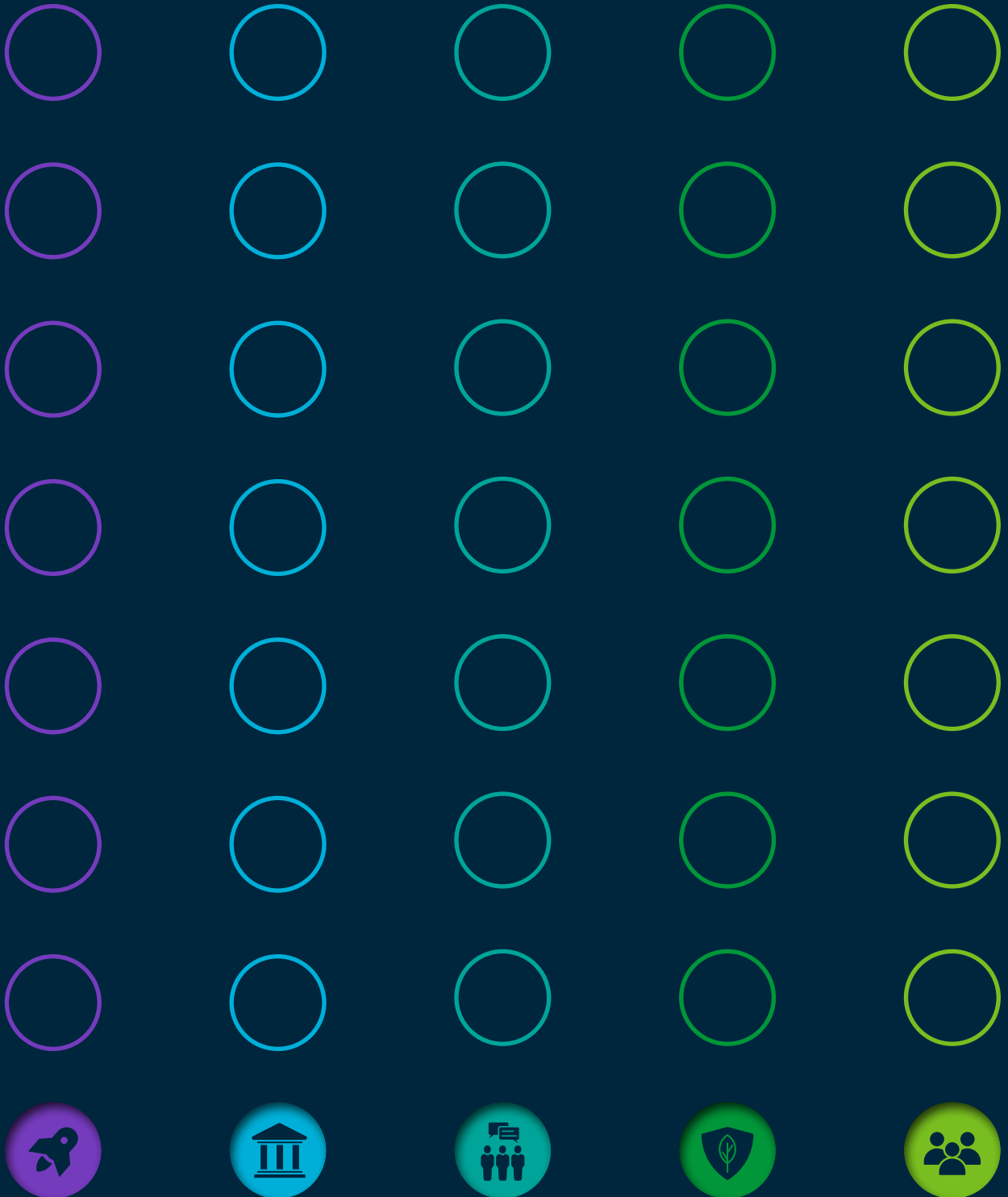




2022





Welcome

We are honored to present the inaugural Sustainability Report of Bank of Jordan (BOJ). This report provides a transparent and balanced representation of our sustainability approach and performance for all operations.

The report has been prepared in accordance with Global Reporting Initiative (GRI) Standards: Essential services – the GRI content index is provided in Appendix A. We also incorporate other best practice reporting and sustainability principles, including those of the Sustainability Accounting Standards Board (SASB), the United Nations Sustainable Development Goals (UN SDGs), Amman Stock Exchange (ASE) Economic, Social and Governance (ESG) guidelines and the Jordan Economic Modernization Vision (JEMV).

Unless stated otherwise, all information is for the 2022 calendar year (ending 31 December). Financial performance and economic impact data cover the entirety of BOJ Group, while material sustainability topics are limited to operations in the Hashemite Kingdom of Jordan (HKJ).



We welcome all feedback on this report
boj@bankofjordan.com.jo

Follow us!



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Leadership Message

I am delighted to present BOJ's inaugural Sustainability Report, a significant milestone marking our enduring commitment to fostering a sustainable future. As we set forth on this crucial journey, we have diligently established a robust sustainability framework, anchored by four key pillars. These pillars embody our unwavering commitment to uphold rigorous governance principles, building amicable customer relations, exhibit relentless dedication to our communities and the environment, and promote a high-performing team of employees. It gives me immense pleasure to share the substantial progress we have made within these domains.

We have fortified our governance principles and propelled sustainable finance. We have orchestrated a comprehensive organizational restructuring, ensuring a robust platform for sustainable expansion, taking a significant leap towards promoting gender parity and diversity, which is evidenced by our official partnership with the "All on Board" initiative. Compliance remains a critical focus, and we are proud to report zero incidents of non-compliance with laws and regulations. We remain steadfast in our commitment to integrating sustainable considerations in our lending and operational activities, securing a sustainable future for BOJ and its stakeholders. This commitment has borne fruit, as witnessed by a staggering 550% increase in green auto loans and a respectable 6% growth in our revenue.

Building harmonious relations with our customers is fundamental to our sustainability endeavor. Our dedication to service excellence is mirrored in our exemplary customer satisfaction rate of 93.79%. In 2022, we created a specialized Department of Operational Excellence, bolstering our customer-centric ethos. Embracing digital transformation, we are proud to report that a significant 85% of our customers are now actively engaged via digital channels. We prioritize our customers' financial well-being, demonstrated by continuous investment in data security. For the third consecutive year, we have reported zero data breaches.

Our unwavering commitment to our communities and the environment is one of the cornerstones of our sustainability framework. We have successfully embedded the UN Sustainable Development Goals (SDGs) into our corporate social responsibility strategy, harmonizing our efforts with global sustainability benchmarks. Our commitment to a greener future is apparent in our investment in three solar farms that fully power all our facilities nationwide. Our community programs have had a profound impact, positively influencing over 5,000 beneficiaries, and we have witnessed an extraordinary 128% surge in donations and sponsorships.

Nurturing a high-performing team of employees remains a critical component of our strategy. We are proud of our achievements in fostering gender diversity, having boosted female representation by an impressive 5.3% in 2022. We have trained our employees on sustainability, climate reporting, and finance to provide them with crucial sustainability-related knowledge. Our dedication to ongoing learning and development is apparent in the remarkable 71% increase in training hours for our workforce. Our performance reviews, delivered to 100% of our employees for the third consecutive year, further showcase our commitment to a supportive work environment.

As we charter our course towards a sustainable future, we acknowledge the significance of transparency and accountability. This Sustainability Report elucidates our relentless efforts and accomplishments in generating long-term value for our stakeholders while contributing significantly to a more sustainable society.

We are committed to infusing sustainability into every facet of our operations, continuously pursuing excellence and tackling the complexities of our rapidly evolving world. Together, we forge a brighter, more sustainable future.

Mr. Saleh Rajab Hammad
CEO



Report Highlights

In the year 2022, we achieved several remarkable milestones in our efforts to create value for our stakeholders and society at large, encompassing both financial and non-financial aspects. The following points emphasize BOJ's noteworthy achievements.

Reinforcing Our Primary Governance Principles and Advancing Sustainable Finance



Successfully completed the reorganization process **across all levels of the Bank**



Registered in the **"All on Board" platform**



3.15%
decrease in the percentage of substantiated complaints received



Zero
incidents of non-compliance with laws and regulations



550% increase in green auto loans



6.1%
increase in revenue



14.4 %
SME financing of the total bank financing portfolio

Building Amicable Relations with Our Customers



93.79%
overall customer satisfaction rate



Established a **Digital Innovation Committee**

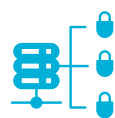


Middleware **project launch**



85%
of our customers are digitally active

25%
increase in the number of online/mobile transactions



Zero
data security breaches for the third consecutive year



8 BOJ branches and 14 ATMs located in **low populated and economically disadvantaged areas**



Unwavering Commitment to Our Communities and Environment

Zero fines

for non-compliance with environmental laws and regulations for the third consecutive year



2,602 tCO₂e avoided emissions due to the deployment of solar energy



100%

of our electricity needs are met through solar energy



Implementation of a Building Management System (BMS) to monitor energy consumption



+5,000

beneficiaries from our community initiatives and programs



128%

increase in donations and sponsorships



12%

increase in the total number of local suppliers engaged

Growing an Excelling Team of Employees



Core & Leadership Competencies project launch



5.3%

increase in the number of female employees



99%

nationalization among our total workforce



A new Sustainability, Climate Reporting, and Finance Workshop was rolled out



71%

increase in the number of training hours delivered

100%

of employees received a performance review for the third consecutive year



35%

decrease in the number of grievances filed



About Us

Mission, Vision, and Values

Our objective is to be a trusted and reliable partner for stakeholders, offering convenient daily banking services while upholding strict sustainability standards. We seek to drive growth in targeted markets, creating sustainable value, and improve our business model to prioritize customer needs and adapt to changing demands.



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 a modern business environment that comprises an excelling team of employees.





Corporate Profile

BOJ was founded in 1960 as one of the pioneering financial institutions in Jordan, and it proudly bears the name of its country. From the very beginning, the bank has adopted a sustainable development and aspirational strategy in all its activities and operations. It has kept up with accelerating developments witnessed by the banking industry, both nationally and internationally.

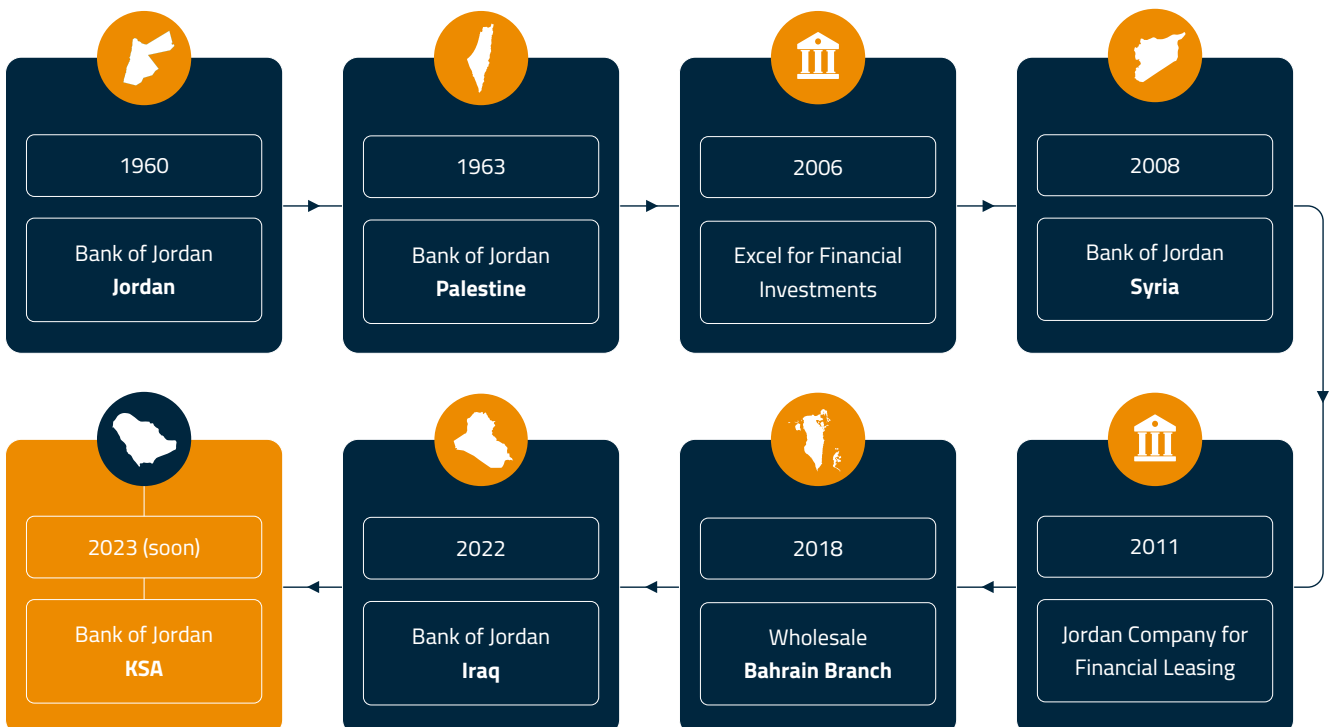
Today, BOJ is considered one of the leading banks in the region. The bank's shareholders' equity amounted to 529.2 JOD million as of 31/12/2022. BOJ operates an extensive network of distribution channels encompassing branches, offices, and ATMs strategically located throughout Jordan and Palestine. The Bank also offers a wide array of Electronic and Digital Distribution Channels, including IVR (Interactive Voice Response), Internet Banking, Mobile Banking (BOJ Mobile), SMS services, and a dedicated contact center.

The BOJ Group currently includes various branches in Jordan, Palestine, Bahrain, and Iraq. Additionally, our group includes the following subsidiaries: Bank of Jordan- Syria, Excel for Financial Investments Company, and Jordan Leasing Company. As part of our strategic growth efforts, we accomplished the successful establishment of a new branch in Baghdad, Iraq in November 2022. Our current focus is on identifying growth opportunities in rapidly developing economies regionally. We are actively making preparations to commence operations in Riyadh, Saudi Arabia, with the objective of enhancing our network and amplifying our services in the region. This initiative aligns with our overarching goal of achieving sustained success and fostering economic growth.

In 2022, 305 people were newly hired at BOJ, an increase of 63% on the previous year (see page 39). Our aim is to establish ourselves as the leading bank for our customers by fostering growth and expanding our business model, venturing into new markets, and enhancing our electronic and digital services.



[Read our Annual Report 2022](#)





Memberships

The Bank proudly holds memberships in prestigious industry associations and organizations.

Injaz Foundation



Jordan Strategy Forum



Taawon Organization



Edama Association for Energy, Water & Environment



Association of Banks in Jordan



Union of Arab Banks



World Union of Arab Banks



The World Affairs Council



The American Chamber of Commerce in Jordan



Jordanian Businessmen Association

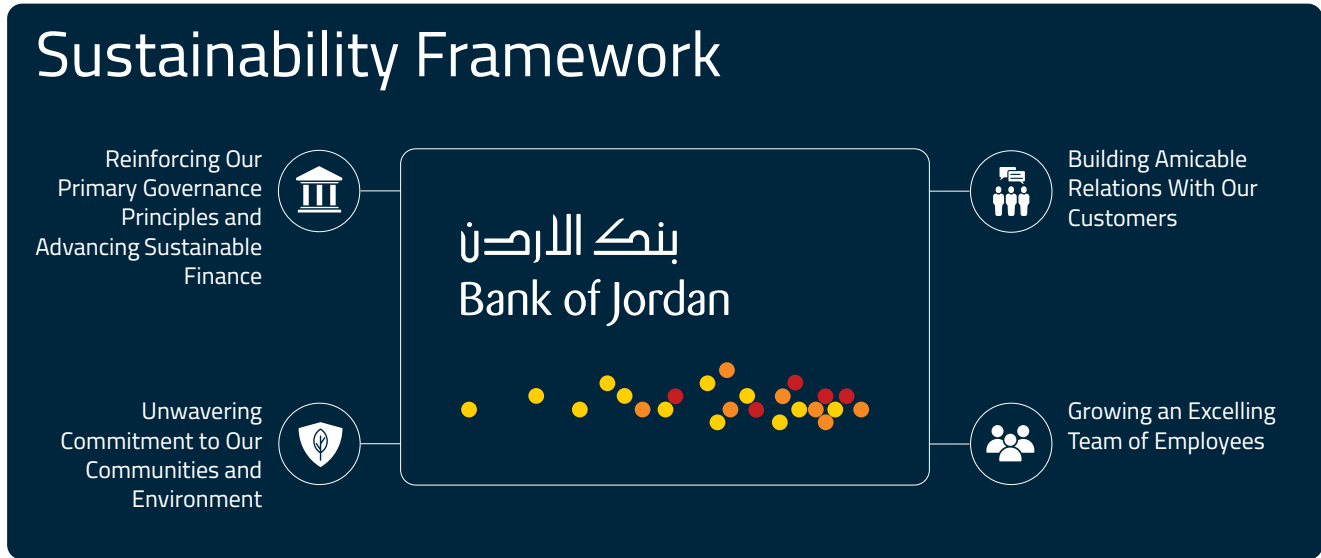


The Jordan Europe Business Association (JEBA)





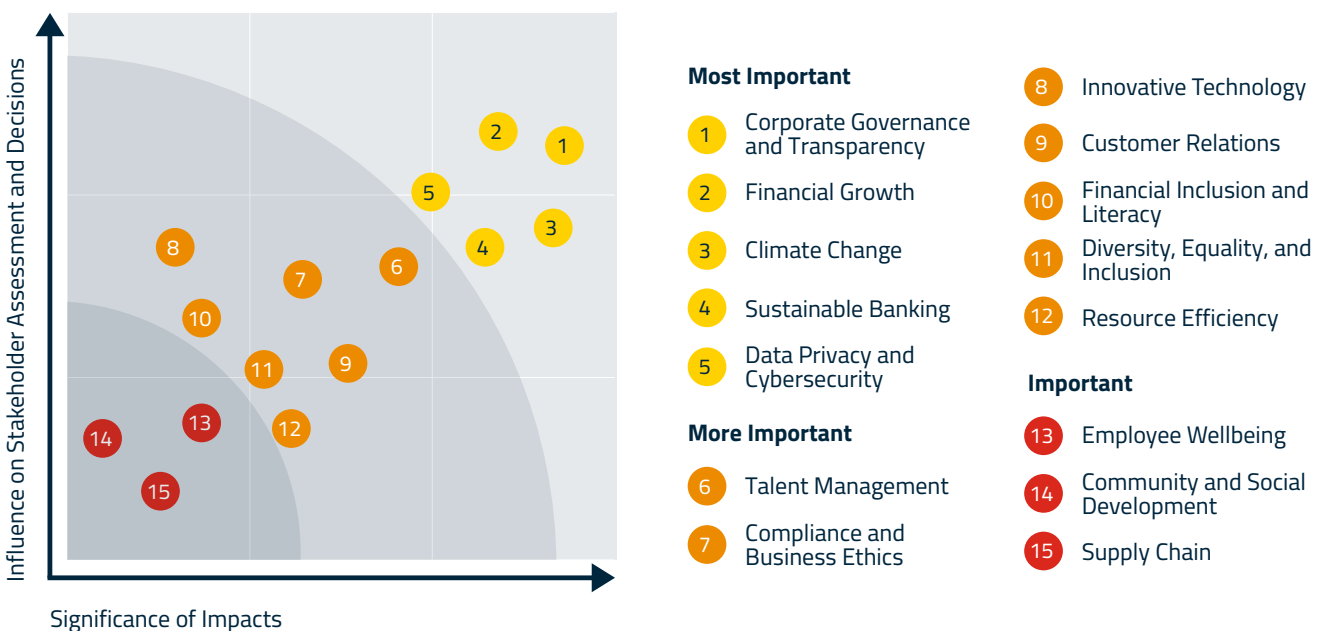
Sustainability Approach



As part of BOJ’s strategic direction, sustainability is recognized as an essential theme for our future growth, market expansion and development. Our Sustainability Framework is built upon four pillars that shape our approach towards integrating sustainability into the Bank’s operations. It is also aligned with our corporate mission and values, sustainability investor priorities, stakeholder interests, national goals and global standards and frameworks. The Framework serves as a means to organize and clearly articulate the sustainability and ESG factors that are significant and pertinent to the Bank.

Materiality Assessment

In 2022, we conducted our first materiality assessment, identifying a list of 15 material topics. This assessment was based on a rigorous internal review of the Bank, a peer assessment, and analysis of national and international standards, including GRI, SASB, the SDGs, Principles for Responsible Banking (PRB), ASE Guidance on Sustainability Reporting, and JEMV. We also conducted internal stakeholder engagement, including validation from our Executive Leadership Team to ensure comprehensive assessment and alignment.





Reinforcing Our Primary Governance Principles and Advancing Sustainable Finance

At BOJ, we are committed to justice, transparency, responsibility, accountability, censorship, and ethical conduct. We adhere to strict risk management and control processes, ensuring compliance with laws, regulations, ethical standards, and internal policies. We emphasize governance principles, bolstering our long-term sustainability and market competitiveness. Our commitment extends to promoting sustainable financing and investment, offering environmentally and socially friendly products and services.

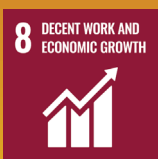
Material Issues

- Corporate Governance and Transparency
- Compliance and Business Ethics
- Sustainable Banking
- Financial Growth

Jordan Economic Modernization Vision



UN Sustainable Development Goals





Corporate Governance and Transparency

Our strategic vision and mission cannot be achieved without adopting proper governance that complies with Jordanian legislation, the instructions of the Central Bank of Jordan (CBJ), and the best international practices. We are committed to being the most trustworthy and dependable partner for all stakeholders. We offer a wide range of financial and banking services and solutions that are guided by our core values. These services and solutions are designed to help customers realize their aspirations and ambitions. Our commitment to sustainability ensures continuous improvement of our services, building stronger relationships, and enhancing our reputation.

In 2022, we diligently provided extensive support to facilitate the completion of the reorganization process across all levels of the Bank. This encompassed tasks such as revising organization structures, refining job descriptions, optimizing work procedures, and implementing strategic reengineering initiatives. Our focused efforts were geared towards successfully completing the reorganization and ensuring its seamless implementation in the year 2022.

Key Performance Indicators (KPIs)	Unit	2020	2021	2022
Total number of Board members	#	11	11	11
Total number of independent members*	#	5	4	4
Total number of non-independent members	#	6	7	7
Total number of executive members	#	0	0	0
Total number of non-executive members	#	11	11	11
Total board seats occupied by men	#	11	11	11
Total board seats occupied by women	#	0	0	0

*Independent members: individuals who are not affiliated with the company in a way that could compromise their impartiality or objectivity. For more detail you can refer to **BOJ Annual Report 2022**.

Selection and Suitability

Members of the Board, including the chair, may not hold both their position and any executive or other position that participates in the daily management of the Bank or any consulting position in the bank, including serving as a Chief Executive Officer (CEO).

We have adopted a Suitability Policy for members of the Board, which is reviewed annually. This policy includes the minimum standards, requirements, and conditions that must be met by the nominated and appointed members. It also establishes adequate procedures and systems to ensure that all members meet and maintain suitability standards.

A new BOD is elected at the General Assembly through secret voting and proportional representation, allowing each shareholder to distribute their votes according to the number of shares they own or represent at the meeting. Shareholders have the right to use their votes for one candidate or distribute them among multiple candidates, with each share having one vote. The Board consists of eleven members, who are responsible for managing the Bank's affairs for a period of four years starting from the date of their election.

General Assembly Meetings

Each shareholder has the right to vote and discuss topics at both Ordinary and Extraordinary General Assembly meetings. Shareholders can propose new agenda items for Ordinary Public Assembly meetings, given at least 10% of shareholders registered at the meeting support it. The management encourages all shareholders, especially small shareholders, to attend the annual meeting either in person or by personal proxy. We ensure that all shareholders receive a comprehensive package comprising the annual report, meeting invitations, as well as all necessary information and materials required. Shareholders have the opportunity to review the shareholder register in relation to their individual contributions. Furthermore, the Board guarantees equitable distribution of profits among shareholders, taking into account their respective share ownership.



Evaluation Procedure

General Manager

The performance of the General Manager is evaluated by the BOD and its subcommittees, and approved within the general strategic directions of the Bank based on the following pillars:

- Financial
- Market and customer
- Operations
- Human resources

Chair and Board Members

The performances of the Chair and members of the Board are evaluated by the Nomination and Remuneration Committee (NRC), and these results are approved by the BOD.

The evaluation results of the Chair and Board in 2022 emphasized the members' commitment, attendance, competence, and effectiveness in meetings. The results highlighted their loyalty to the Bank's interests, adherence to regulations, and the disclosure of conflicts of interest.

NRC and other Board Committees

NRC evaluates the outcomes of the various Board committees. The performance of the NRC is in turn assessed by the BOD and its committees.

The evaluation criteria include but not limited to:

- The level of contribution made by Board members in terms of attending meetings
- Active participation, feedback, and value added of Board members



During 2022, the BOD met nine times with an attendance rate around 97%.



11 Hours

of training for Board members in 2022

Conflict of Interest Prevention

To safeguard the interests of shareholders and enhance corporate governance, the BOJ Group has implemented the Policy on Transactions of Related Parties and the Management of Conflicts of Interest. This policy aims to preserve the Bank's reputation by promoting transparency, integrity, honesty, and responsibility among employees. Its primary objective is to protect shareholders and foster a culture of strong corporate governance within the organization. The Policy institutes clear control systems to prevent board members, senior executive management, and all employees from misusing internal Bank information for personal gain. It also establishes the necessary institutional governance framework to effectively handle transactions involving related parties and identifies potential conflicts of interest that may arise from such transactions. Finally, it provides transparent procedures for reporting potential conflicts and for the disclosure of any external benefits accrued by administrators through their duties.

Diversity of the Board

We are committed to promoting gender diversity in our BOD. To encourage female representation, we partnered with the Association of Banks and registered in the "All on Board" platform, which aims to increase the number of qualified women occupying senior positions. The platform is designed to enhance diversity and gender equality by showcasing capable and knowledgeable female professionals as potential candidates for leadership and corporate board roles within Jordanian companies. This initiative aligns with our commitment to providing equal opportunities to all employees, regardless of gender, and to promoting a diverse and inclusive workplace culture. By encouraging the representation of women on our BOD, we are able to tap into the unique perspectives and experiences of a diverse group of individuals, which can ultimately contribute to the Bank's success.



Compliance and Business Ethics

Compliance

In accordance with our Code of Conduct, we place significant emphasis on treating customers with fairness and transparency. We consistently strive to enhance and revise our Compliance Policy to ensure its relevance and effectiveness. Our internal reporting system for compliance is directly connected to the Compliance Committee, enabling timely and thorough oversight. Additionally, we have implemented a Whistleblowing Policy to encourage the reporting of any concerns or violations. The designated whistleblowing email address is prominently provided in the whistleblowing section on our website, ensuring convenient access for all stakeholders to report their concerns. We respect the autonomy of reporters, granting them the freedom to decide whether to remain anonymous or disclose their identity.

Our primary objectives and commitments concerning compliance revolve around consistently meeting the mandates of regulatory authorities, tax compliance programs, and judicial bodies within the sectors we operate. We are dedicated to upholding these requirements and continually enhancing our policies and regulations to ensure their adequacy and effectiveness.

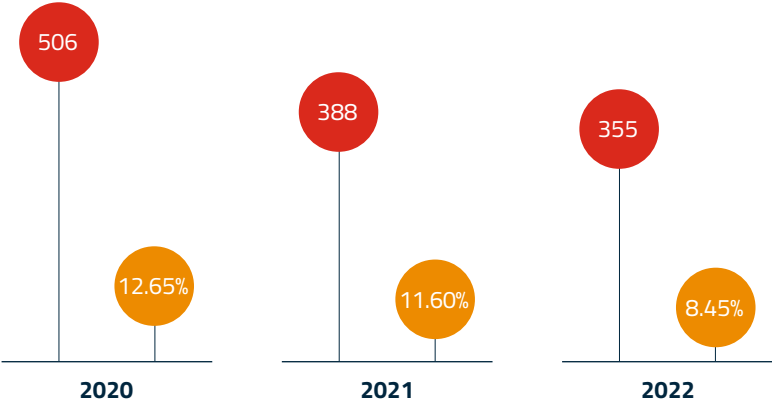
The Bank also maintains a principle of transparency, in which the CBJ and concerned authorities are notified of any material breaches or violations. BOJ retains detailed records of all cases documented as well as established clear protocols for addressing breaches, involving the relevant departments such as Compliance, Human Resources, and Internal Audit. Additionally, the Audit Committee and the BOD are engaged as necessary to oversee and take appropriate action in response to these breaches. In 2022, the percentage of substantiated complaints received decreased by 3.15% compared to 2021 figures.



Zero incidents
of non-compliance with laws and regulations and zero non-monetary sanctions for three consecutive years.

Incidents of non-compliance

- Number of complaints received by the compliance department
- Percentage of complaints received by the compliance department that were substantiated (%)



Anti-Financial Crime

Our Bank has an important role in supporting Jordan's economy, with a particular emphasis on contributing to the security and well-being of both local and international communities. The Bank is fully aware of the risks to the national economy of money laundering and terrorism financing.

Investor confidence in the state financial system is intricately linked to the strength and resilience of the Anti-Money Laundering (AML) and terrorism financing framework maintained by banks. We are committed to applying the best international practices and standards to combat money laundering and terrorism financing. As a bank, we have implemented comprehensive policies such as AML Policy, Sanction Policy, and Customer Acceptance Policy to ensure strict adherence to regulations and mitigate the risk of financial crimes.



BOJ is dedicated to fulfilling the obligations outlined within our responsibility framework, including those derived from international and national efforts aimed at preventing the proliferation of weapons of mass destruction. Moreover, we employ an AML profiling system to reinforce our efforts in combating money laundering. The system pertains to the identification, monitoring, and detection of suspicious transactions or client behavior based on transactional data and Know Your Customer (KYC) information analysis.

“ BOJ is dedicated to fulfilling the obligations outlined within our responsibility framework ”

Anti-Corruption and Bribery

BOJ believes that transparency and accountability are fundamental to preventing corruption, fraud, and bribery. We have a Prevention of Corruption Policy that is adopted at the group level as well as a Code of Conduct that prohibits any form of corruption and bribery. Furthermore, the Bank complies with local laws and regulations for the prevention of corruption and bribery issued by the CBJ and adopts best international practices.

A special unit, under the umbrella of the Compliance department, has been established to manage the risks of fraud and corruption. The Bank has robust policies and a comprehensive fraud management system in place. This system also tackles issues of money laundry and financing terrorism. These include:



Know Your Employee Policy: ensuring potential and current employees are monitored for integrity and negative indicators.



Conflict-of-Interest Policy: outlines mechanisms and work procedures to avoid any divergence from constant compliance.



Code of Conduct: circulated to all employees together with ongoing awareness training.



Whistleblowing Policy: provides clear guidelines on how stakeholders can report any breaches, suspected breaches, or violations of the Bank's policies. It outlines the available channels and procedures, which can be accessed through the Bank's website.



Anti-Fraud and Corruption Framework: designed to prevent, detect, and address fraudulent activities and corrupt practices.

Self-Check and System Enhancement

Any cases related to suspected or verified incidents of fraud resulting from weak control procedures, the absence of a control procedure, or non-compliance with control procedures, are notified to the Operations Risk Department. The department then evaluates the control procedures, develops recommendations, and returns feedback to the Compliance Department. In 2022, BOJ did not encounter any issues related to non-compliance.

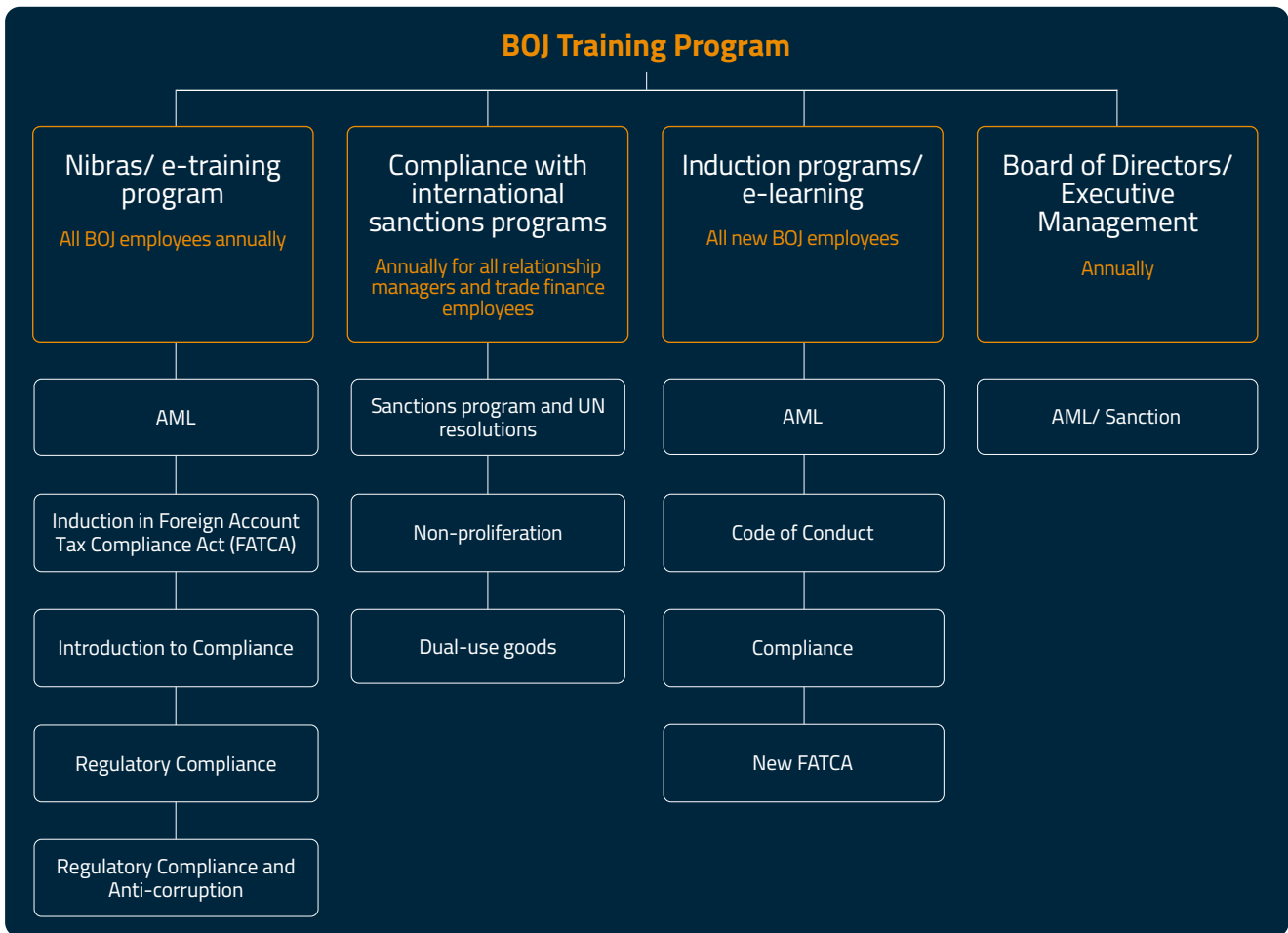
In accordance with the Bank's Compliance Plan, fraud risk is reviewed at least annually in coordination with the Operations Risk and Internal Audit Departments. This includes preparing regulatory examinations and amending the risk file if necessary. Additionally, the Audit Department conducts a thorough evaluation of the control procedures within the fraud file/facility and presents the examination findings to the Audit Committee.

Training and Awareness Raising

Continuous training on anti-corruption policies and procedures is provided to employees at all levels. This ongoing training serves to maintain and enhance awareness, ultimately aiding in the detection of fraudulent activities. Moreover, the Compliance Department is developing a comprehensive and updated risk framework to limit the risk of fraud and holding workshops with all relevant departments.



The Bank operates a variety of anti-corruption, AML and anti-terrorism training programs. Those of which include:



Sustainable Banking

The banking sector plays a crucial role in advancing a sustainable future. We are committed to developing products and services that support our sustainability and ESG efforts and enable both us and our customers to conduct business in a more environmentally and socially responsible manner, with clear targets and goals to guide and measure our progress.

Supporting Low Carbon Economy

BOJ aims to encourage our customers in their own sustainability journeys by encouraging investments that bring environmental benefits. Our Central Bank Loan for Financing Green Projects provides financing to companies seeking to invest in energy efficiency or other green projects. The purpose of the program is to improve access to financing with favorable terms and costs for economic sectors, particularly high-impact sectors. It also aims to strengthen the prospects of achieving comprehensive and sustainable growth in Jordan. We also provide green car loans, which have lower interest rates than conventional car loans and offer an exemption for the first three instalments. In 2022, green auto loans sharply increased by 550% compared to 2021, totaling around JOD 5.4 million.

Offering Products with a Social Lens

Additionally, we provide a diverse range of products aimed at delivering social benefits. Our Housing Loans provide competitive terms to help people purchase properties, while our Certified Merchants Discount Program offers customers generous discounts, which often reaches 50%, on a wide range of products from furniture and shopping to entertainment and travel. Our Aqsati program helps customers access major purchases, including healthcare and education, by paying in instalments to spread the cost.



Training and Awareness Raising

In collaboration with the International Finance Corporation (IFC), we organized two sessions that centered around the significance of green and resilient building practices, specifically emphasizing the integration of solar energy systems. The sessions provided valuable insights into the range of green financing mechanisms available through the Bank to our corporate clients. These mechanisms enable us to expand our green and resilient building portfolios, introduce innovative products, and increase the amount of financing dedicated to supporting environmentally friendly initiatives. Through these initiatives, we strive to contribute to a greener and more resilient future. These sessions covered around 5% of our total corporate portfolio.

A Futuristic Look

Moving forward, we envision implementing a range of proactive measures to drive positive change. This includes expanding our portfolio of sustainability-focused products and services, integrating sustainability considerations into our lending and investment practices, and fostering partnerships with sustainable projects and initiatives. Additionally, we will prioritize the development of innovative financing mechanisms that support environmentally friendly projects and promote social well-being. Our commitment to sustainable banking will remain steadfast as we work towards a future characterized by responsible and impactful financial practices.

Monetary value of products and services designed to deliver a specific environmental benefit

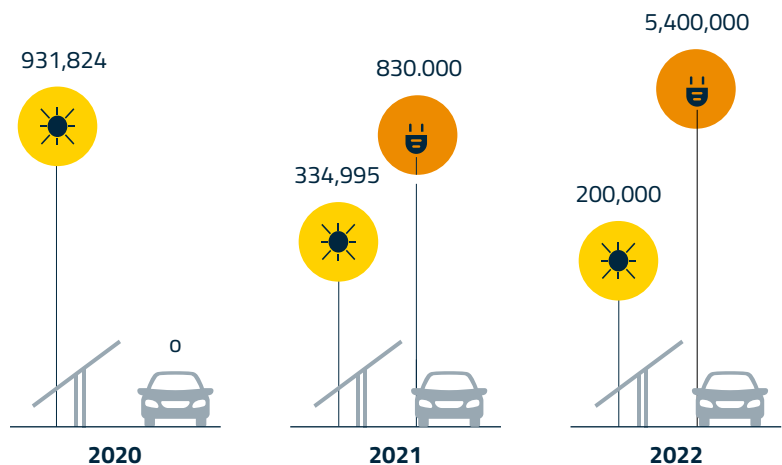


Renewable Energy Systems (JOD)



Green Auto Loan* (JOD)

* The Program was launched in late 2021.



Our commitment to sustainable banking will remain steadfast as we work towards a future characterized by responsible and impactful financial practices.



Financial Growth

BOJ prioritizes financial growth, as it reflects the Bank's ability to improve its financial performance and profitability over time. This growth is accomplished through a variety of strategies, including the expansion of revenue streams, cost reduction measures, enhanced operational efficiency, market expansion, and effective risk management.

To achieve its financial growth objectives, BOJ is actively formulating strategies and business plans that identify specific growth areas and opportunities within the markets it operates in. By establishing a clear vision for growth in these targeted markets, we can allocate resources effectively and capitalize on emerging opportunities. This approach enables us to adapt to evolving market dynamics and enhance our competitiveness.

One of our key objectives is to develop and enhance our corporate sector and financial institutions business at the group level. By doing so, we can formulate and execute strategic plans and visions for the corporate, SMEs, and financial institutions sectors. This approach ensures that we remain proactive in identifying and capitalizing on growth opportunities within these specific areas.

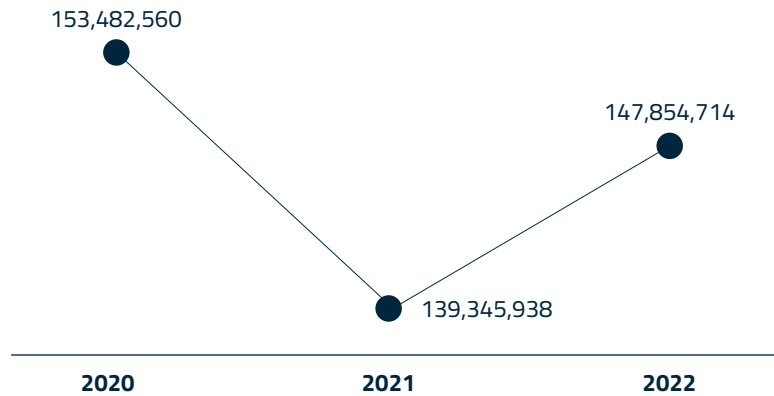


We recognize the importance of green financial growth and aim to align its offerings with this objective. By promoting and offering sustainable financial products and services, such as green loans, renewable energy financing, and sustainable investment options, we actively contribute to the transition to a low-carbon economy. This approach not only addresses the growing demand for sustainable solutions but also attracts environmentally conscious customers, strengthens the Bank's brand reputation, and supports its long-term financial growth in a socially responsible manner.

In 2022, our revenues increased by 6.1% compared to 2021, totaling more than JOD147.85 million. On the financing side, the Portfolio of the Small and Medium Enterprises (SMEs) amounted JOD 243 million, which accounted for 14.4% of the total bank financing portfolio.

Direct economic value generated

● Revenues (JOD)

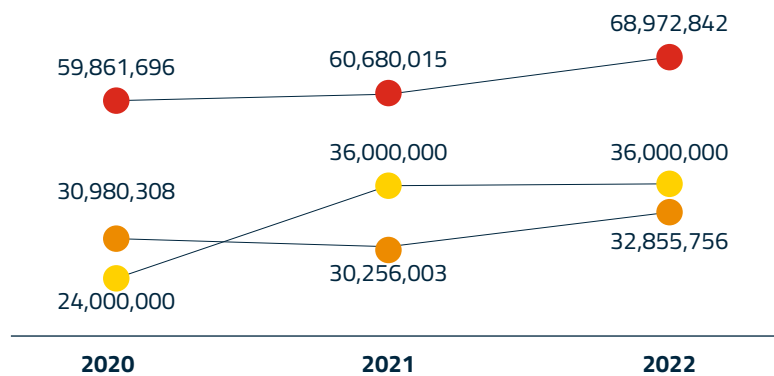


Economic value distributed

● Operating costs (JOD)

● Employee compensation (JOD)

● Dividends paid to shareholders (JOD)



Key Performance Indicators (KPIs)	Unit	2020	2021	2022
Number of retail banking customers				
Total number of retail banking customers	#	236.8K	251.0K	249.9K
Total credit facilities financing by type				
Large corporate	JOD	375,831,841	323,849,300	355,062,498
SMEs	JOD	245,594,187	258,584,126	243,344,265
Government & public sector	JOD	181,364,510	206,297,647	225,239,281
Mortgage loans	JOD	259,123,143	273,211,954	271,477,666
Retail banking	JOD	557,702,675	596,242,926	594,825,426
Total	JOD	1,619,616,356	1,658,185,953	1,689,949,136



Building Amicable Relations with Our Customers

We are committed to providing accessible financial solutions to our customers through convenient service channels. We place great emphasis on market segmentation, product development, customer communication, financial inclusion, and literacy, all aimed at enhancing our customers' experience. To achieve this, we constantly strive to develop innovative products and services that leverage digital technologies, and we have accelerated our digital transformation to achieve operational excellence. Ensuring the utmost protection of our customers' sensitive information, we implement robust measures to enhance data privacy and cybersecurity, aligning with global best practices.

Material Issues

- Customer Relations
- Innovative Technology
- Data Privacy and Cybersecurity
- Financial Inclusion and Literacy

Jordan Economic Modernization Vision



Smart Jordan



Future Services

UN Sustainable Development Goals





Customer Relations

Building closer relationships with our customers is key to how we operate. By engaging more closely with customers, we can better understand and serve their needs, thereby strengthening the Bank's offering and its resilience.

As part of this commitment, we have begun Need-Based Selling along with Value Proposition and Acquisition Strategy direction, which include communication, engagement, acquisition, marketing and delivery channels for all products and services, particularly for Mumayyaz and youth/female specific programs. We also aim to improve Experience Maturity (XM) indicators across all disciplines (Customer Experience (CX), Employee Experience (EX), Product Experience (PX), Brand Experience (BX)) throughout all organizational components: Technology, Culture, and Competencies.

For the year ahead, our focus is centered on the development of innovative products and services aimed at enhancing the overall customer experience. Following a holistic customers' journey management, which entails optimizing every touchpoint to ensure a smooth, personalized, and satisfying experience for customers.

Customer Complaints Management

We also have a Just and transparent Customer Handling Framework, as well as a Customer Complaint Handling Policy. This ensures complaints received from customers are addressed and resolved in a timely and effective manner. The framework and Policy guarantee that customers are treated fairly, with respect and professionalism, and that their complaints are dealt with in accordance with the Bank's policies and procedures. Customers have multiple avenues available to voice their concerns and raise issues. These channels include a hotline, email communication, fax, the option to personally visit our public administration building, as well as dedicated complaint telephones conveniently located at our branches.

“ Customers have multiple avenues available to voice their concerns and raise issues. ”

  **92%**
of the complaints in 2022 were resolved within five working days.

Prioritizing Transparency and Effective Communication

In our commitment to improving customer satisfaction and streamlining the complaints resolution process, we have implemented a range of initiatives to enhance customer awareness, elevate their banking experience, and promote informed financial decision-making. Central to achieving these goals is our unwavering focus on transparency and effective communication.

To ensure clarity and understanding, we provide comprehensive information on the terms and conditions of our products and services. All forms and contracts are crafted in simple, easy-to-understand language, minimizing any confusion or ambiguity. We understand the importance of accessible communication, and as such, we utilize various channels to connect directly with our customers. Through social media platforms and SMS messages, we engage in proactive communication, delivering informative messages, providing helpful information, and sending timely reminders to keep our customers well-informed and engaged.

By prioritizing transparent communication and establishing clear channels for dialogue, we aim to foster understanding, build trust, and ensure the efficient resolution of any concerns raised by our valued customers. We believe that through these efforts, we can continuously improve the overall banking experience and create lasting relationships based on trust and customer satisfaction.

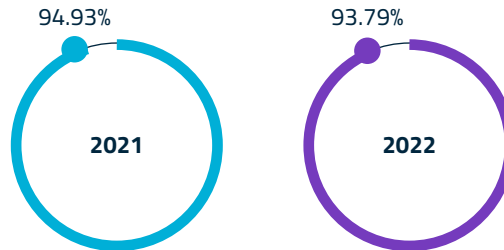
Responsible Marketing

We ensure responsible marketing and sales to our clients, where the designs of products and services offered by the Bank are prepared containing information about the products to be disseminated. They are published on all social media platforms, websites, and outdoor billboards. For elderly customers and those without access to digital media, all marketing materials are provided in branches through brochures. Employees are also directed on how to interact with this group of customers and are provided with specific training on responsible marketing.



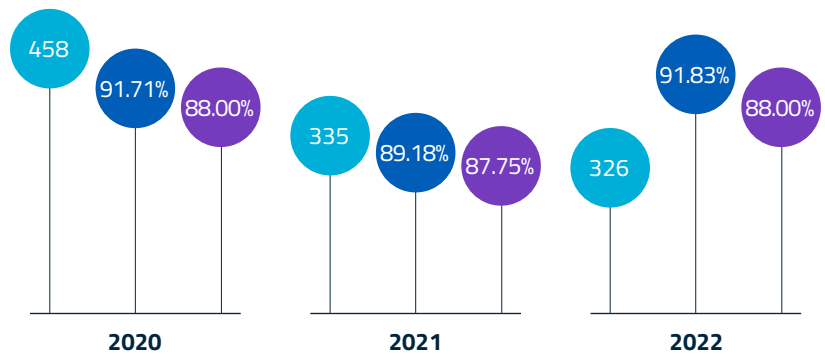
We have a comprehensive approach to managing potential conflicts of interest between the Bank and its clients. To encourage the use of products and services in a fair and ethical manner, we have designed policies that restrict certain product features that could place the customer at undue risk, such as interest and fee restrictions.

Overall customer satisfaction (%)



KPIs

- Number of complaints received
- Percentage of complaints resolved (%)
- First call resolution (FCR) (%)



Innovative Technology

Technology is developing at a rapid pace, transforming almost every aspect of life for companies and individuals alike, including the way we bank. In order to maintain a competitive edge, a business must wholeheartedly embrace technology and innovation. BOJ is committed to utilizing technology to improve our services and products. In 2022, we launched and implemented a set of measures to help steer our use of technology in three specific areas:

- Revamped BOJ mobile according to a modern UX/UI design, whilst maintaining a continuous pipeline of new services and features fostering the mobile-first experience.
- Finalized the new middleware solution as the new API hub enabling the smooth integration of all channels with the backend systems, whilst maintaining consistency and ensuring reusability and agility.
- Participated in the digital transformation focusing on user experience, convenience, and outreach.

Our information technology strategy has been meticulously devised, with a strong emphasis on digital transformation. This strategic approach entails a systematic and progressive shift towards digitalization to ensure seamless customer experience. By aligning with our overall strategic objectives, we aim to deliver exceptional services that cater specifically to our target markets and segments. The strategy includes a set of initiatives and projects that will be implemented during the next three years, the most prominent of which is the Middleware Project. The strategy also includes initiatives and projects to improve the business environment and customer experience in light of the digital transformation.

The Bank embraced the concept of innovation in all areas of work. Recognizing its pivotal role, in 2022 we established:

- **Digital Innovation Committee:** manages and leads digital change in all fields, including developing a digital culture across all administrative levels. The Committee also manages and evaluates initiatives and all newly proposed digital projects, as well as develops plans related to the implementation of initiatives and projects of digital systems
- **Innovation Laboratory:** serves as a catalyst for implementing cutting-edge developments and enables us to swiftly launch new services through our mobile app, enhancing our ability to provide agile and customer-centric solutions



Restructuring to Embrace Innovation

In 2022, the organizational structure of the Information Technology was reviewed, and a new structure adopted in line with best practices and technological advancements. A strategic plan for managing digital and automated systems was also put in place that includes establishing dedicated units and teams focusing on digital innovation and development. The concept deviates from the traditional model of managing banks' technology departments as it followed software company structures based on dynamic team members allocation in innovation labs, adopting agile methodologies, focusing on delivery, and changing the work environment including the adoption of flexi-hours and working remotely. In addition, a Department of Operational Excellence was created, which includes strategic units at the operations sector level concerned with automation of operations, management of institutional content, and organization. These units constitute a main element of the Bank's strategic plan, under the operational improvement pillar, and will make significant contributions to improving customer experiences and services.

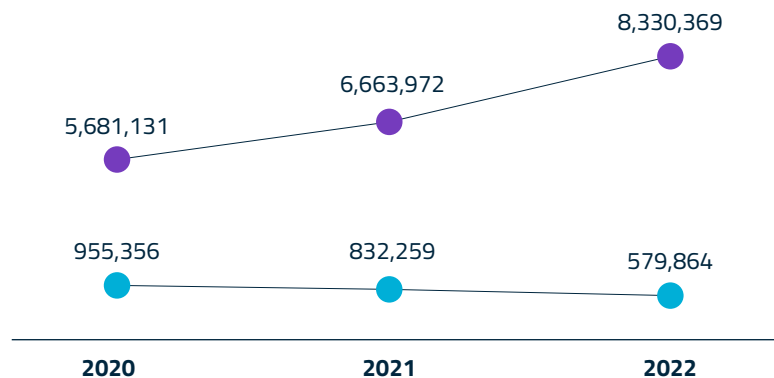
In an increasingly digital world, we must constantly innovate around digital solutions to transform our business and maintain our competitive advantage. We have developed a series of KPIs to help us raise operational efficiency through our Enterprise Content Management (ECM) project and to support the development of electronic and digital services. These include implementing a new archiving system and enhancing business-related processes.

Our rate of digitally active customers in 2022 was 85% - the third consecutive year we have maintained this high rate – while the number of online/mobile transactions increased by 25% compared to 2021.

Key Performance Indicators (KPIs)	Unit	2020	2021	2022
Digitally active customers	%	85%	85%	85%
New customers onboarded digitally	%	0%	11%	4%
Credit cards sold digitally	%	10%	15%	20%
Number of products offered digitally	#	7	11	18

KPIs

- Number of branch transactions
- Number of online/mobile transactions



One Application

For all your banking transactions



Download
BOJ Mobile





Middleware Project

We recognize the importance of integrating various technologies, tools, and databases into one system to improve business integration and the speed of project implementation, and to enhance information security. To achieve these goals, the project aimed to implement a Middleware system, known as an API Hub and Gateway.

The implementation of the Middleware system was considered a strategic project and approved within the information technology strategy by BOD. The Bank's Automation team adopted a conservative approach to the project, dividing it into three phases to ensure the fulfilment of external branches. The first phase was Target Architecture Design, which took two months to complete. The second phase was Platform Setup, which took one month, and we are currently in the third phase, Application, which is expected to take 12 months to complete.

The implementation of the Middleware system is expected to have significant positive outcomes for the Bank. The system will improve business integration, enabling the smooth and quick implementation of projects. This will reduce project delivery time, allowing us to meet our clients' needs more efficiently. Additionally, Middleware will enhance information security by ensuring that only authorized systems have access to the Bank's data. As a result, our cybersecurity will be heightened, reducing the risk of data breaches.

As we continue to expand and evolve, the Middleware system will be a key component in supporting our growth and ensuring that we remain competitive in the marketplace. Our commitment to integrating sustainable technologies that improve business operations and reduce risk demonstrates our dedication to sustainability and responsible business practices.



BOJ is committed to utilizing technology to improve our services and products.



Enterprise Content Management System Project

In our relentless pursuit of sustainability and harnessing the transformative potential of ECM, we embarked on a comprehensive ECM project throughout the Bank. ECM encompasses a well-defined set of processes, strategies, and tools that empower businesses to efficiently acquire, organize, store, and deliver crucial information to employees.

In 2022, BOJ's ECM focus spanned three critical categories: Business Process Management, Archiving, and Documentation. By meticulously analyzing every transaction, we determined their volume and completion time, allowing us to prioritize automation and transition to a paperless environment. This pivotal shift moved the workload from data entry to quality assurance personnel, while ECM software effortlessly streamlined the information lifecycle through document management and process workflow automation. This resulted in operational inefficiencies vanishing, costs significantly decreasing, and the entire Bank experiencing amplified productivity.

Furthermore, our ECM system reinforces electronic archiving, propelling us toward enhanced efficiency and operational speed. Seamlessly digitizing and organizing crucial documents facilitated lightning-fast information access, enabling quicker decision-making and unparalleled customer service.

The outcomes of our ECM journey have been nothing short of remarkable. Customer journeys and experiences have reached new heights, while operational efficiency has soared, accompanied by substantial cost reductions. BOJ now boasts more effective access to information, coupled with streamlined business processes that ignite unparalleled productivity.



Data Privacy and Cybersecurity

Protecting the privacy of our customers' data is vital and cybersecurity is an utmost priority for the Bank. In an ever-evolving landscape, we continually strive to ensure that we have robust, multilayered defense processes to protect the Bank against cybersecurity threats.

We have a **Privacy Policy** and Cookie Policy, both of which are publicly published on our website. We also disclose our policies on our mobile App and internet banking platform, as well as communicating a consent procedure to customers via our branches and call center. Our policy prohibits us from using customers' data for secondary purposes without their consent and gives them the right to control their personal data. In 2023, we aim to introduce the General Data Protection Regulation (GDPR) and ensure all employees are trained to comply with its guidelines for protecting individuals' privacy and personal data.

Cybersecurity management and the implementation of security measures are the responsibility of the Information Security Department. The Information Security Department is certified with different international standards and frameworks including ISO27001, Payment Card Industry Data Security Standard (PCI DSS), and Society for Worldwide Interbank Financial Telecommunication (SWIFT), and we are working towards being fully compliant with GDPR. Furthermore, BOJ complies with the CBJ's framework and the National Institute of Standards and Technology (NIST) cyber security framework. By adhering to these stringent standards, frameworks, and regulations, the Bank demonstrates its unwavering commitment to protecting sensitive information, mitigating cyber threats, and maintaining the highest level of cybersecurity across its operations.



Zero data security breaches

for the third consecutive year. Zero cases of personal information used for secondary purposes within the same time period.

Robust Data Management

The Bank's Chief Information Officer (CIO) maintains oversight of the department's activities, including designing, planning, and implementing plans for relevant systems and procedures to meet all the Bank's current and future needs. This includes developing technological initiatives to advance the department's capabilities, ensuring the effectiveness of the department's systems, and ensuring all necessary support systems, policies and processes are in place. Furthermore, as part of our commitment to data privacy, security, and fraud prevention. This systematic reporting ensures that our BOD remains well-informed and actively engaged in overseeing the robustness and effectiveness of our data protection measures, security protocols, and fraud prevention strategies.

BOJ has implemented a comprehensive Incident Response Plan, ensuring preparedness and effective action in the event of data security breaches. Additionally, we have established a well-defined escalation procedure that encompasses incidents of data security breaches, emerging security breach trends, and potential security uncertainties. This procedure serves as a clear guideline for all relevant parties, ensuring a swift and coordinated response to any security incidents that may arise. We perform both internal and external audits annually to assess and evaluate the effectiveness of our privacy and security management systems. We also engage in public-private partnerships to address the range of complex challenges associated with security and risk management through multi-consultation services.

We are unwavering in our commitment to promptly informing relevant parties about any policy modifications or data breaches. We understand the importance of timely communication in such situations, ensuring that all relevant stakeholders are promptly and transparently notified. This is done through our Incident Management Policy and Incident Response Plan. We also conduct risk and vulnerability assessments on a quarterly basis; and Penetration Testing (PT) semi-annually. Additionally, our fraud prevention efforts include the implementation of Office of Foreign Assets Control (OFAC) and MasterCard EMC.

Training and Awareness Raising

We consistently prioritize the importance of data collection, usage, and privacy by regularly promoting awareness among both employees and customers. To ensure employees remain well-informed, we conduct dedicated awareness sessions and provide



annual training for relevant staff members. In addition, we proactively engage with our customers through SMS messages, sharing cybersecurity information and reminders to enhance their awareness and vigilance. Furthermore, we maintain an active presence on social media platforms, regularly posting content on these topics to provide valuable insights and guidance to our customers.

Looking ahead, we aim to ensure we comply with regulations in the countries in which we operate. Besides, renew our certifications with PCI DSS, SWIFT and ISO, and gain GDPR certification, all of which will help in our efforts to restrict the cybersecurity risk at an acceptable level.

Key Performance Indicators (KPIs)	Unit	2022
Team Competency		
Number of professional certifications in the information security, continuity, and privacy field received by individual staff	#	3

Financial Inclusion and Literacy

Enhancing people's understanding of financial matters brings substantial advantages to society as a whole. Our dedication lies in actively supporting initiatives that foster financial inclusion and literacy.

We place particular emphasis on empowering young individuals with the essential skills and knowledge they require for a lifetime of financial success. By prioritizing these efforts, we contribute to equipping younger generations with the tools and understanding they need to navigate the complexities of personal finance effectively.

As part of our commitment to exceptional customer care, we prioritize accessibility in our banking services. In line with this goal, we have implemented several initiatives to ensure convenience for our customers. For instance, five of our branches located in malls operate on a two-shift basis, offering longer opening hours to accommodate different schedules. Additionally, our dedicated contact center operates 24/7, providing round-the-clock support for customer inquiries. To further enhance accessibility, we have introduced tellerless branches, totaling seven in number, which leverage alternative channels to deliver services seamlessly. Furthermore, our branch network has been expanded, now consisting of 83 branches and 194 ATMs strategically located across the country. Out of that, 32 branches and 54 ATMs are well-suited for individuals with disabilities, making us more accessible to our customers.

We continued to support the implementation of the National Project for Promoting Financial Literacy, launched by CBJ in cooperation with the Ministry of Education (MoE) and "INJAZ" Organization. As part of the 2015-2021 program, students in grades 7th to 12th were provided with financial literacy training, which aimed to educate and empower them in making informed financial decisions both presently and in the future.

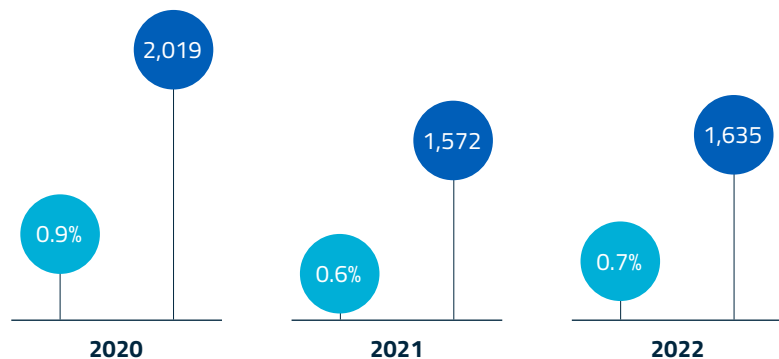


8 BOJ Branches and 14 ATMs

located in low populated and economically disadvantaged areas.

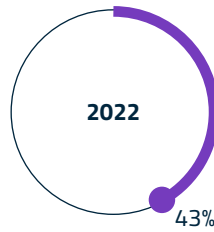
Financial inclusion

- Percentage of new accounts held by first-time account holders (%)
- Number of new accounts held by first-time account holders

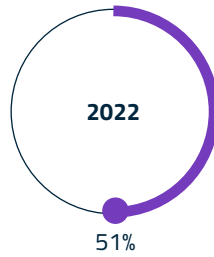




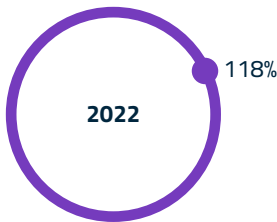
Percentage of total domestic loans for underserved and underbanked business segments (%)



Loan-to-deposit ratio for overall domestic lending (%)



Loan-to-deposit ratio for underserved and underbanked business segments (%)



2022 BOJ Sponsorship

The Bank offered its sponsorship for the Alliance for Financial Inclusion’s 2022 Global Policy Forum, which was held in the Dead Sea area under the Royal Patronage of His Majesty King Abdullah II and organized by the Central Bank of Jordan. The forum’s slogan was “Moving Forward Together: Towards a resilient, inclusive, and sustainable future”. It was attended by member countries of the Global Financial Inclusion Alliance, consisting of 90 Arab and foreign countries, represented by more than 100 organizational institutions and central banks. BOJ participated in several events aimed at reaching its target audience and showcasing its products, such as the Summer Bazaar and English Schools. We also sponsored a number of activities including the HAHA event; stand-up comedy for youth segment in order to interact and communicate to this segment. In addition, the Bank sponsored the 2022 football World Cup held at Whitehall, with the aim of being present at events that attract all segments of society, especially youth. Currently, there is a significant trend among all banks to participate in such events, which enables us to communicate directly with the public through activities, games, and gifts.

Children’s Mobile Museum Program

In 2022, BOJ signed a partnership agreement with The Children’s Museum Jordan to support the Children’s Mobile Museum Program and development of our interactive exhibit within the various exhibits of the Children’s Mobile Museum, with the aim of spreading and increasing financial literacy and awareness among children in various Jordanian governorates.

Our interactive exhibit will be developed and added to the “City Square” station located in the mobile museum to enhance its entertaining and educational experience offered by it. Through engaging activities, children discovered the significance of spending, saving, and sharing, while also gaining insights into the purpose and importance of money, exploring different currencies, and delving into various aspects of financial literacy.



Unwavering Commitment to Our Communities and Environment

BOJ's objective is to reduce our carbon footprint and increase the use of renewable energy, all while supporting initiatives that advance climate action and environmental stewardship. Our aim is to proactively take steps towards mitigating the impacts of climate change and contributing to a greener, more sustainable future for generations to come. We prioritize upholding high environmental standards and investing in eco-friendly initiatives, while integrating sustainable technologies and behaviors into our operations. In addition, we actively raise awareness among stakeholders about the importance of sustainability. Our commitment to social responsibility and sustainable practices also involves supporting our communities through donations and encouraging employees to participate in community service, thereby building strong relationships with local communities. Furthermore, we prioritize supporting the national economy by prioritizing local suppliers, thus providing employment opportunities and bolstering the economy.

Material Issues

- Climate Change
- Resource Efficiency
- Community and Social Development
- Supply Chain

Jordan Economic Modernization Vision

 Sustainable Resources	 Green Jordan	 Vibrant Jordan
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UN Sustainable Development Goals

7 AFFORDABLE AND CLEAN ENERGY 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	13 CLIMATE ACTION 
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Climate Change

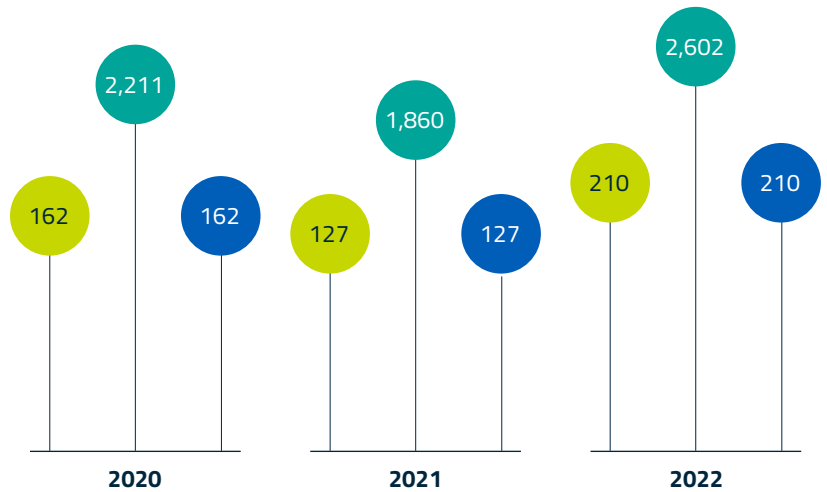
The impacts of climate change are becoming increasingly visible. At BOJ, we are committed to playing our part in mitigating these impacts and doing our utmost best at combatting climate change, including reducing our own Greenhouse Gas (GHG) emissions. To support this, we strive to comply with all laws and regulations related to climate and environmental conservation.

The Bank considers climate-related risks in our comprehensive stress testing framework, incorporating both physical and transitional risks. By integrating these risks into our system, we assess our resilience in managing the potential challenges arising from climate change. This proactive approach allows us to gauge our capacity to navigate the evolving landscape and effectively respond to the risks associated with climate change. We estimate the annual avoided emissions due to the deployment of solar energy to have been 2,602 tCO₂e in 2022. During the year, a corporate social responsibility officer was nominated to attend the launch of the Corporate Disclosure Initiative on climate change, which was organized by the ASE.

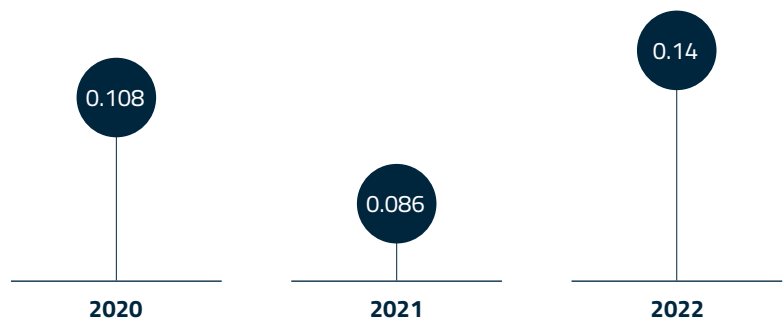
In 2022, for the third consecutive year, we maintained a clean record with no fines incurred for non-compliance with environmental laws and regulations.

GHG emissions

- Direct GHG emissions (Scope 1) (tons of CO₂e)
- Avoided Indirect GHG emissions (Scope 2) (tons of CO₂e)
- Total GHG emissions (Scope 1 and 2) (tons of CO₂e)



GHG emissions intensity (tons of CO₂e/ employee)



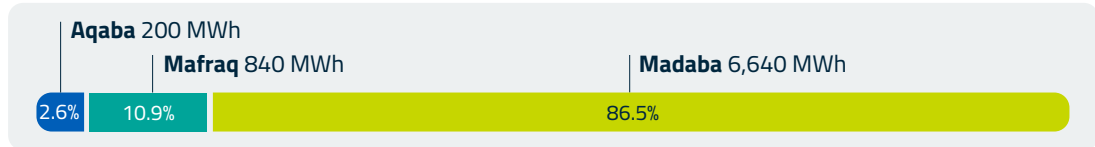
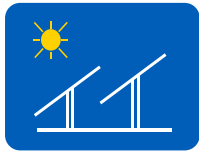
Resource Efficiency

Energy

Reducing energy consumption is a keyway to combat climate change. We are committed to reducing the Bank's energy consumption and are actively seeking opportunities to incorporate renewable energy sources into our operations, fostering a sustainable approach that aligns with our environmental goals. Through these efforts, we aim to minimize our environmental footprint and contribute to a greener and more sustainable future.



To support this, we have invested in three solar farms and contracted two leading companies as the operators. Together, the farms create sufficient green energy to meet the needs of all BOJ's facilities across the country. The farms, and the percentage of our needs they supply, are:



We maintain a vigilant monitoring system for our electrical consumption, continuously assessing efficiency and promptly identifying any irregularities that may indicate faults requiring attention. Regular inspections of electrical equipment are conducted to verify consumption levels, and energy consumption serves as a key factor when procuring new equipment. Furthermore, we provide regular guidance to branch managers, emphasizing the significance of energy conservation and fostering a culture of responsible energy usage across our organization. At BOJ, we implement various energy efficiency and saving mechanisms including installing energy saving LED lights in branches and headquarters, using Variable Refrigerant Volume (VRV) air conditioning system, shading windows to help reduce the amount of heat gain/loss, and replacing IT equipment with more energy efficient ones. As well as utilizing a Building Management System (BMS) to monitor energy consumption.

Key Performance Indicators (KPIs)	Unit	2020	2021	2022
Total number of branches	#	79	83	83
Total m ² of space across all facilities	m ²	3,4806	35,706	36,006
Direct energy consumption				
Energy consumption from fuel consumption	GJ	2,338	1,817	3,003
Indirect energy consumption				
Electricity consumption from renewable energy	kWh	4,821,409	4,057,718	5,675,510
Energy consumption from renewable energy	GJ	17,357.07	14,607.78	20,431.84
Total Energy consumption				
Total energy consumption	GJ	19,695.07	16,424.78	23,434.84
Energy consumption intensity	GJ/ employee	13.1	11.2	15.8
Energy intensity by space	GJ/m ² of space	0.56	0.46	0.65

Water

The scarcity and availability of water are among the critical consequences of climate change, presenting significant challenges in water-stressed regions worldwide, including the areas where we operate. We recognize the paramount importance of addressing this issue as it directly impacts the environment, communities, and the sustainability of our operations. We deploy a range of methods to ensure water efficiency, including:

- Installing low-flow faucets and water-efficient toilets
- Reducing landscape water use by using water-smart landscaping and irrigation
- Regularly inspecting systems for water leaks
- Operating a control reverse osmosis system

The Bank's water consumption at the Headquarters (HQ) has decreased by 55% compared to 2021, mainly due to shifting from treating tap water for drinking purposes and the deployment for various water reduction measures.



KPIs

- Total water consumption (for HQ only) (m³)
- Water consumption intensity (for HQ only) (m³/employee)

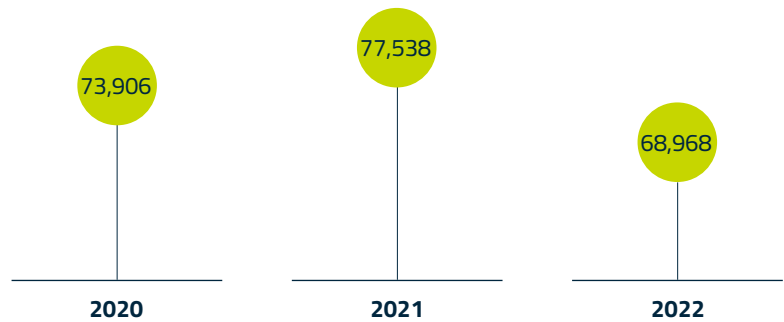


Waste Management

Waste is a major form of environmental hazard, particularly when it is stored in landfills or disposed of in ways that cause emissions. As a bank, one of our biggest causes of waste has been paper. We have implemented several initiatives to reduce paper consumption, such as using electronic signatures for Board members, using electronic archiving for all the Bank's files via our ECM system, and selling used paper to recycling companies. We also encourage our customers not to print ATM receipts as a means of conserving paper waste.

In 2022, total paper consumption in the Bank decreased by 11% compared to 2021.

Total paper consumption (kg)



Community and Social Development

BOJ acknowledges its broader societal responsibility as a prominent financial institution. We firmly believe that supporting and empowering the communities we serve is a vital avenue through which we can actively contribute to the advancement of the country and foster economic growth. By prioritizing the well-being and development of these communities, we strive to make a meaningful and positive impact on both a local and national level.

In 2022, we made remarkable progress in elevating our Corporate Social Responsibility (CSR) initiatives by aligning them with the UN SDGs. By integrating the UN SDGs into our CSR strategy, we recognize the potential to generate a more profound and meaningful impact on society, the environment, and our valued stakeholders. Moreover, our principles governing sponsorships and donations are intricately linked to our corporate strategic direction, ensuring a cohesive approach towards fulfilling our social responsibilities. We have adopted a unique approach to community development that closely mirrors the UN SDGs and draws inspiration from their objectives. Each year, we review our actions to ensure they meet the changing demands of society. Our community initiatives and activities are chosen based on the communities' needs, impact, and the number of beneficiaries as well as the positive change that will result from them. Year on year, the number of beneficiaries from our community initiatives and programs witnessed extensive growth, surpassing 5,000 individuals in 2022. The main categories that we focus on are:



Education



Health



Environmental conservation



Financial literacy



Sports and special needs



Engaging in National and International Events

In 2022, we sponsored the Global Policy Forum of the Financial Inclusion Alliance and have attended various conferences and workshops that reflect our commitment to engaging and support our community in every way possible. Events include:

Events and Conferences Attended by BOJ in 2022



Risk, Compliance and AML

- An Anti-corruption and compliance with AMLA 2020 and AMLD6 Workshop on Risk Management and Practical Applications in Compliance
- AML/Countering the Financing of Terrorism (CFT) workshops For Jordanian financial institutions
- AML/CFT Requirements for the Implementation of Security Council Resolutions – related to terrorism, its financing, and the financing of proliferation of weapons of mass destruction
- Forum on Compliance with International Standards in the Field of Money Laundering and Terrorist Financing
- Risk Professionals Group Annual Forum
- Enhancing the transparency of the beneficial owner of legal persons and legal arrangements



Digitalization and Cybersecurity

- Digital Transformation
- Digital Identity and Electronic Signature
- Seminar on Cryptocurrency Reality and Challenges
- Arab Banking Forum for Cybersecurity



Industry Collaboration

- Aon's United Arab Emirates (UAE) Financial Services
- Compensation and Benefits Annual Seminar
- Global Trade Review
- The Arab Banking Conference

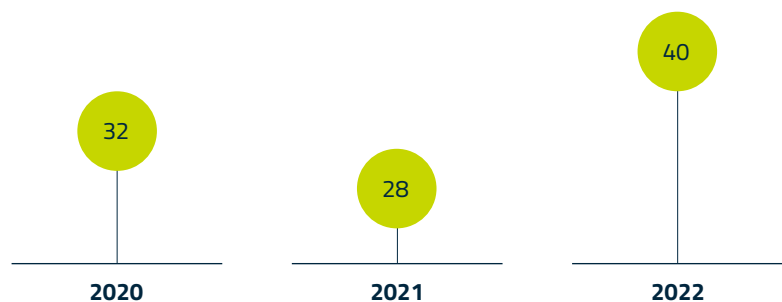


Social Impact

- Women on the Front Line
- Entrepreneur, Consumer and Market Education in Digital World
- Settlement of Islamic disputes through reconciliation and institutional arbitration

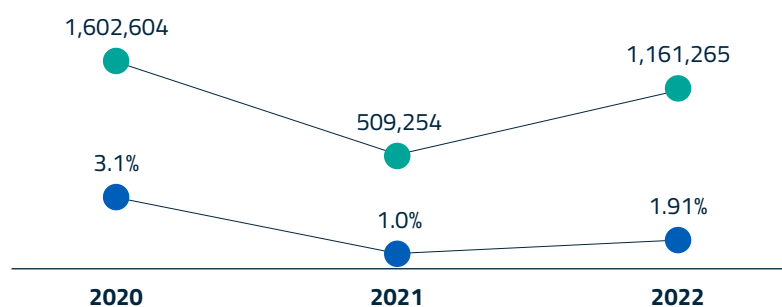
Our donations and sponsorships increased by more than 128% in 2022 compared to the previous year, totaling more than JOD 1.16 million.

Number of projects sponsored



KPIs

- Donations and sponsorships (JOD)
- Donations and sponsorships as % of pre-tax profit (%)





150 Employees

actively engaged in philanthropic endeavors, dedicating a cumulative amount of 320 hours to volunteer work in 2022

Ramadan Charitable Programs 2022

As part of our social responsibility efforts during the holy month, we provided support to the “Draw a Smile” initiative initiated by the Haya Cultural Center. This initiative involved hosting a Ramadan Iftar for 100 children from charitable organizations. Additionally, we organized an Iftar banquet at the Children’s Museum, a non-profit educational institution established by Her Majesty Queen Rania Al Abdullah, which brought together 150 children. These activities were part of a series of initiatives carried out by the Bank to foster a spirit of generosity and community engagement during Ramadan.

Continuing our longstanding tradition, we participated in the distribution of food parcels and Iftar meals during the holy month of Ramadan. These efforts were specifically targeted towards the residents of Al-Karak governorate, with a focus on beneficiaries of the Jordan Society for Social Development and Productivity. Additionally, we extended our support by providing Iftar meals to approximately 2,000 individuals benefiting from Tkiyet Um Ali programs. These initiatives aimed to address the essential needs of the community and foster a sense of solidarity and compassion during Ramadan.

Mihnati Internship Program

Mihnati internship program was established in 2018 as part of Bank of Jordan’s commitment to empower youth in Jordan and prepare a generation that contributes to the advancement of the banking sector in Jordan.

Interns at Mihnati program will be working in a culture that sets them on the right path to success by exposing them to real life work experiences that will enrich their knowledge and employability skills and make them ready to take their first career steps after graduation.

The internship program enables school and university students to experience a professional work environment in different departments within the Bank. Students are introduced to a practical workspace to prepare them for future jobs after graduating, and guide them towards investing their time, developing their skills, and building their capabilities efficiently. In 2022, the program included 24 students from local and international schools and universities in Jordan.





Student Skill Enhancement Programs

Bank of Jordan, in collaboration with the Injaz Foundation, has successfully implemented a series of programs known as the “Me and My Surroundings,” “My Health is My Life,” and “Communication Skills” programs in 2022. These initiatives were carried out at the Queen Rania Al Abdullah School for Girls in the Amman District of Jordan. The primary objective of these programs was to develop and augment the skills of seventh to ninth-grade students across diverse domains. Through the concerted efforts of Bank of Jordan and the Injaz Foundation, these programs have played a pivotal role in empowering students and equipping them with essential skills for their personal and academic growth.

This cooperation/agreement comes as part of the school adoption program implemented by INJAZ in partnership with the Ministry of Education, which works towards activating the private sector in developing the educational process.

Approximately 110 female students have benefited from the implemented programs, particularly the Me and My Surroundings program. This initiative aimed to equip students with essential skills and experiences necessary to navigate future challenges with confidence. By fostering a mature perspective, the program provided an opportunity for students to gain a deeper understanding of themselves and their social environment. This holistic approach not only enhanced their self-confidence and self-worth as individuals within society but also cultivated their communication and problem-solving abilities.



Inspiring Education for All

In today’s challenging economic climate, many students face barriers to pursuing higher education. At BOJ, we believe in the power of education to transform lives and drive societal progress. That’s why we are committed to supporting educational initiatives that empower young minds and eradicate poverty. Through our actions, we aim to equip students with essential skills, boost their self-confidence, and prepare them for a successful transition into the workforce. Here are some of the ways we make a difference:



Partnering for Success: In collaboration with the Elia Nuqul Foundation, we provide vital support for university scholarships, creating opportunities for deserving students from 2020.



Nurturing Talent: We support exceptional students at the King’s Academy Schools, ensuring they receive the resources and encouragement needed to thrive.



Empowering Orphans: Through the Al-Aman Fund for the Future of Orphans, we cover the university tuition fees for 16 students, easing their financial burden and opening doors to a brighter future.



Championing Excellence: Our Chairman initiated an annual university scholarship program, awarding four scholarships to outstanding high school students who are children of our employees.



Fostering Financial Literacy: We actively participate in the national program for community financial literacy, working alongside the Central Bank of Jordan to promote financial education among individuals and communities.



Transforming Schools: In collaboration with Injaz, we embrace the “Adopt Schools” program, dedicated to enhancing the learning environment, developing student capabilities, and delivering impactful training and educational programs.



Cultivating Financial Culture: We renew our partnership with the Queen Rania Foundation for Education and Development by supporting a mobile museum. This interactive exhibit engages children in playful learning, imparting essential financial concepts.

Through these actions, we strive to empower young people, expand their knowledge, and improve their future employability. By supporting national programs and promoting financial inclusion, we contribute to building a stronger and more inclusive society. Together, we are shaping a brighter future for generations to come.



Supply Chain

The Bank's dedication to sustainability permeates every aspect of our supply chain. We hold the expectation that our suppliers align with similar values and goals, and we actively seek to support local suppliers whenever possible. By fostering partnerships with suppliers who share our commitment to sustainability, we enhance our collective efforts in promoting environmentally responsible practices and contributing to the growth and development of local economies. To promote sustainability in our supply chain, we have developed three specific commitments:

- Introduce electronic archiving for all contracts and agreements with service providers
- Explore options for a new purchasing system
- Minimize expenses without affecting quality

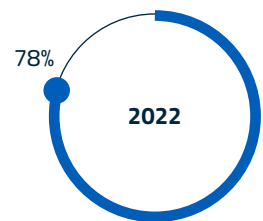
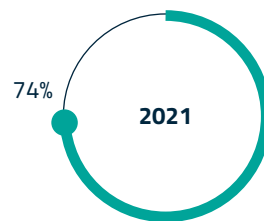
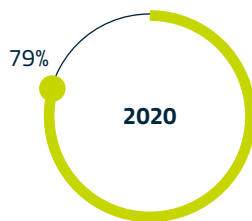
We faced significant procurement challenges in 2022, including a shortage of materials in the local market and the lower quality standards of available alternatives, as well as changes to the Procurement Department's scope and responsibilities. Nevertheless, the department worked tirelessly to overcome these obstacles and find innovative solutions, identifying new, reliable suppliers and ensuring that all necessary materials were procured in a timely and cost-effective manner.

The Bank has developed a set of KPIs to support its Procurement Department to obtain the best prices for goods and services it sources, including expanding the supplier network, reducing expenses through negotiating best prices, and ensuring all business procedure requirements are satisfied. Additionally, we have established KPIs to ensure that our expenses for stationery, office requirements, and publications remain within estimated limits.

In 2022, the total number of local suppliers engaged increased by 12% to 437, accounting for 84% of the total number of suppliers engaged (up from 78% in 2021).

Key Performance Indicators (KPIs)	Unit	2020	2021	2022
Local Procurement				
Total number of suppliers engaged	#	589	499	521
Total number of local suppliers engaged	#	423	390	437
Total number of SME suppliers engaged	#	294	137	136
Total procurement spending	JOD	23,741,153	26,330,893	22,796,840
Procurement spending on local suppliers	JOD	18,869,411	19,525,170	17,879,119

Percentage of spending on local suppliers (%)





Growing an Excelling Team of Employees

We emphasize our commitment to attracting and hiring top talent, while offering opportunities for training and development to support employee growth and career advancement. We place great importance on creating a work environment that encourages creativity and reinforces employee retention. Furthermore, we underscore our employees' health and well-being, providing programs that support physical and mental health, and striving to raise employee satisfaction through various reward and incentive plans. At the same time, we aim to foster a sense of belonging in the workplace by promoting equality, justice, and non-discrimination, offering equal opportunities to all employees regardless of their gender, race, ethnicity, age, or religion.

Material Issues

- Talent Management
- Employee Wellbeing
- Diversity, Equality and Inclusion

Jordan Economic Modernization Vision



UN Sustainable Development Goals





Talent Management

At BOJ, we prioritize the continuous enhancement of our human resources systems. By staying abreast of the latest industry trends and advancements in human resource management, we proactively equip ourselves to effectively address any emerging challenges.

Additionally, we are dedicated to nurturing and cultivating talent within our organization, actively seeking individuals who embrace our company’s values and goals. Our objective is to build a workforce that is not only committed to sustainable practices but also capable of propelling our sustainability agenda forward. By attracting and retaining such individuals, we foster a passionate and engaged workforce that can effectively contribute to the company’s long-term success.

During 2022, we made significant progress in our work initiatives and programs. Notably, we initiated the Core & Leadership Competencies project, reaching an important milestone with the completion of the project’s design phase. In this phase, we successfully identified and defined the behavioral competencies required across our human resource systems, including performance appraisal, recruitment, and learning and development. Additionally, we developed comprehensive training materials to equip our employees with the knowledge and skills necessary to effectively apply these behavioral competencies in their day-to-day responsibilities. The implementation phase of the project is scheduled to commence in 2023.

Looking ahead, we have made a series of commitments to enhance our talent management capabilities. We aim to develop an Employee Value Proposition that will set out our offering to employees, enhance teamwork and collaboration across the organization, include executives in strategic decision making, and develop a unified vision among top management to engage employees and drive the Bank’s culture and strategy. These ambitions will be embedded through actions such as offsite team building, competency training and developing a learning culture for all employees.

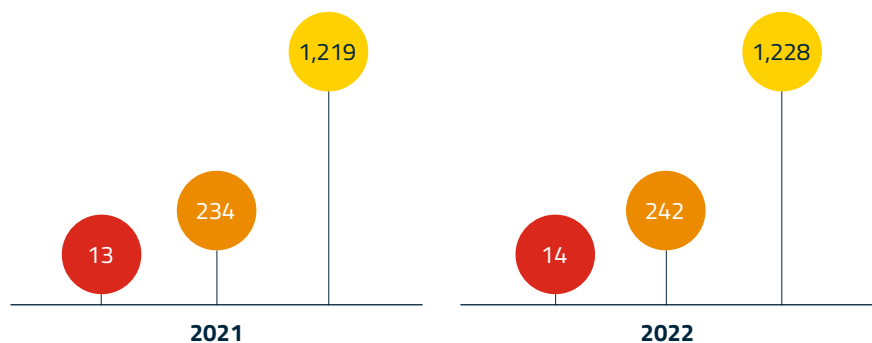
For 2023, we have specific goals to develop the competencies and capabilities of our employees and to ensure that KPIs are in place to support knowledge dissemination across the Bank. We have established specific KPIs to assess the fulfillment of vacancies within our organization and monitor employee participation in training programs. Additionally, we set goals and timeframes for developmental activities, including performance reviews, to ensure systematic growth and progress.

Our Workforce

Key Performance Indicators (KPIs)	Unit	2020	2021	2022
Total workforce (excluding trainees, students, and outsourced staff)	#	1,497	1,466	1,484
Full-time employee equivalents (FTEs)	#	1,497	1,466	1,484

Workforce by job category

- Number of senior management employees
- Number of middle management employees
- Number of non-management employees



99% nationalization among our total workforce and 100% among senior management.



KPIs

Workforce by gender

- Male
- Female

Workforce by age

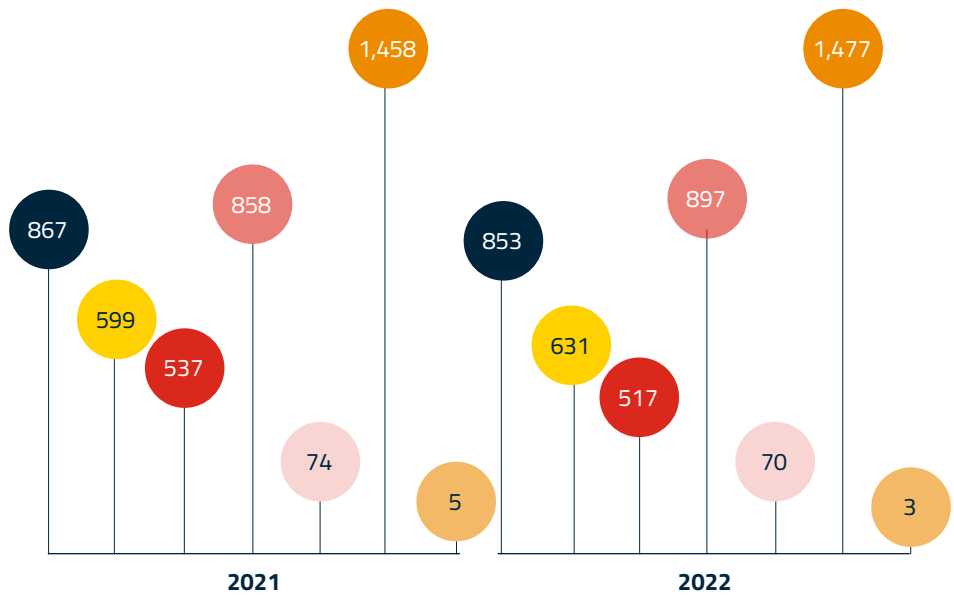
- Employees aged 18–30
- Employees aged 31–50
- Employees aged 51+

Workforce by nationalities

- Nationals

Workforce by ability

- Number of employees with special abilities



Key Performance Indicators (KPIs)	Unit	2020	2021	2022
Turnover				
Employee turnover (voluntary and involuntary)	#	140	216	298
Employee turnover (voluntary)	#	125	208	281
Employee turnover rate (voluntary)	%	89%	96%	94%
Employee turnover by age				
Age 18–30	#	60	120	122
Age 31–50	#	67	87	158
Age 51+	#	13	9	18
Employee turnover by gender				
Male	#	89	125	196
Female	#	51	91	102
Employee turnover by job category				
Senior management	#	4	1	2
Middle management	#	36	42	70
Staff	#	100	173	226

Training and Development

Through our Learning and Development (L&D) Policy, we set a clear plan for implementing training programs and organizing training courses to support our employees' career development and help achieve the Bank's strategic objectives. Initiatives include our sales academy, behavioral competencies training, our credit academy and the Bank's orientation program.

We are committed to the development and enhancement of our staff and management's knowledge of environmental and social topics. We believe that investing in our employees' knowledge and skills is critical to achieving our sustainability goals and contributing to a more sustainable future. In 2022, we rolled out a new Sustainability, Climate Reporting, and Finance Workshop to increase awareness and understanding of the impact of business activities on the environment and society, and to provide employees with the latest information and knowledge related to sustainability issues.



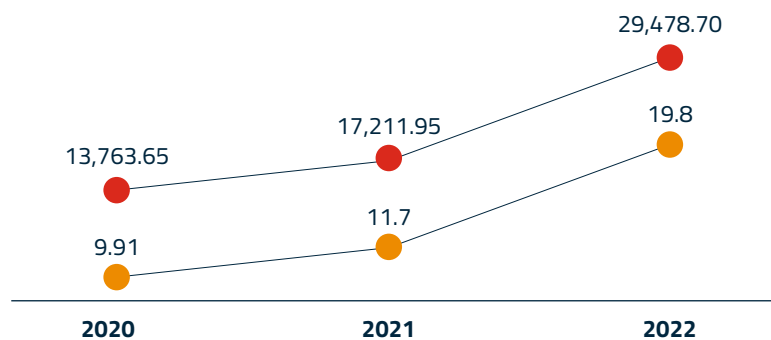
Our L&D framework functions on a multi-dimensional basis to help achieve maximize positive impacts on our employees, our L&D framework includes the following:

- **Selection and on boarding:** to ensure new joiners align with our culture and values
- **Performance Management System:** to analyze learning needs of the individual, develop an effective Personal Developmental Plan and track effectiveness
- **Career development:** to ensure adequate learning is imparted for cross vertical and horizontal movements
- **Leadership development:** To provide specific L&D inputs for organizational leadership development
- **Leadership succession planning:** to develop future leaders for building a successful pipeline of leadership

In 2022, the total number of hours of training delivered increased by 71% compared to 2021, and 100% of employees received a performance review.

Total training hours delivered by job category

- Total training delivered (Hours)
- Average hours of training per employee (Hour/employee)



Key Performance Indicators (KPIs)	Unit	2020	2021	2022
Total training hours delivered by job category				
Senior management employees	Hours	26	24.30	190
Middle management employees	Hours	1,972	1,542.25	3,915.5
Staff	Hours	11,765.65	15,645.4	25,365.7
Total training hours delivered by gender				
Male employees	Hours	7,045.4	9,378.7	16,324.2
Female employees	Hours	6,718.25	7,833.25	13,154.5

Employee Wellbeing

The health, safety and wellbeing of our workforce is a top priority for the Bank. We place great value on our employees' wellbeing and have robust health and safety policies and processes in place across our operations. We consistently strive to maintain health and safety by taking various measures and precautions designed to ensure a healthy working environment. Health and wellbeing across the Bank are overseen by a Health and Safety Supervisor. Working in collaboration with various departments across the organization, He actively identify potential hazards and collaborate on developing proactive measures to prevent accidents and promote employee wellness.

Proactive Policies

We have implemented a range of policies to ensure our employees remain safe and healthy while at work. Our policies are regularly circulated among employees to ensure that they are well-informed and able to respond appropriately in case of an emergency. Additionally, our Business Continuity Plan outlines procedures to follow in the event of a disaster or crisis, and an Earthquake Plan ensures that employees are prepared in the event of a seismic event.

Our Code of Conduct outlines employees' rights and responsibilities, including those related to health and safety. Code of Ethics training is delivered to all new hires and has been attended by 219 employees in 2022. This both educates employees on the importance of adherence to the Code of Conduct and helps to maintain a positive ethical culture within the organization.



Employee Benefits

To enhance the security and well-being of our employees, the Bank offers a comprehensive package of benefits. This includes provisions for health and life insurance, a savings fund, and access to social security benefits. Additionally, our employees have the opportunity to avail themselves of the care program offered by the esteemed Al-Hussein Cancer Foundation. These benefits collectively provide our employees with added reassurance and support, promoting their overall financial and personal security.

Key Performance Indicators (KPIs)	Unit	2020	2021	2022
Health and Safety				
Total employee hours	#	2,793,630	2,803,725	2,827,762
Employee fatalities	#	0	1	0
Employee total recordable injuries	#	12	4	2
Employee lost-time injuries	#	0	0	0
Employee occupational illness rate (based on 200,000 hours worked)	%	0.85	0.28	0.141
Employee Absentee Rate	%	9.6%	14.7%	20.4%

Maternity and Parental Leaves

In line with the Bank's policies and Jordan's labor law, male employees are entitled to three days of paid paternity leave starting from the child's birth date. Female employees are entitled to 70 days of paid leave according to labor law and continue to enjoy all the Bank's privileges during this period.

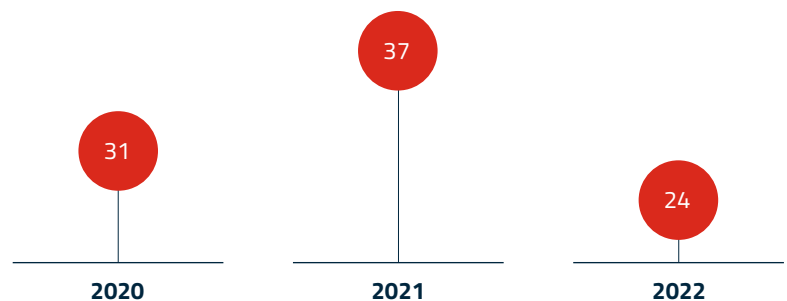
Key Performance Indicators (KPIs)	Unit	2020	2021	2022
Number of employees taking parental leave	#	89	93	112

Grievance

We place great emphasis on maintaining a harmonious and respectful work environment for our employees. To ensure that their concerns and grievances are addressed effectively, we implement an efficient internal grievance mechanism that is clearly communicated to all employees.

In 2022, the number of grievances filed decreased by 35% compared to 2021, and there were no formal grievances filed regarding incidents of discrimination or harassment in 2022.

Number of grievances filed in the reporting period



100%

of grievances filed were addressed or resolved for three consecutive years.



Diversity, Equality and Inclusion

We continuously work towards enhancing our commitment to diversity, equity, and inclusion by implementing new policies and training programs. Our aim is to create a more inclusive and supportive work environment for all our employees, thus enhancing the Bank's image as a preferred workplace in the Jordanian banking sector.

Embracing Diversity

Creating a positive and inclusive workplace environment is of paramount importance to us, in accordance with our Code of Conduct. We strive to ensure that every employee feels welcomed and valued within our organization. By promoting respect, tolerance, and acceptance of individual differences, we create a diverse and inclusive workforce that is equipped to meet the challenges of the future.

We also have a fair Recruitment and Appointment Policy that prevents any differentiation between men and women in the selection and appointment process. The policy ensures that all candidates are evaluated on their qualifications, skills, and experience, regardless of their gender, thereby promoting gender equality throughout the Bank. In 2022, we welcomed 130 new female employees, accounting for over one-third of all new employees.

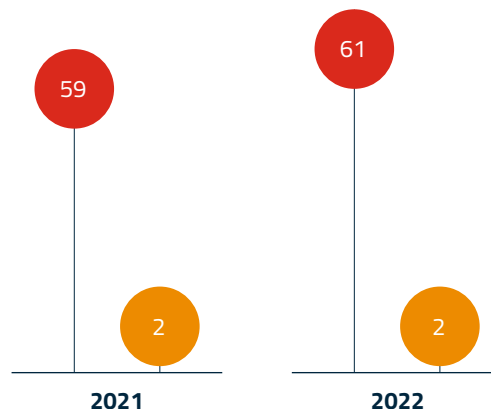
Youth Empowerment

At BOJ, we place a strong emphasis on youth employment. Employing young individuals helps in building a pipeline of future talent. By investing in young employees and providing them with opportunities to develop their skills and knowledge, we can build a workforce that is highly skilled and equipped to take on future challenges. In 2022, around 70% of the newly employed staff were aged between 18–30.

Key Performance Indicators (KPIs)	Unit	2020	2021	2022
New employee hires	#	88	187	305
Total new employees by age				
Age 18-30	#	47	131	213
Age 31-50	#	38	56	81
Age 51+	%	3	0	11
Total new employees by gender				
Male	#	63	124	175
Female	#	25	63	130

Female employment

- Number of female employees in middle management
- Number of female employees in senior management





Appendix

GRI Content Index

For the Content Index - Essentials Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for disclosures 2-1 to 2-5, 3-1 and 3-2 are aligned with the appropriate sections in the body of the report.



Statement of use	Bank of Jordan has reported in accordance with the GRI Standards for the period 1st January to 31st December 2022.
GRI I used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI Standard/ Other Source	Disclosure	Location and/or Direct Answer	Omission			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
General disclosures						
	2-1 Organizational details	2, 7				
	2-2 Entities included in the organization's sustainability reporting	2				
	2-3 Reporting period, frequency and contact point	2				
	2-4 Restatements of information	No Restatement				
	2-5 External assurance	No external assurance				
	2-6 Activities, value chain and other business relationships	7				
	2-7 Employees	35, 36				
	2-8 Workers who are not employees		Omitted	Not applicable		
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	11				
	2-10 Nomination and selection of the highest governance body	11				
	2-11 Chair of the highest governance body	11, 12				
	2-12 Role of the highest governance body in overseeing the management of impacts	9				
	2-13 Delegation of responsibility for managing impacts		Omitted	Information unavailable/incomplete		
	2-14 Role of the highest governance body in sustainability reporting		Omitted	Not applicable		
	2-15 Conflicts of interest	12				
	2-16 Communication of critical concerns	38				
	2-17 Collective knowledge of the highest governance body		Omitted	Information unavailable/incomplete		
	2-18 Evaluation of the performance of the highest governance body	12				



GRI Standard/ Other Source	Disclosure	Location and/or Direct Answer	Omission			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
GRI 2: General Disclosures 2021	2-19 Remuneration policies		Omitted	Confidentiality constraints	The Annual Report provides quantitative information on remuneration (pg. 270, 271), however, no explicit mention of the Policy	
	2-20 Process to determine remuneration		Annual Report pg. 270, 271			
	2-21 Annual total compensation ratio		Omitted	Information unavailable/incomplete	The Annual Report provides quantitative information on remuneration (pg. 247 and 248), however, no explicit mention of the ratio	
	2-22 Statement on sustainable development strategy	3				
	2-23 Policy commitments	37, 39				
	2-24 Embedding policy commitments	13, 14, 15				
	2-25 Processes to remediate negative impacts	13, 14, 38				
	2-26 Mechanisms for seeking advice and raising concerns	19				
	2-27 Compliance with laws and regulations	13				
	2-28 Membership associations	8				
2-29 Approach to stakeholder engagement	44					
2-30 Collective bargaining agreements	All employees are covered					
Material Topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	9				
	3-2 List of material topics	9				
Compliance and Business Ethics						
GRI 205: Anti-corruption 2016	3-3 Management of material topics	14, 15				
	205-2 Communication and training about anti-corruption policies and procedures	15				
Financial Growth						
GRI 3: Material Topics 2021	3-3 Management of material topics	16 - 17				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	17				
Data Privacy and Cybersecurity						
GRI 3: Material Topics 2021	3-3 Management of material topics	22 - 23				



GRI Standard/ Other Source	Disclosure	Location and/or Direct Answer	Omission			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	22				
Climate Change						
GRI 3: Material Topics 2021	3-3 Management of material topics	27				
	305-1 Direct (Scope 1) GHG emissions	27				
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	27				
	305-4 GHG emissions intensity	27				
Resource Efficiency						
GRI 3: Material Topics 2021	3-3 Management of material topics	27 - 29				
	302-1 Energy consumption within the organization	28				
GRI 302: Energy 2016	302-3 Energy intensity	28				
	303-1 Interactions with water as a shared resource	28				
GRI 303: Water and Effluents 2018	303-5 Water consumption	29				
Community and Social Development						
GRI 3: Material Topics 2021	3-3 Management of material topics	29 - 32				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	29 - 32				
Supply Chain						
GRI 3: Material Topics 2021	3-3 Management of material topics	33				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	33				
Talent Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	35 - 37				
	404-1 Average hours of training per year per employee	37				
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	36, 37				
	404-3 Percentage of employees receiving regular performance and career development reviews	37				
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	35				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	11, 35, 36				
Employee Wellbeing						
GRI 3: Material Topics 2021	3-3 Management of material topics	37 - 38				



GRI Standard/ Other Source	Disclosure	Location and/or Direct Answer	Omission			GRI Sector Standard Ref. No.
			Requirement(s) Omitted	Reason	Explanation	
GRI 401: Employment 2016	401-3 Parental leave	38				
	406-1 Incidents of discrimination and corrective actions taken	38				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	38				
	403-3 Occupational health services	38				
	403-6 Promotion of worker health	38				
	403-9 Work-related injuries	38				
Diversity, Equality and Inclusion						
GRI 3: Material Topics 2021	3-3 Management of material topics	36, 39				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	36, 39				
We also report on topics that are not covered by the GRI standards						
Corporate Governance and Transparency						
GRI 3: Material Topics 2021	3-3 Management of material topics	11 - 12				
Sustainable Banking						
GRI 3: Material Topics 2021	3-3 Management of material topics	15 - 16				
Customer Relations						
GRI 3: Material Topics 2021	3-3 Management of material topics	19 - 20				
Innovative Technology						
GRI 3: Material Topics 2021	3-3 Management of material topics	20 - 21				
Financial Inclusion and Literacy						
GRI 3: Material Topics 2021	3-3 Management of material topics	24 - 25				



Stakeholder Engagement Map

Stakeholders	Expectations	Modes of Engagement
Customers	<ul style="list-style-type: none"> User-friendly and seamless customer service channels Sustainable and socially responsible banking Effective complaint resolution and feedback mechanisms Continuous innovation and personalized solutions Competitive pricing and value for money Accessible banking facilities Ethical and responsible marketing practices Robust data privacy and security measures 	<ul style="list-style-type: none"> In-branch interaction Contact centre and customer support Press releases Digital channels and social media engagement Interactive brand activations and events Customer relationship management Customer satisfaction surveys and feedback mechanisms Other proactive channels (IVR, internet banking, BOJ Mobile Banking SMS, emails)
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 Project partnerships to benefit the local community Environmental engagement and awareness
Community	<ul style="list-style-type: none"> Community development and empowerment Financial education initiatives Youth engagement and employment Ethical and responsible banking practices Transparent communication and accountability Community partnerships and collaboration 	<ul style="list-style-type: none"> Partnerships with non-profit organisations and civil society groups Social investment programs and initiatives Cultural and social events Community needs assessments and feedback mechanisms Volunteering programs
Employees	<ul style="list-style-type: none"> Employee engagement and empowerment Diversity, inclusion, and equal opportunities Safe and secure work environment Fair compensation and benefits Recognition, rewards, and career growth opportunities Corporate culture and values Work-life balance and well-being 	<ul style="list-style-type: none"> Employee training and development 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 Incorporate sustainability criteria 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, CG, and sustainability reports Annual General Assembly meetings (AGMs) Quarterly financial statements



Abbreviations

AML	Anti-Money Laundering	HQ	Headquarters
ASE	Amman Stock Exchange	IFC	International Finance Corporation
BMS	Building Management System	IVR	Interactive Voice Response
BOD	Board of Directors	JEBA	Jordan Europe Business Association
BOJ	Bank of Jordan	JEMV	Jordan Economic Modernization Vision
BX	Brand Experience	JOD	Jordanian Dinar
CBJ	Central Bank of Jordan	MWh	Megawatt-hour
CEO	Chief Executive Officer	NIST	National Institute of Standards and Technology
CFT	Countering the Financing of Terrorism	NRC	Nomination and Remuneration Committee
CIO	Chief Information Officer	OFAC	Office of Foreign Assets Control
CSR	Corporate Social Responsibility	PCI DSS	Payment Card Industry Data Security Standard
CX	Customer Experience	PRB	Principles for Responsible Banking
ECM	Enterprise Content Management	PT	Penetration Testing
ESG	Environment, Social and Governance	PX	Product Experience
EX	Employee Experience	SASB	Sustainability Accounting Standards Board
FACTA	Foreign Account Tax Compliance Act	SMEs	Small and Medium-Sized Enterprises
FCR	First Call Resolution	SWIFT	Society for Worldwide Interbank Financial Telecommunication
GDPR	General Data Protection Regulation	UN SDGs	United Nations Sustainable Development Goals
GHG	Greenhouse Gas	VRV	Variable Refrigerant Volume
GJ	Gigajoule	XM	Experience Maturity
GRI	Global Reporting Initiative		
HKJ	Hashemite Kingdom of Jordan		

