	70	73	62

Table 13.0: Workforce Turnover Data

KPI	Unit	2022	2023	2024
Employee Turnover and Departures (Voluntary and Involuntary)	#	298	297	298
Employee Turnover and Departures (Voluntary)	#	281	271	259
Employee Turnover and Departure Rate (Voluntary and Involuntary)	%	20.2%	20.3%	20.2%
Employee Turnover and Departure Rate (Voluntary)	%	19.1%	18.5%	17.6%
Employee Turnover by Age Group:				
18 to 30 Years	#	122	125	149
31 to 50 Years	#	158	157	130
51 Years or Greater	#	18	15	19
Employee Turnover by Gender:				
Males	#	196	177	188
Females	#	102	120	110
Employee Turnover by Job Category				
Senior Management Employees	#	2	4	2
Middle Management Employees	#	70	53	61
Employees	#	266	240	235

Table 14.0: Workforce Training Data

KPI	Unit	2022	2023	2024
Total Training Hours Provided by Job Category:				
Senior Management Employees	Hour	190	216.0	731.5
Middle Management Employees	Hour	3,915.5	5,424.6	6,205.0
Employees	Hour	25,365.7	29,565.1	28,558.5
Total Training Hours Provided by Gender:				
Males	Hour	16,324.2	19,628.6	20,326.5
Females	Hour	13,154.5	15,577.1	15,168.5

Table 15.0: Health and Safety Data

KPI	Unit	2022	2023	2024
Total Employee Working Hours	#	2,827,762	2,873,925	2,775,135
Employee Fatalities	#	0	0	0
Total Number of Recorded Employee Injuries	#	2	6	5
Employee Injuries that Prevent them from Working	#	0	0	0
Occupational Injury Rate Among Employees (Based on 200,000 Working Hours)	%	0.141	0.418	0.360
Employee Absenteeism Rate	%	20.4%	9%	9.5%

Table 16.0: Recruitment Data

KPI	Unit	2022	2023	2024
New Employee Hires	#	305	298	332
Total Number of New Employees by Age Group:				
18 to 30 Years	#	213	171	233
31 to 50 Years	#	81	123	94
51 Years or Greater	#	11	4	5
Total Number of New Employees by Gender:				
Males	#	175	180	201
Females	#	130	118	131

GRI content index

Statement of use	Bank of Jordan has reported in accordance with the GRI Standards for the period started in 1 January 2024 and end of 31 December 2024				
GRI 1 used	GRI 1: Foundation 2021				
GRI STANDARD	DISCLOSURE	State in BoJ Report	Omission	Requirement(s) omitted Reason	Explanation
GRI 2: General Disclosures 2021	2-1 Organizational details	7			
	2-2 Entities included in the organization's sustainability reporting	2			
	2-3 Reporting period, frequency and contact point	2, 66			
	2-4 Restatements of information	<p>* Page 36: The number of accounts for first-time account holders for 2022 and 2023 was adjusted by excluding closed accounts.</p> <p>* Page 39, 40: The methodology for calculating Greenhouse Gas (GHG) emissions has been revised in accordance with the GHG Protocol, which has led to an adjustment of previous years' figures.</p> <p>* Page 41: The water consumption rate per employee has been adjusted. Whereby the number of employees for 2022 and 2023 was revised to include only the staff at the Head Office building.</p> <p>* Page 42 : The number of suppliers for 2022 has been corrected, as there were external suppliers previously merged with the count of local suppliers.</p>			
	2-5 External assurance	No external assurance has been obtained.			
	2-6 Activities, value chain and other business relationships	7			
	2-7 Employees	47			
	2-8 Workers who are not employees		Omitted	Not Applicable	The bank has not engaged workers who are not employees
	2-9 Governance structure and composition	8, 15			
	2-10 Nomination and selection of the highest governance body	20			
	2-11 Chair of the highest governance body	Refer to Bank of Jordan Annual Report 2024: 8			
	2-12 Role of the highest governance body in overseeing the management of impacts	15			
	2-13 Delegation of responsibility for managing impacts	15			
	2-14 Role of the highest governance body in sustainability reporting	15			
	2-15 Conflicts of interest	20			
	2-16 Communication of critical concerns	50			
	2-17 Collective knowledge of the highest governance body	20			
	2-18 Evaluation of the performance of the highest governance body	59			
	2-19 Remuneration policies	Refer to Bank of Jordan Annual Report 2024: 236, 272			
	2-20 Process to determine remuneration	Refer to Bank of Jordan Annual Report 2024: 236, 272			
	2-21 Annual total compensation ratio		Omitted	Confidentiality Constraints	Because of the competitive sensitivity and employee privacy
	2-22 Statement on sustainable development strategy	17, 27			
	2-23 Policy commitments	15,19, 20			
	2-24 Embedding policy commitments	15,19, 20			
	2-25 Processes to remediate negative impacts	27			
	2-26 Mechanisms for seeking advice and raising concerns	23, 50			
	2-27 Compliance with laws and regulations	21			
	2-28 Membership associations	9			
	2-29 Approach to stakeholder engagement	16			
	2-30 Collective bargaining agreements	Bank of Jordan affirms its full commitment to the provisions of Jordanian Labor Law No. 8 of 1996 and all its amendments, particularly with regard to safeguarding employees' rights to freely join and participate in labor unions, in alignment with relevant national legislation.			

GRI STANDARD	DISCLOSURE	State in BoJ Report	Omission	Requirement(s) omitted Reason	Explanation
GRI 3: Material Topics 2021	3-1 Process to determine material topics	15			
	3-2 List of material topics	16			
	3-3 Management of material topics	15			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	11			
	201-2 Financial implications and other risks and opportunities due to climate change	24			
	201-3 Defined benefit plan obligations and other retirement plans	Bank of Jordan is fully committed to the Jordanian Labor Law and relevant regulations. All employees are enrolled in the Social Security system, and the Bank pays its full share of contributions in accordance with the Social Security Corporation's requirements.			
	201-4 Financial assistance received from government	No financial assistance has been received from the government			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	21			
	205-2 Communication and training about anti-corruption policies and procedures	60			
	205-3 Confirmed incidents of corruption and actions taken	21			
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	During the reporting period, there were no legal actions or violations recorded against Bank of Jordan concerning anti-competitive behavior, anti-trust regulations, or monopolistic practices. The Bank reaffirms its full commitment to fair competition principles and adherence to relevant laws			
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	29			
	417-2 Incidents of non-compliance concerning product and service information and labeling	21			
	417-3 Incidents of non-compliance concerning marketing communications	21			
GRI 207: Tax 2019	207-1 Approach to tax	Refer to Bank of Jordan Annual Report 2024: 138			
	207-2 Tax governance, control, and risk management	Refer to Bank of Jordan Annual Report 2024: 138			
	207-3 Stakeholder engagement and management of concerns related to tax	Refer to Bank of Jordan Annual Report 2024: 138			
	207-4 Country-by-country reporting	Refer to Bank of Jordan Annual Report 2024: 138			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	34			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	40			
	302-2 Energy consumption outside of the organization		Omitted	Not Applicable	Over the past three years, Bank of Jordan's reliance on solar energy to generate electricity at its Headquarter and Branches in Jordan has contributed to the avoidance of greenhouse gas emissions associated with Scope 2. As a result, the bank's total Scope 2 emissions amounted to zero metric tons of CO ₂ equivalent.
	302-3 Energy intensity	62			
	302-4 Reduction of energy consumption	62			
	302-5 Reductions in energy requirements of products and services		Omitted	Not Applicable	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	39			
	305-2 Energy indirect (Scope 2) GHG emissions	39			
	305-3 Other indirect (Scope 3) GHG emissions		Omitted	Information unavailable / incomplete	It will be calculated in the future
	305-4 GHG emissions intensity	62			
	305-5 Reduction of GHG emissions	62			
	305-6 Emissions of ozone-depleting substances (ODS)		Omitted	Not Applicable	
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Greenhouse gas (GHG) emissions were calculated based on the Greenhouse Gas Protocol (GHG Protocol) methodology, which covers a range of greenhouse gases that contribute to global warming. The quantities of these gases were converted into carbon dioxide equivalents (CO ₂ e) using internationally recognized emission factors			

GRI STANDARD	DISCLOSURE	State in BoJ Report	Omission	Requirement(s) omitted Reason	Explanation
GRI 301: Materials 2016	301-1 Materials used by weight or volume	41			
	301-2 Recycled input materials used	41			
	301-3 Reclaimed products and their packaging materials		Omitted	Not Applicable	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	40			
	303-2 Management of water discharge-related impacts	40			
	303-3 Water withdrawal		Omitted	Information unavailable / incomplete	It will be calculated in the future
	303-4 Water discharge	41			
	303-5 Water consumption	41			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	42			
	203-2 Significant indirect economic impacts	41, 45			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	41			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria		Omitted	Information unavailable / incomplete	It will be calculated in the future
	308-2 Negative environmental impacts in the supply chain and actions taken		Omitted	Information unavailable / incomplete	It will be calculated in the future
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Bank of Jordan complies with all applicable laws and regulations in the Hashemite Kingdom of Jordan regarding the minimum wage. This compliance applies equally to all employees without discrimination, ensuring fair and equitable compensation in line with national legislation and decent work standards			
	202-2 Proportion of senior management hired from the local community	47			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	49			
	404-2 Programs for upgrading employee skills and transition assistance programs	48			
	404-3 Percentage of employees receiving regular performance and career development reviews	49			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	20, 47			
	405-2 Ratio of basic salary and remuneration of women to men		Omitted	Information unavailable / incomplete	It will be calculated in the future
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	64, 65			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	49			
	401-3 Parental leave	50			
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Bank of Jordan complies with the provisions of the Jordanian Labour Law regarding the termination of open-ended employment contracts. Either party wishing to terminate the contract must provide written notice at least one month in advance, and such notice may not be withdrawn without mutual consent. This commitment reflects the Bank's dedication to fair and lawful employment practices and respect for employee rights			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	49			
	403-2 Hazard identification, risk assessment, and incident investigation	65			
	403-3 Occupational health services	49			
	403-4 Worker participation, consultation, and communication on occupational health and safety	49			
	403-5 Worker training on occupational health and safety	49			
	403-6 Promotion of worker health	49			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	49			
	403-8 Workers covered by an occupational health and safety management system	49			
	403-9 Work-related injuries	65			
	403-10 Work-related ill health	65			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	50			