



AJIB

Arab Jordan Investment Bank



2022

SUSTAINABILITY REPORT

ARAB JORDAN INVESTMENT BANK

At Arab Jordan Investment Bank, sustainability is at the core of our operations. This comprehensive Sustainability Report showcases our unwavering commitment to environmental stewardship, social responsibility, and economic resilience. Discover our impactful initiatives, transparent practices, and collaborative partnerships as we strive to create a sustainable future for generations to come.



ArabJordanInvestmentBank



ajib_bank



www.ajib.com

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CHAIRMAN'S MESSAGE

Ladies and Gentlemen, Esteemed Shareholders of the Arab Jordan Investment Bank

On behalf of the Board of Directors of Arab Jordan Investment Bank (AJIB), It gives me immense pleasure to present to you the Arab Jordan Investment Bank's (AJIB) first Sustainability Report for the year 2022. This report represents a significant milestone in our journey, marking our public commitment on sustainability.

In an increasingly interconnected and rapidly evolving world, it is no longer a luxury but a necessity to build a sustainable and responsible banking model. Our sustainability strategy is deeply ingrained within our corporate governance. This ensures we act in a transparent and ethical manner, adhering to the highest standards of integrity, while maintaining regulatory compliance and operational efficiency. We consider this as not just a corporate duty, but as an intrinsic part of our ethos at AJIB.

Key among our accomplishments in 2022 was the successful acquisition of the National Bank of Kuwait's banking operations in Jordan, a major step forward in our steady expansion strategy. This seamless acquisition affirms our robust financial position and propels AJIB to an elevated standing in the Jordanian banking sector.

Our people are at the heart of everything we do. We acknowledge their roles as the primary drivers of our success. Therefore, we are committed to creating an inclusive and diverse work environment where our employees can thrive. We continually invest in their professional development and well-being to ensure they can navigate the dynamic banking landscape effectively. In 2022, in line with our commitment to our employees' welfare, we provided a substantial JOD 12,556,769 in total employee benefits in the past year. This substantial investment reaffirms our firm belief in recognizing and rewarding our people's efforts and commitment to the bank.

We believe in the importance of giving back to the society. We are continuously engaged in various initiatives aimed at social welfare and community development. In 2022, we made significant investments, including JOD 12,900 in programs enhancing the lives of Jordanian families and a donation of JOD 239,800 to local communities, thereby fostering socio-economic growth within our regions.

On the environmental front, we successfully recycled 18,680 kg of paper and achieved an impressive 97% of total electricity consumption from renewable energy sources, after we invested more than JOD 9 Million in AJIB solar plant. These actions underscore our commitment to the environment and our quest to reduce our carbon footprint.

As we look to the future, our resolve towards sustainability remains unshaken. We are poised to continue our dedication to ensuring that financial growth, community development, environmental conservation, and people empowerment remain at the heart of our operations.

Thank you for your continued trust in Arab Jordan Investment Bank and our efforts. Together, let's strive to create a more sustainable and equitable future for Jordan and beyond.

Hani Abdulkadir Al-Qadi
Chairman of the Board of Directors

2022 HIGHLIGHTS



Acquisition of the National Bank of Kuwait business in Jordan



12,900

JOD invested in programs to improve the lives of Jordanian families



65.4%

Jordanian Shareholders



35

Branches and 75 ATMs



765

Employees



90%

of employees recieved atleast one training



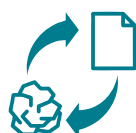
12,556,769

JOD Total Employee Benefits



239,800

JOD Donated to local Communities



18,680 kg

Recycled Paper



97%

of the total electricity consumed in the bank for the year 2022 is from renewable energy resources



Distributing 10% cash dividends to shareholders of the bank's capital, i.e. 15 Million Dinars



94%

of suppliers sourced from the local community



99%

of our workforce was evaluated



The total non-performing facilities amounted to 1.04% in 2022 compared to 1.18% in 2021, which is the best ratio among Jordanian banks

3- CORPORATE PROFILE

3.1 About Arab Jordan Investment Bank (AJIB)

The Arab Jordan Investment Bank is a public shareholding limited company with headquarters in Amman – Hashemite Kingdom of Jordan. On February 2nd, 1978, it was registered according to the Companies Law and related subsequent amendments the last of which was amendment No, (22) for the year 1997. The bank's authorized and paid-up capital was increased gradually and in 2014 it reached JOD 150 million at face value of JOD 1 each. The bank welcomes its valued customers through its comprehensive network of 36 branches and offices located in all major locations in Jordan and an advanced network of over 1000 ATMs, which are part of the national network (JONET). The bank's shares are listed and traded in the Amman Stock Exchange.

Our International Branches, Affiliated Bank and Subsidiaries

International Branches

The Cyprus Branch

AJIB Cyprus was established as a branch of AJIB S.A. over 30 years ago, with offices in the capital, Nicosia, and in Limassol, providing an entire range of banking services professionally and effectively. For more information, please visit <https://www.ajib.com.cy>.

Subsidiaries

The United Arab Jordan Company for Investment and Financial Brokerage

AJIB provides customers with brokerage services for the Amman Stock Exchange, through its subsidiary, the United Arab Jordan Investment and Financial Brokerage Company. For more information, please visit www.uaajci.com.

Arab Jordan Investment Bank (Qatar)

AJIB launched operations in the Qatar Financial Centre in 2006, becoming the first fully licensed bank there. As "Arab Jordan Investment Bank (Qatar) LLC," it offers custom financial products and solutions for customers in Qatar and the GCC. For more information, please visit www.ajib.com/qatar.

Affiliated Bank

Jordan International Bank (JIB) – London, UK

Jordan International Bank (JIB) is an affiliate company of AJIB, which owns 25% of JIB's capital since 2010, which operates from its UK headquarters in London and offers a wide range of banking and investment services for companies and enterprises both in the United Kingdom and abroad. For more information, please visit www.jordanbank.co.uk.

3.2 Our Products and Services

AJIB is committed to providing its customers with efficient and effective banking solutions, a full range of products and services that meet the highest international standards. AJIB has a highly-qualified team, strong operational support, sophisticated systems and various products to help its customers achieve their financial aspirations.

- Retail Banking
- Corporate Banking & Trade Finance
- Digital Banking

3.2.1 Retail Banking

AJIB Accounts

AJIB provides three different banking propositions; AJIB Prestige, AJIB Advantage and AJIB Value to meet your various banking needs.

1 Prestige Banking

AJIB's Prestige personal banking service offers exclusive products and services at high levels of excellence through its team that boasts extensive expertise in the field.

2 Advantage Banking

AJIB Advantage offers clients a wide range of benefits, including a specialized Advantage team throughout our branches to help them with their banking needs.

3 Value Banking

AJIB Value offers much more than basic banking facilities, including opening savings and current accounts in major currencies, preferred loan and deposit rates, a fee-free AJIB Classic Credit Card, free debit card linkage to four accounts, and global 24/7 account management through AJIB Online and Mobile.

Wealth Management

Our Wealth Management products and services are provided by a dedicated team that specializes in delivering tailored financial services to your needs.

- **Investments:** AJIB Wealth Management's specialized team presents personalized investment solutions for diverse financial goals.
- **Prestige Life Bancassurance Program:** is a plan designed to ensure the financial security of a customer's family in the event of an unexpected death, offering customizable solutions tailored to individual requirements. The program includes plans for education, investments, retirement and life insurance.

Loans

AJIB's loan programs are designed to promise you an easier and more comforting life.

- **Personal loan**
- **Housing loan**

AJIB Cards

AJIB issues a wide variety of Debit and Credit Cards, that are particularly designed to meet the financial needs of our customers.

Debit Cards	Credit Cards
Visa Debit	Visa/Mastercard Classic Credit Cards
Mastercard Debit	Visa/Mastercard Gold Credit Cards
	Visa/Mastercard Platinum Credit Cards
	Prestige World Mastercard
	Visa Infinite
	World Elite Mastercard

Cards turnover percentage of increase from 2021

35% for local and foreign



3.2.2 Corporate Banking & Trade Finance

In pursuit of its goal to provide a complete range of products and services and banking solutions that meet the highest levels of customer expectations, AJIB offers customized Corporate Banking and Trade Finance products and services to its customers.

3.2.3 Digital Banking

Customers can conduct all their daily banking activities through AJIB one-stop online banking portal. The portal allows customers to quickly and efficiently access their accounts and account statements, pay their bills as well as transfer funds easily and securely from anywhere in the world. Our Digital Banking services:

- Retail Digital Banking
- Corporate Digital Banking

3.3 Our Philosophy, Vision, Mission, and Values

Our Philosophy

AJIB's philosophy is embodied in the consistent pursuit of customer satisfaction, which has always been our first priority. Our commitment and targeted strategy have resulted in solid principles that have allowed AJIB to achieve strong financial performance and the ability to adopt balanced and efficient investment policies. Our aim is to ensure that we provide our customers customized investment and banking solutions based on market analysis studies, which are conducted by the bank on a regular basis.

We value our employees, who play an essential and valuable role in our institution. Stemming from that belief, AJIB strives to provide a positive and healthy work environment that allows employees to grow and develop, maximizing their potential in the bank. We believe in the power of knowledge, technology and skill, combined with wisdom, insight and the ability to plan for the future, and this philosophy lights the way for us to grow together at a constant and continuous pace.

Our status as one of the leading banks in Jordan and the region began with one main idea: "We strive to serve our customers within the highest professional standards, sustainability, maximum flexibility and friendliness." This ideology is embodied in our vision, mission and core values, and continues to lead us as we develop our services and offerings.



3.4 Standards and Memberships

The bank follows and abides by international standards and national guidelines in order to conduct its business and operational activities:

- International Internal Audit Standards
- Information Security Auditing Standards
- International Financial Reporting Standards (IFRS)

- International Accounting Standards (IAS)
- SO/IEC 27001 Information Security Management Systems (ISMS)
- Central Bank of Jordan (CBJ) regulations

We are an active member of:

- Securities Depository Center
- Amman Stock Exchange
- Securities Depository Authority
- Association of Jordanian Banks
- Union of Arab Banks

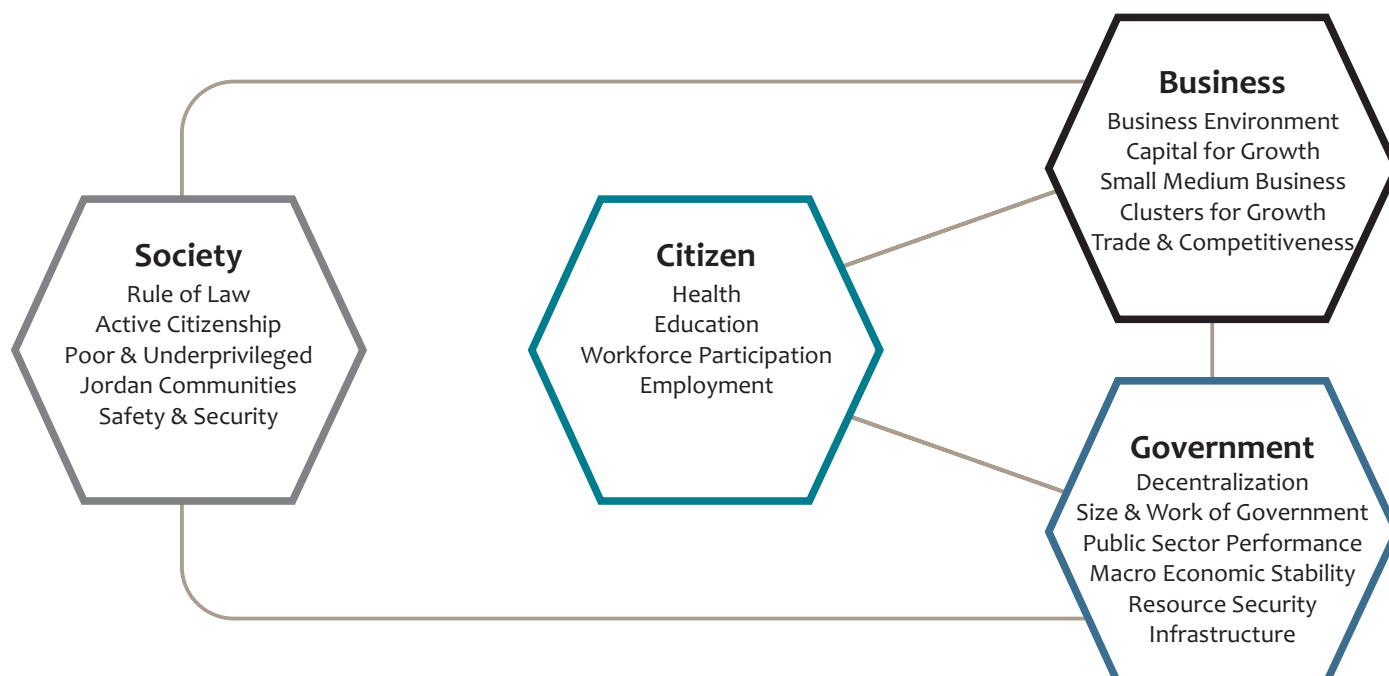
4- OUR SUSTAINABILITY APPROACH

At AJIB, sustainability remains a central priority in all aspects of its operations. Recognizing the crucial role that financial institutions play in fostering a sustainable future, AJIB is dedicated to implementing environmentally friendly practices, promoting social responsibility, and upholding strong corporate governance. By integrating sustainability into its business strategies, the bank demonstrates its commitment to creating long-term value for its customers, employees, and shareholders while positively contributing to the communities it serves. Through continuous improvement and digital innovation, AJIB seeks to be a leading Jordanian bank in sustainable banking, enabling a more resilient and prosperous future for all stakeholders.

4.1 Jordan 2025: A National Vision and Strategy

AJIB is committed to playing a pivotal role in achieving Jordan's Vision 2025. The bank actively supports economic growth, fosters job creation, and encourages entrepreneurship by offering comprehensive financial products and services. Besides, AJIB plays a crucial role in reducing unemployment rates and enhancing the quality of services for Jordanians.

AJIB collaborates with key public and private stakeholders to enhance financial inclusion, ensuring access to banking services for all segments of Jordanian society. The bank also prioritises sustainability, aligning its operations with the four pillars of the Vision, which are business, society, citizen and government. By leveraging innovative banking solutions, AJIB helps create a more inclusive, prosperous, and sustainable future for Jordan and its people.



4.2 Stakeholder Engagement

AJIB values the opinions of its stakeholders as a vital component of its sustainable business strategy. By fostering open communication, collaboration, and trust with diverse stakeholders AJIB can better understand and address their concerns and expectations. Our stakeholder engagement approach helps foster long-term relationships, informed decision-making, and a stronger foundation for the continued success of our business.

Stakeholder Group	How we engage?	
Shareholders and Investors	<ul style="list-style-type: none"> Investor Relations Department Investor Relations website page on the AJIB's website Annual Meetings Sector Analysis Reports 	<ul style="list-style-type: none"> Equity Research Reports Weekly Financial Reports Quarterly Financial Reports Annual Reports News & Press Releases
Employees	<ul style="list-style-type: none"> Regular Meetings Employee Surveys Annual Performance Review Internal Newsletters 	<ul style="list-style-type: none"> News & Press Releases Trainings and Workshops Volunteering Campaigns
Customers	<ul style="list-style-type: none"> Websites Branches and Service Centers AJIB Contact Center Customer Complaint Unit 	<ul style="list-style-type: none"> Social Media Sustainability and Annual Reports News & Press Releases
Government and Authorities (Central Bank of Jordan, Jordan Securities Commission, Amman Stock Exchange, Income Tax)	<ul style="list-style-type: none"> Regulatory Reviews Compliance with The Central Bank of Jordan Laws, Regulations, and Instructions 	<ul style="list-style-type: none"> Monthly Reports submitted to the Regulatory Authorities Tax payments Meetings
External Auditor	<ul style="list-style-type: none"> Auditing and reviewing financial statements and reports. 	<ul style="list-style-type: none"> Meetings
Local Community	<ul style="list-style-type: none"> Websites Social Media Sustainability and Annual Reports Partnerships and Sponsorship 	<ul style="list-style-type: none"> Donations Volunteering campaigns
Suppliers	<ul style="list-style-type: none"> Invitation to bid Contracts Issue Payments and Checks 	<ul style="list-style-type: none"> Sustainability and Annual Reports
Media	<ul style="list-style-type: none"> Websites Social Media 	<ul style="list-style-type: none"> Marketing Campaigns News & Press Releases

4.3 FOCUSING ON WHAT MATTERS



Material topics are the topics most important to the bank and its stakeholders. The identification of material topics helps in understanding the direction of the bank's activities, risks and opportunities, allowing the bank to report information that gives its stakeholders a meaningful picture of progress. At AJIB, we recognize the importance of identifying environmental, social and governance topics.



ENVIRONMENT

- GHG Emissions and Climate change
- Environmental Impact of Operations
- Resource and material consumption and waste management
- Energy and Water Consumption



SOCIAL

- Talent Attraction and Retention
- Diversity and Inclusion
- Employee Development, Empowerment and Well-being
- Rewards, Recognition and Benefits
- Financial Inclusion and Accessibility
- Community Investments
- Customer Relationships
- Data Privacy and Security



GOVERNANCE

- Risk Management and Business Continuity
- Business Ethics, Compliance and Anti-corruption
- Financial Performance
- Responsible Banking
- Responsible Procurement and supply-chain
- Cyber Security
- Digital Innovation

MATERIAL ESG TOPICS

ENVIRONMENT

- GHG emissions and climate change
- Environmental impact of operations
- Resource and material consumption and waste management
- Energy and water consumption

How do we contribute?

- Using eco-friendly batteries that are 99% recyclable.
- Relying entirely on clean energy sources to operate all our buildings and branches.
- Using a highly energy-efficient lighting technology (LED) in our building to save energy.
- Spreading awareness of the importance of reducing paper consumption among our employees.
- Raising awareness about water, energy and waste.

SOCIAL

- Talent Attraction and Retention
- Diversity and Inclusion
- Employee Development, empowerment, and well-being
- Rewards, Recognition, and Benefits
- Financial Inclusion and Accessibility
- Community Investments
- Customer Relationships
- Data Privacy and Security

How do we contribute?

- Developing employees and increasing their knowledge, raising their efficiency and skills in the financial sector by investing in their training and education.
- Promoting equal opportunities and diversity among the bank's employees.
- Encouraging employee volunteering and community engagement.
- Offering accessible financial products and services for all segments of society to promote financial inclusion.
- Collaborating with public and private stakeholders to enhance financial literacy.
- Supporting local entrepreneurs and small businesses through financing and advisory services.
- Sponsoring local community events, educational programs, and social initiatives.
- Investing in environmentally-friendly practices and sustainable development projects.
- Providing transparent communication about data collection, usage, and sharing.
- Implementing robust security measures to protect customer data and privacy.

GOVERNANCE

- Risk Management and Business continuity
- Business Ethics, Compliance and Anti-Corruption
- Financial Performance
- Responsible Banking
- Responsible Procurement and Supply Chain
- Cyber security
- Digital Innovation

How do we contribute?

- Establishing robust risk management frameworks.
- Conducting regular audits and risk assessments.
- Developing comprehensive business continuity plans.
- Adhering to ethical business practices
- Ensuring full compliance with all relevant laws and regulations
- Implementing strict anti-corruption policies.
- Focusing on sustainable and responsible growth.
- Offering fair and transparent financial products and services.
- Incorporating sustainability into banking operations.
- Encouraging suppliers to adopt sustainable practices.
- Regularly updating systems to counter cyber threats.
- Regularly updating systems and infrastructure to counter cyber threats.
- Providing employee training on cyber risks and prevention.
- Leveraging technology to improve banking services.
- Fostering innovation to enhance customer experience.
- Investing in digital transformation initiatives.

5- SOUND GOVERNANCE AND STRATEGY

AJIB adheres to sound governance and a strategic approach, incorporating Environmental, Social and Governance (ESG) components into its core values. We maintain open relationships with our investors and consistently work towards our business objectives. Our corporate governance is upheld by a dedicated Board of Directors, and we adhere strictly to ethical standards and regulatory compliance. A robust business continuity plan and risk management strategies are in place to ensure our operations remain resilient and sustainable in the face of any challenges.

5.1 Our Business Strategy and Economic Performance

In 2022 AJIB's economic performance has been robust, highlighted by the successful acquisition of the National Bank of Kuwait (NBK). Key financial indicators reflect our solid growth and profitability. We focus on sustainable investments and financing, understanding the significance of these factors in driving long-term economic growth and long-term value creation while contributing to a more sustainable future.

Acquisition of National Bank of Kuwait (NBK)

In 2022 AJIB successfully completed the acquisition of the National Bank of Kuwait's (NBK) banking operations in Jordan, marking a significant milestone in AJIB's expansion strategy. The process transferred NBK's entire portfolio, including local and international accounts, to AJIB, which further strengthened the bank's financial standing and market position in Jordan. This strategic move aligns with the Central Bank of Jordan's policy encouraging bank mergers, and it further bolsters AJIB's market share. It comes after AJIB's successful acquisition of HSBC's Jordanian operations in 2014, which significantly bolstered AJIB's presence in the Jordanian banking sector. The bank's robust financial position, expertise in acquisitions, and effective business transfer procedures were crucial in facilitating this acquisition. and further enhancing its standing in the Jordanian banking sector.



KEY FINANCIAL INDICATORS

Financial Data (JOD)

2022

Direct Economic Value Generated (Note 1)	
Turnover	117,383,177
Less: Interest expense, expense similar to interest expense and fee and commission expense	-48,570,741
Economic Value Distributed (Note 2)	
Employee costs	17,134,106
Voluntary exit plan and other termination benefits	0
Other operating expenses of which:	13,601,504
- Supervisory fees (includes fees to Regulators)	0
- Corporate social responsibility expenses	1,546,266
- Donations and gifts	842,800
- Advisory and other restructuring costs	323,001
- Dividends paid to AT1 shareholders	15,000,000
Economic Value Retained (Note 3)	
“Direct economic value generated” less “economic value distributed”	20,364,759
<ul style="list-style-type: none"> - Turnover comprises of interest income, income similar to interest income, fee and commission income, foreign exchange gains, dividend, income, gains of investment properties and stock of properties and other income. - Other operating expenses do not include Depreciation of property and equipment and Amortization of intangible assets. - Credit losses to cover credit risk on loans and advances to customers have not been deducted from the Economic value retained. - Employee costs include all costs (salaries, employer's contributions to state social insurance and retirement benefits). - Financial data are inclusive of VAT, where applicable. - Payments to suppliers that are recognized in 2021 results, are included in the “Economic value distributed”. - Taxes paid to government are not included in the “Economic value distributed”. 	

Lending Programs

AJIB has been an active participant in lending programs aligned with the Central Bank's initiatives, significantly contributing to various sectors.

Sector	Total advances granted in installments or at once (JOD)
Renewable energy sector	4.6 Million
Tourism sector	4.7 Million
Health sector	2.6 Million
Self-employment sector	Increase of 586 thousand

Supporting the Jordanian Economy

AJIB played an effective and significant role in the Jordanian capital market and the money market between Jordanian banks in 2022. It contributed significantly to the capital and money markets, acquiring the largest share of transactions, which stimulated these markets and boosted profitability. AJIB focused on reducing funding costs, improving interest margins, maintaining high liquidity levels, and ensuring the stability of its financial position.

Bank Shareholders

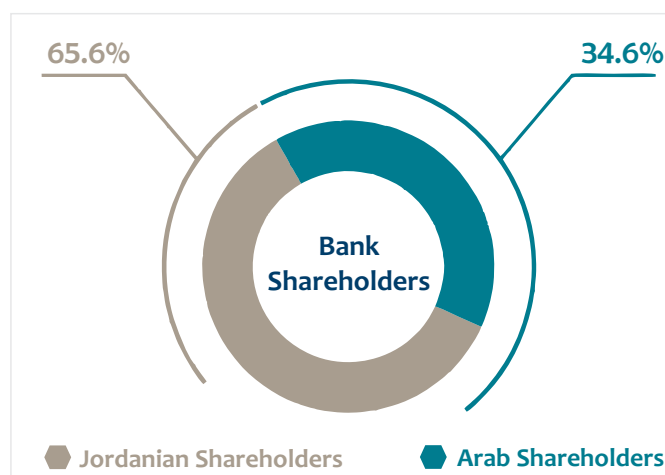
Shareholders play a crucial role providing capital and influencing strategic decisions. AJIB benefits from having 65.4% Jordanian shareholders, ensuring strong local support, driving its success and growth.

Shareholders	Jordanian Shareholders	Arab Shareholders
The number of shareholders	804	56
Ownership percentage of the capital	65.6%	34.6%

5.2 Sustainable Investments and Financing

AJIB is committed to promoting sustainable financing, recognizing its crucial role in driving both economic growth and sustainability.

In 2022, AJIB supported the development of the CBJ's Strategy for Greening the Financial Sector and participated in an interactive roundtable discussion aiming to develop tools for integration of climate-related factors in the credit process.



5.3 Corporate Governance and Board of Directors

The percentage of Senior Executives (Directors) with Jordanian nationality is 72%.

Board of Directors	Role
Mr. Hani Abdulkadir Al-Qadi	Chairman of the Board
Mr. Samer Abdulkadir Al-Qadi	Member / Vice Chairman
Mr. Emhamed Mohammed Farag	Member / Representative of Libyan Foreign Bank*
Mr. Fahad Abdullah Al-Huqbani	Member / Representative of the Arab Investment Company
His Excellency Mr. "Mohamad Sharif" Ali Al-Zu'bi	Member / Representative of Petra Company for Restaurants Establishment and Management
Mr. Hussein Hashem Al-Dabbas	Member / Representative of Rawnaq Al Thiqa Company for Commercial Investments
Mr. Wael Abdulkadir Al-Qadi	Member
Mr. Eyhab Mohammed Al-Okar	Member
Mr. Musa Hasan Shahin	Member
Mr. Adel Ibrahim Asa'ad	Member
Mr. Zakaria Ahmad Ghawanmeh	Member

* Please note that upon the request of the Libyan Foreign Bank, and the approval of AJIB Board of Directors, Mr. Ayman Elmahdi Mohamed Khaleel was appointed as their representative in AJIB Board of Directors during the meeting that was held on the 21st of March 2023.

Role	Name	Relationship	Independence		Nationality	Gender	Age	
			Yes/No				30-50	50+
Chairman	Mr. Hani AL-Qadi	Non-Executive Director	No		Jordanian	Male		
Vice Chairman	Mr. Samer AL-Qadi	Non-Executive Director	No		Jordanian	Male		
Member	Mr. Emhamed Farag	Non-Executive Director	No		Libyan	Male		
Member	Mr. Fahad AL-Huqbani	Non-Executive Director	No		Saudi	Male		
Member	His Excellency Mr. “Mohamad Sharif” Al-Zu'bi	Non-Executive Director	No		Jordanian	Male		
Member	Mr. Hussein Dabbas	Non-Executive Director	No		Jordanian	Male		
Member	Mr. Wael AL-Qadi	Non-Executive Director	No		Jordanian	Male		
Member	Mr. Eyhab AL-Okar	Independent Director	Yes		Qatari	Male		
Member	Mr. Musa Shahin	Independent Director	Yes		Jordanian	Male		
Member	Mr. Adel Asa'ad	Independent Director	Yes		Jordanian	Male		
Member	Mr. Zakaria Ghawanmeh	Independent Director	Yes		Jordanian	Male		

Market Presence	Total number of people without Jordanian nationality	Total number of people with Jordanian nationality
Board of Directors	3	8

5.3.1 Board Committees

Credit Committee

Role	Name	Relationship	30-50	50+
President	Mr. Hani Al Qadi	Non-Executive Director		
Member	Mr. Hussein Dabbas	Non-Executive Director		
Member	Mr. Samer Al Qadi	Non-Executive Director		
Member	Mr. Zakaria Ghawanmeh	Independent Director		
Member	Mr. Wael Al Qadi	Non-Executive Director		

Nominations and Awards Committee

Role	Name	Relationship	30-50	50+
President	Mr. Eyhab AL-Okar	Independent Director		
Member	Mr. Fahad AL-Huqbani	Non-Executive Director		
Member	Mr. Musa Shahin	Independent Director		

Institutional Governance Committee

Role	Name	Relationship	30-50	50+
President	Mr. Hani AL-Qadi	Non-Executive Director		
Member	Mr. Musa Shahin	Independent Director		
Member	Mr. Zakaria Ghawanmeh	Independent Director		

Risks Committee

Role	Name	Relationship	30-50	50+
President	Mr. Samer AL-Qadi	Non-Executive Director		
Member	Mr. Emhamed Farag	Non-Executive Director		
Member	Mr. Adel Asa'ad	Independent Director		

Audit Committee

Role	Name	Relationship	30-50	50+
President	Mr. Musa Shahin	Independent Director		
Member	Mr. Hussein Dabbas	Non Executive Director		
Member	Mr. Eyhab AL-Okar	Independent Director		

IT Governance Committee

Role	Name	Relationship	30-50	50+
President	Mr. Wael AL-Qadi	Non Executive Director		
Member	Mr. Zakaria Ghawanmeh	Independent Director		
Member	Mr. Adel Asa'ad	Independent Director		

Compliance Committee

Role	Name	Relationship	30-50	50+
President	Mr. Hussein Dabbas	Non Executive Director		
Member	Mr. Zakaria Ghawanmeh	Independent Director		
Member	Mr. Eyhab AL-Okar	Independent Director		

Social Committee

AJIB's Social Committee is the bedrock of the corporation's dynamic culture, fostering camaraderie among employees. It galvanizes engagement and teamwork by orchestrating a variety of social, educational, and sporting events. The committee also recognizes life milestones, such as marriages, births, and periods of illness, exemplifying AJIB's commitment to providing a nurturing and supportive work atmosphere. Its main role and purpose:

- To promote a strong and unified corporate culture in the workplace bringing together like-minded people that share common values.
- To build stronger relationships between employees and help employees bond to boost better morale within the workplace.
- To encourage employee engagement, collaboration and teamwork to increase productivity and efficiency in the workplace.
- To manage and arrange for social activities and events for employees and their families to participate in (events include social, educational and sports).
- To represent the bank employees in performing social duties (such as congratulating and gifting staff who get married, new baby gifts, get well soon gifts, ... etc).

The social committee members

- Consists of 9 staff members.
- Chair is appointed by AJIB's Chairman.
- SC members are elected by the employees of the Bank.

Funding Sources:

- Staff monthly deductions (staff monthly contributions range from 0.5 to 2.5 JDs)
- Management subsidizes up to 50% of the cost of any event or activity that takes place.

They run several activities throughout the year. 2022 activities included:

- Family day event
- Mother's day activity
- 2022 world cup social events
- Eid activity

They provide staff offers and discounts (such as hotels, restaurants, schools, universities, nurseries, Gyms, beauty centers, travel agencies, car insurance discounts, ... etc)

5.4 Relationship with Investors

We believe in the importance of maintaining the highest levels of transparency in our relationships with our investors, shareholders and analysts. At AJIB, we ensure the distribution of all data and information required of the benefit of all interested parties. Through our Investor Relations department and our comprehensive website, we provide accurate and timely information to all interested parties.

Our stakeholders can access our comprehensive reports and research, with detailed analysis on the performance of the economy, the latest developments in the banking sector, as well as wide-ranging reports on the economic activity of the bank. Our reports include:

- Sector Analysis Reports
- Equity Research Reports
- Weekly Financial Reports
- Quarterly Financial Reports
- Annual Reports

Holding regular meetings with our investors is a key part of AJIB's strategy. These engagements provide an open platform for dialogue, allowing the bank to share strategic insights, operational updates, financial and sustainability performance. They also enable investors to voice their views and expectations. This communication builds trust, facilitates mutual understanding, and strengthens investor relations, which is critical for AJIB's growth and sustainability.

	Description	Number of Meetings 2022
Analysts	A meeting is held with the external auditors to issue quarterly audited financial statements showing the results of the bank's business in each quarter, in addition to financial statements accompanied by an analysis of the figures on an annual basis.	4
Equity Investors	The meeting with the bank's shareholders takes place annually through the general assembly.	1
Total		5

5.5 Risk Management Department

Risk is an integral part of the bank's operations. The general framework of the Risk Management Department focuses on identifying, understanding and evaluating and managing risks associated with the bank's operations. The Department also ensures that risks are maintained within approved and accepted limits and that the necessary measures are taken to reduce risk and attain a balance between risks and expected rewards.

The Risk Management Department in the bank is responsible for managing risks through close alignment of the policies and procedures and within Risk appetite Statement approved by the bank's Board of Directors. Furthermore the Risk Committee which is emerged from the Board of Directors reviews the said department's activities and reports to the Board of Directors in case of any deviations against bank's policies and accepted risk levels.

In addition, the Assets and Liabilities Management Committee and Investment Committee also partake in risk management within the bank, as well as all the bank's work centers are responsible for identifying the risks associated with their activities.

Managing Risk

The Risk Management Framework and policies are developed in order to identify, analyze, control and monitor risks to remain within accepted levels. The bank periodically reviews the policies and procedures associated with the Risk Management Department to incorporate new market developments and best practices suited to the bank's operations.

The bank recently inspected the alternative disaster recovery site and the services it provides in line with the plan set forth for the continuation and sustainability of its services.



Risk Control Self-Assessment (RCSA)

RCSA is a process used by AJIB to identify the operational risks and the effectiveness of the controls, which are assessed and examined periodically. RCSA begins with brainstorming sessions to identify the risks and current controls and ends with a rating based on AJIB scoring methodology (4*4) to put mitigation plans.

Information and Affiliated Technology Governance Framework

In 2022, AJIB continued to implement the Information and Affiliated Technology Governance Framework (COBIT), which seeks to achieve the optimum benefits from information technology at the lowest possible risk levels and with the use of the least resources. This framework includes a group of operations and practices that cover various departments at the bank by highlighting cybersecurity issues, risk management, the privacy and protection of data, compliance, control, auditing and strategic fit.

ESG Risk Management

AJIB is working to embed ESG risk management as part of its risk management framework in a way that allows the bank to comply with best practices, improve voluntary disclosure processes, and create roadmaps to mitigate risks arising from ESG to proactively address threats. AJIB is progressively utilizing non-financial ESG factors in their analysis procedures to pinpoint significant risks and opportunities for growth.. These factors are commonly incorporated into credit analysis to assess the capacity of the borrower to repay debt. Credit Analysts identify and track ESG factors that impact a company's financial performance to assess its ability to service debt.

Climate-related Risks

AJIB takes a proactive approach to managing climate-related risks. Regular stress testing is conducted to assess the potential impact of climate change on the bank's performance, particularly on the Capital Adequacy Ratio (CAR). These exercises ensure that potential risks remain within the bank's risk appetite and meet regulatory requirements. Moreover, the credit analysis process includes the identification of any significant risks and growth opportunities related to climate change. This strategy ensures that AJIB is well-positioned to navigate the financial impacts of climate change while identifying sustainable growth opportunities.

Supplier Risk

Assessing the risks related to the upstream and downstream operations of AJIB's value chain is critical to ensure sustainability and mitigate potential risks and thus to build a robust vendor risk management strategy.

Risk Management Department conducts an assessment on risks related to upstream and downstream risk value chain specially on IT vendors (third parties) to identify and evaluate potential risks associated with a vendor's operations and products and its potential impact on AJIB.

Reputational Risk Factor

The reputational risk factor is taken into consideration as a part of the risk assessments that are undertaken on the compliance department level. Additionally, it is an essential part of pillar II assessment within the ICAAP process and is periodically reviewed to make sure that any reputational risks are covered with appropriate capital.

Anti-Money Laundering and Counter-Terrorist Financing (AML/CFT) Risk Assessment

AJIB considers combating money laundering and terrorist financing essential for reputation, legal compliance, financial stability, economic growth facilitation, and social responsibility. Under the Anti-Money Laundering and Counter-Terrorist Financing (AML/CFT) risk assessment, AJIB has identified the following key risk factors:

- Customer Risk
- Geographic Risk
- Products and Services Risk
- Delivery Channels Risk

In 2022, AJIB continued to take a significant step to combat money laundering and terrorist financing, demonstrating its commitment to AML/CFT initiatives. These efforts included:

- **Specialized Training:** The bank collaborated with the Training Department to provide specialized courses on regulatory compliance, anti-money laundering, terrorist financing, and proliferation. This proactive approach ensures employees are well-trained and knowledgeable in these critical areas.
- **Reviewing AML/CFT Policy & Procedures:** AJIB conducted a comprehensive review of its Anti-Money Laundering/Counter Financing of Terrorism policy and procedures, including those related to due-diligence measures. This reflects the bank's dedication to continuous improvement and adaptation to evolving threats.
- **Foreign/Correspondent Banking Relationships:** AJIB actively engaged with foreign and correspondent banks regarding AML/CFT matters. This highlights its commitment to international cooperation and maintaining robust AML/CFT compliance standards in cross-border operations.

Key Highlights in 2022

- Risk Management department completed all risk assessments related the two successful acquisitions (HSBC and NBK-Jordan) and ongoing acquisition (Standard Chartered Bank).
- Implementing Risk Data Aggregation and Risk Reporting principles.
- Risk Management performs risk assessment to all new products and services offered by the bank

Ethics and Compliance

In 2022, AJIB achieved significant compliance milestones, including updating the risk matrix, conducting policy reviews, disseminating procedures to employees, providing the Central Bank with policy and periodic reports, updating violation databases, conducting branch inspections, facilitating professional certifications for compliance employees, managing sanctions and customer complaints, updating automated systems, and adhering to the Foreign Accounts Tax Compliance Act requirements.

Internal Audit is a key component in AJIB's robust governance and operational effectiveness. It helps to maintain the bank's integrity, protect its assets, and ensure the reliability of its financial reporting - all of which are crucial for preserving stakeholder trust and the bank's reputation. Audits ensure adequate control and internal control procedures and operate effectively to mitigate significant risks to acceptable levels.

Moreover, the auditing process generates valuable insights for enhancing regulatory controls and addressing existing gaps in ESG performance. These recommendations are integral to the bank's commitment to constant improvement, adherence to regulatory standards and fostering responsible and sustainable banking.

About integrating ESG criteria into the audit universe, the following are audited annually

Governance

- The emergency plan, evacuation plan, and business continuity plan (to ensure its effectiveness and that it is implemented according to the policy, and that a real examination of these plans has been carried out periodically).
- Ensure that employees adhere to the Clean Office Policy and the Code of Ethics.
- The effectiveness of the AJIB Innovation policy is verified, and all notifications received in this regard are reviewed.
- Reviewing the effectiveness and efficiency of the whistleblowing policy and reviewing all incoming notifications.
- Compliance with the policy of anti-money laundering, financing terrorism and proliferation of weapons is audited.
- The instructions of corporate governance and IT governance are audited.
- Ensure that the branches and management adhere to the transparency policy.
- Stress testing is reviewed.

Social

- The Xtreme Security system (for alarms, theft and fire alarms for the general administration and branches)
- The BMS system (which is the bank's building management system, including chillers, elevators, air conditioning, ventilation, maintaining appropriate oxygen levels in the building, garages, the fire system, etc.)
- Personnel policies, penalties list, recruitment and training policies are audited, and compliance with them is ensured, and compliance with the Jordanian Labor Law is ensured.
- Ensure compliance with the policy of dealing with customers with special needs.
- Review customer complaints and actions taken.
- The Auto Dialer system (in emergency situations, the system automatically communicates with the specified internal and external parties)
- Camera monitoring room (to ensure proper coverage of all dangerous places in the banks such as safes, ATMs, entrances and exits, server rooms, warehouses, etc.)

Environmental

- All water and electricity bills in the administration and branches are reviewed and deviations are analyzed

Internal Audits

Categories	Number of Audits
Quality	1
Regulatory Requirement	1
Quality-Information Systems	2
Health and Safety	1
Governance	1
Other (please specify)	Branches & Offices 35, Foreign Branches 01, Subsidiaries 02
	All AJIB group is audited at least annually

5.6.2 Code of Conduct

AJIB's Code of Conduct and Business Ethics is crucial for establishing ethical standards and a professional culture. It governs workflow, ensuring compliance with laws and regulations, thus enhancing credibility. The Code fosters employee confidence, respect, and appreciation for the bank's role in offering optimal services, ultimately consolidating good governance and best practices.

Objectives of the Code of Conduct and Business Ethics:

- Establishing ethical standards, rules and basic principles of job ethics, high values and professional culture among the bank's employees, enhancing compliance with these standards, rules and values, and consolidating the foundations of good practices and good governance, by educating the bank's employees and directing them towards ethics.
- Sound functionality and self-discipline frameworks that govern the bank's workflow and are consistent with applicable laws and regulations, as well as through a statement of their duties and job responsibilities and their role in improving services and enhancing the bank's credibility.
- Enhancing the confidence of the bank's employees and increasing respect and appreciation for its role in providing services in the best possible way.

5.6.3 Conflict of Interest

AJIB's Code of Conduct and Business Ethics outlines a comprehensive framework for managing conflicts of interest. The code requires employees to avoid any activity causing real, apparent, or potential conflicts between personal interests and job responsibilities. It emphasizes the duty to report such conflicts to the Compliance Department and forbids personal gain from one's position or through misuse of information. It also guides on participation in charitable activities and maintaining professional relationships.

5.6.4 Anti-Bribery and Corruption

In 2022, AJIB took a significant initiative to develop new policies and procedures addressing sanctions, bribery, corruption risks, and financial crimes. These measures include stringent actions to identify, report, and mitigate these risks.

Anti-Bribery and Corruption Policy

AJIB's Anti-Bribery and Corruption Policy aims to foster a culture against bribery and corruption, safeguarding the bank's reputation and business. The policy applies to all AJIB branches and subsidiaries, both domestically and internationally, aligning with the Central Bank of Jordan's regulations and international best practices. It mandates the establishment of internal rules and procedures, promotion of an anti-bribery and corruption culture, provision of related training, and clear guidelines for reporting suspicious activities. The policy and procedures of the Anti-Bribery and Corruption Policy include:

- Designing and maintaining customized internal rules and procedures in alignment with the Central Bank of Jordan's rules and regulations.
- Creating and preserving a culture that does not tolerate bribery or corruption.
- Providing necessary training on combating bribery and corruption.
- Incorporating the bank's internal policies, rules, and reporting mechanisms for suspicious activities regarding bribery and corruption into the training.

5.6.5 Whistleblowing

Whistleblowing plays a crucial role in corporate governance, and AJIB acknowledges its significance in maintaining a transparent and ethical work environment. The bank is committed to providing stakeholders and employees with secure platforms and channels to report wrongdoing or malpractice without fear of retaliation, discrimination, or dismissal.

AJIB's protected reporting system encourages stakeholders to raise serious concerns, and a dedicated policy ensures that no disciplinary action is taken against those reporting incidents in good faith, even if the investigation does not substantiate the allegation.

AJIB facilitates the reporting process by offering various channels, including a multilingual anonymous whistleblowing function in the Regulatory Compliance Management System, a dedicated hotline, fax line, and email to the head of compliance. Stakeholders can also directly contact the chairman via mail, email, hotline, or voicemail.

6- RESPONSIBLE BANKING

At AJIB, we provide innovative digital products and services, promoting digital inclusion alongside nurturing strong customer relationships. Our customer privacy and data security are a top priority in all our operations. Our marketing and communications are carried out with integrity, mirroring our dedication to ethical practices. Moreover, we uphold responsible procurement and ensure our supply chain operations align with our commitment towards sustainability and ethical business standards.

6.1 Digital Transformation

Upgrading of Internal Systems Infrastructure

AJIB's commitment to digital transformation has been demonstrated throughout 2022, as we upgraded our internal systems infrastructure for interconnected and high-quality services. We regularly updated and upgraded these systems to continually provide top-tier services to our customers. Our transformation strategy emphasizes innovation, customer-centricity, and improved access to banking services, leading to enhanced customer experiences. This effort also ensured superior levels of security, achieved through a series of projects and programs aligned with our digital strategy. Our pursuit of digital transformation not only streamlined our services but also empowered our customers, providing them with secure, efficient, and easy-to-access banking solutions.

6.2 Our Digital Products and Services

Today, AJIB plays an important role in the region's banking investment scene due to its vast expertise in the field of digital banking, as well as the innovative products and solutions it provides.

6.2.1 Digital Banking Services

Customers can conduct all their daily banking activities through the one-stop online banking portal. The portals allow customers to quickly and efficiently access their accounts and account statements, pay their bills as well as transfer funds easily and securely from anywhere in the world. Our Digital Banking services:

Retail Digital Banking

We provide advanced and comprehensive digital banking services, enabling our customers to access their accounts 24/7 through AJIB Mobile, AJIB Online, ATMs and AJIB Call Center.

Our retail digital banking services:

- › Mobile Banking
- › Online Banking
- › ATM Services
- › Contact Center Services

Corporate Digital Banking

AJIB Online Banking provides tailored solutions to serve the corporate sector 24/7 from anywhere in the world. AJIB provides a wide array of products and services aimed at simplifying your processes, enhancing your financial resources, and automating your daily activities through our secure online platform. This leads to efficient cash management, cost savings and optimization. Do all your day-to-day banking through a one-stop shop which shall give you more time to achieve your desired business objectives.

Corporate Online Banking Main Features

- › The AJIB Online Services are recognized for their exceptional security measures that safeguard all data.
- › Two-factor authorization login mechanism for optimal secured log-in.
- › Only pre-authorized and official company signatories have access to the online banking system.
- › The company's authority matrix will be reflected on the system.
- › Payment transactions have daily and transaction limits, which are both perfectly aligned with 'the company's standard transacting average.

eFAWATEERcom Services

In addition to AJIB's digital banking services, the bank has developed its online bill payment system in collaboration with eFAWATEERcom that now allows for the payment of invoices as well as online account inquiries.

6.3 Digital Innovation

AJIB continued to deliver the latest technologies and the best banking services to its customers, in addition to offering banking products and comprehensive and integrated electronic services that meet the unique needs of its customers while simultaneously maintaining pace with the latest developments in the banking industry.

During 2022, AJIB continued to upgrade the level of banking services provided to its customers, modernizing its infrastructure and its communication systems to the highest standards to ensure the quality and continuity of the services provided and the flow of work, even during crises.

Innovation policy

AJIB's innovation policy is integral to its future success, competitiveness, and sustainability. The innovation policy aims to encourage innovation within the Bank and recognize and reward employees and teams for suggesting innovations which are implemented, and which significantly reduce costs, improve banking products and services and results in overall improvement in work processes.

Mobile Banking App

During 2022, the bank developed and modernized its banking system, which includes a wide range of digital banking solutions that allow customers to complete many banking transactions easily and securely via AJIB's online banking portal or through its mobile banking app on their smartphones. without the need to visit a branch, which saves time, effort, and energy.

AJIB Pay

AJIB Pay is a highly secure, free mobile banking app enabling contactless payments via mobile device to pay on the payment terminals (Point of Sale 'POS').



6.3.1 Innovation in Online Transfers and Payments

AJIB continued to maintain its position as an innovator in the field of transfers. The bank provides online transfer services through AJIB Online and AJIB Mobile app, as well as the option of using the wide branch network available throughout the Kingdom, staffed with qualified teams who provide the best services in record time.

Show PIN

The bank launched the Show PIN service that displays the customer's credit card password through the AJIB Mobile app if a new card was issued or if the number was forgotten.

Transfer service through the Banking App

The bank developed a transfer service from customer account to the deposit account through the banking app, in addition to developing the clearing process on the payment system to make it instantaneous, which speeds up the clearing process between the bank and customer payments.

AJIB Easy Cash

The bank developed a one-time verification code service that shows a customer the details of the transaction and its value. It also launched the AJIB Easy Cash service, which allows customers to withdraw cash using direct debit cards through points of sale available at all Manaseer stations, which number more than 90 spread across the Kingdom, as well as a service that allows them to pay bills through credit cards.

Case Study

The first bank in Jordan to provide the SWIFT GO service

As a pioneer in bank transfer services, AJIB became a member of SWIFT GPI, which has transformed the payment experience of its customers across borders by offering fast, traceable payments with complete transparency. AJIB will become the first bank in Jordan to provide the SWIFT GO service.

As part of the bank's vision to obtain the latest international payment services this technology allows customers to transfer money quickly and safely between participating banks within a maximum of four hours at competitive prices, with the possibility of tracking the transfer and receiving the full amount from the beneficiary.

The bank also launched the direct transfer service SWIFT GO for Swift transfers, as well as an updated version of the mobile banking app with a new and distinctive look, which will improve user experiences and advance the quality of services offered. The bank launched a direct transfer service from credit card accounts to customer accounts through the mobile banking app, in addition to an early payment service for loans on electronic channel systems.

Our Digital Innovation Projects during 2022

- › **SWIFT Go:** to allow certain customers transactions to be transferred on a real time basis.
- › **AJIB NOW:** which allows the customers to transfer funds through social messaging applications.
- › **Funding of Remittances Via eFAWATEERcom:** to transfer the funds through the exchange houses using AJIB's internet banking.
- › AJIB as a biller under Efawateer.com to allow AJIB customers to settle their credit card due amount via EFawateer.com.
- › Enhancing the mobile banking application interface through making it more user friendly.
- › Allowing the payments to the Social Security Corporation (Daman) through AJIB internet banking.
- › Joining BUNA platform for fast payments and transfers mainly between participants in the Arab countries.
- › Making the mobile banking application available on Huawei Store.
- › Adding the service of showing the card pin code to the mobile application.

Case Study:

AJIB selects Codebase Technologies' Digibanc platform for Digital On-boarding Transformation

AJIB has collaborated with Codebase Technologies, a rapidly expanding provider of open API banking solutions, to introduce digital onboarding for both resident and non-resident Jordanians. The partnership between AJIB and Codebase Technologies, leveraging their extensive experience in the banking and technology industries, will facilitate millions of customers in effortlessly opening a new bank account and availing various financial services through a fully digital onboarding process.

Leveraging fintech leader Codebase Technologies' Digibanc platform, AJIB plans to launch an innovative digital customer onboarding experience that will incorporate streamlined eKYC, ID scanning and customer liveness checks - integrating the solution with AJIB's existing mobile banking app, core banking system, and Jordan's National ID database.

The architecture of Digibanc's platform, which is based on microservices, will expedite the time to market for propositions and create a technological foundation that will enable AJIB to introduce digital-first innovations more rapidly than before.

6.4 Digital Inclusion

6.4.1 Privacy & Data Security

AJIB added new and multiple levels of security at its headquarters, the alternative disasters recovery site and at all branches, providing a safe environment for customers and their data and protecting banking systems against the increasing growth in cyber-attacks, in accordance with the best approved local and international standards.

The bank also continued to review and work on the latest developments and circulars issued by official authorities, including the Central Bank of Jordan, regarding security gaps and vulnerabilities announced globally to ensure the implementation of the necessary measures to protect information security.

6.5 Customer Relationships

6.5.1 Customer Experience and Satisfaction

AJIB is dedicated to ensuring customer satisfaction by offering a variety of cutting-edge products and innovative services that cater to the requirements of its diverse clientele, including individuals, SMEs, and corporations. AJIB is committed to enhancing its human resources by providing the most advanced technologies, business practices, and mechanisms to meet the evolving demands of its high-net-worth customers and individuals in Jordan and the surrounding areas.

Over the past year, the corporate banking system was further developed and modernized in line with the requirements and needs of the bank's corporate customers. Several visits were arranged to existing and new customers at their places of work, and their feedback will be studied and implemented, such as adding Swift, letters of credit, collection policies, and others.

Clean Office Policy

AJIB's Clean Office Policy is a cornerstone of our commitment to customer privacy and data security. AJIB's Clean Office Policy adheres to stringent security standards, ensuring no sensitive information or documents are left open in the office. This policy encompasses all forms of information, including paper, computer data, and storage, which must be securely closed or appropriately disposed of. The policy significantly reduces the risk of unauthorized access, loss, or corruption of information, both during and outside of regular business hours or when workspaces are unattended.

Customer Complaints

AJIB's Customer Complaints Handling Policy is designed in line with the Central Bank of Jordan's rules to maintain the bank's reputation and improve services. The policy ensures that all complaints are addressed justly, promptly, and accurately, with the goal of achieving high customer satisfaction. Complaints are viewed as valuable data for introducing or modifying services and identifying system gaps.

AJIB informs customers of their right to submit complaints and provides information on the available channels for doing so. This information is communicated through each branch or office. Customers are made aware of their rights through various means, including brochures and leaflets in all branches, the bank's website, emails, text messages, and social media.

Multiple channels are provided for customers to submit complaints, including

- Postal mail
- Email
- Personal attendance/visit to the head office
- Complaint boxes in branches
- Fax

Queueing Systems

Queueing systems have been deployed at all the bank's branches that generate reports allowing management to monitor employee performance as well as the quality of the services provided to customers. This is part of the continued efforts to improve and develop performance levels as a way of ensuring effective and efficient customer service.

6.5.2 Improving Our Value Offerings to Our Customers

AJIB Rewards Program

AJIB also continued to provide its customers with the best offers and services through its rewards program designed for credit cardholders by offering points for every purchase made through points of sale or online, which can then be redeemed through the website dedicated to the AJIB Rewards Program (www.ajibrewards.com) or through the AJIB Rewards mobile application.

FIFA World Cup 2022

The bank launched exceptional offers for Mastercard cardholders to coincide with the FIFA World Cup 2022 at several restaurants in Qatar, in addition to providing a service for exchanging Qatari Riyals at the bank's branches in Queen Alia International Airport, which serve customers around the clock.

Personal and Housing Loans

The bank also continued to provide distinguished financial solutions to individuals by launching several campaigns for personal and housing loans at competitive interest rates and with a grace period of up to 90 days. This increased the bank's competitiveness among banks in the local market and allowed it to attract new customers from other banks. The bank continued to provide banking services to its customers with special needs, enabling them to complete their banking transactions easily, securely and privately.

Text Messages

The bank also further developed its text messages service, which now allow customers to stay up to date on any financial transactions made on their accounts through short text messages to their cell phones immediately after the completion of any transaction on the account.

6.6 Responsible Marketing and Communications

AJIB recognizes the importance of maintaining trust and transparency in its interactions with customers and adheres to strict guidelines to ensure responsible marketing practices are followed. In 2022, AJIB's commitment to responsible marketing and communication is reflected in the absence of any fines or non-monetary sanctions incurred for non-compliance.

- **Zero** instances for which fines were incurred related to communication and marketing promotion.
- **Zero** instances for which non-monetary sanctions were incurred related to communication and marketing promotion.
- **No** monetary value of fines for instances of non-compliance related to communication and marketing promotion.



6.7 Responsible Procurement and Supply Chain

AJIB recognizes that sustainable practices in the banking sector go beyond internal operations and extend to the entire value chain. Collaborating with vendors who share the same commitment to sustainability enables AJIB to have a greater impact on promoting responsible practices. The vendor performance review form explains how we evaluate our vendors

Vendor Performance Review Form

Category	Questions
People	Right Capability
	Good Knowledge of Products
Process	Efficient support process / Escalation process
	Timely response to defects / Change requests
Technology	Quality of the Products / Technology Solution
	Robustness of Product / Technology Solution

Category	Questions
Service	Quality of service
	Efforts made to maintain/ improve service level
	Easy to get hold of
	Pleasant to talk to
	Do they meet expectations defined within SLA
Governance	Accuracy of Service Level Monitoring Reports & Performance Reports from vendor
Customer	Internal user satisfaction
Relationship	Does the vendor keep the bank well informed on future developments/ future strategy
	Does the vendor keep the bank well informed on potential downtimes/ new products or upgrades

6.7.1 Local Suppliers

AJIB has a longstanding tradition of collaborating with suppliers who share our commitment to quality, innovation, and sustainable practices. We take pride in our commitment to nurturing the local economy, with 94% of our suppliers coming from the local community. Our strategy prioritizes localization, actively encouraging partnerships with local suppliers, reflecting our substantial contribution to the economic growth of our communities.

Suppliers	Number (in 2022)
Local Suppliers	163
Foreign Suppliers	10
Total	173

7- OUR PEOPLE

At AJIB, we deeply value our employees, recognizing them as key to achieving the bank's strategic goals and materializing our corporate purpose. We seek out and cultivate exceptional talent, providing growth opportunities and a promising future. We take employee development very seriously, with comprehensive training programs covering banking regulations, customer service, and more. We emphasize occupational health and safety, employee benefits and satisfaction, and foster an environment of open engagement and communication, creating a diverse and expert team dedicated to serving our customers.

7.1 Capability Building and Development

The bank constantly aims to expand employees' perceptions and increase their knowledge and information by following up developments in the financial sector and attending conferences and workshops and obtaining relevant and professional certificates to raise their efficiency.

During 2022, the bank continued to invest in its human capital, organizing intensive courses for all its employees at various functional and administrative levels, with the aim of advancing their professional skills and increasing their productivity to keep pace with the bank's vision and raising service levels offered to customers.

7.1.1 National Bank of Kuwait Employees

We are proud of the level of service provided to customers through its highly skilled team that provides guidance whenever needed. The acquisition of the operations of the National Bank of Kuwait in Jordan has had a positive effect on diversifying the skills and expertise of our team, which is what characterizes AJIB in the Jordanian banking market. The transition from NBK to AJIB effectively integrated 45 employees into AJIB's team.

Ensuring a smooth transition for new employees, the department focused on training, retaining and integrating them, enabling them to familiarize themselves with the new work environment, methods, and colleagues. In 2022, 41 of these talented employees continuing to drive AJIB's success.

7.1.2 Employee Training

In 2022, the Training Department initiated several activities and training programs aimed at building and advancing the skills and abilities of employees at all functional and administrative levels, as well as enhancing their expertise in various fields.

The total number of employees who took part in the activities and programs totaled about **695** participants, some of whom took part in more than one program and training activity within a variety of packages of courses, training seminars, workshops, and conferences, which totaled 55 held locally and abroad through visual communication and self-study.

The internal training programs offered all branch and customer service, sales and banking employees a chance to take part in courses geared towards the provision of exemplary service and increasing sales. A banking training program was held for new branch employees, which included combating money laundering and terrorist financing, a liquidity management program for branch manager.

Employees that received at least one Training	Number	% of Total Human Resources
Women	270	35%
Men	425	55%
Total	695	90%

Training Attendance by Employee Category	Women	Men	Total
Managers	24	31	55
Non-Managers	246	394	640
Total	270	425	695

Training Hours

Training Attendance by Employee Category	Women	Men	Total
Managers	180	115	295
Non-Managers	1541	1124	2665
Total	1721	1239	2960

Training	Women	Men	Total
Training on Anti-Money Laundering and Prevention of Terrorism Financing			
Training Hours	411	695	1106
Participants	36	62	98
Information Security Awareness			
Training Hours	415	568	983
Participants	265	387	652
Other key Training Category (Credit Risk Management & Operational Risk)			
Training Hours	108	189	297
Participants	29	51	80
Other Key Training Category (Products & Customer Service)			
Training Hours	108	189	297
Participants	29	51	80
Other Key Training Category (Banking & Banking Operations)			
Training Hours	243	563	806
Participants	22	49	71
Other key Training Category (Business Continuity Management)			
Training Hours	143	194	337
Participants	143	194	337

E-Training Programs

To maintain pace with the rapid and continuous transformation of business towards digitization and electronic channels and the associated risks, which have become regulatory and legislative requirements, and to maintain employee knowledge at the highest levels for information security, e-training programs were intensified through the KnowBe4 system, which is the leading global system in e-training, particularly in the field of information cyber protection and security. More than 10 information security and protection programs were launched, and more than 1,500 training opportunities were provided for employees which varied between compulsory programs for new employees and other specialized in certain jobs and departments. Employees also continued to participate in seminars, workshops and courses held by financial training centers, specialized agencies and regional organizations, including the Union of Arab Banks.

Training Attendance by Means of Delivery	Classroom	E-Learning
Training Hours	607	10

Training Events by Means of Delivery	Number of Participants
E-Learn	657
Online	79
Classroom	297
Other (please specify)	1

7.1.3 Specialized Professional Certificates

In the same context, work continued to further the skills of employees in accordance with the highest professional and international standards, including obtaining specialized professional certificates such as CIA, CHRA, CISI Investment Trustee, Certified Compliance Manager and CAMS from the Institute of Banking Studies, the specialized professional diploma in compliance, and the specialized professional diploma in financial analysis. Furthermore, employees participated in local training programs in credit risk management, finance, compliance and information technology, as well as attending regional and international conferences.

7.2 Performance Appraisals

At AJIB, performance appraisals are an integral part of our employee development. These assessments offer a comprehensive platform for managers and employees to engage in meaningful dialogues about individual performance, align personal goals with organizational objectives, and identify areas that require improvement. In 2022, we evaluated 99.87% of our total workforce, indicating our commitment to ensure that almost every member of our team benefits from this process. By enhancing communication and motivation through performance reviews, we are fostering career progression, enhancing workforce engagement, and ultimately driving a more productive organizational environment.

Performance Appraisals Data	Men		Women		Total	
	Number	% of Total Human Resources	Number	% of Total Human Resources	Number	% of Total Human Resources
Total Employees Evaluated	486	63.53%	278	36.34%	764	99.87%
Number of employees who did not complete the evaluation process	1	0.13%	0	0.00%	1	0.13%
Due to absence of either the employees or the supervisors (Unpaid Leave)	1	0.13%	0	0.00%	1	0.13%

7.3 Equal Opportunity Employer

At AJIB, we embrace diversity and foster inclusion. We believe that our strength lies in our differences, bringing together people from varied backgrounds, experiences, and perspectives. We refuse to discriminate based on race, gender, religion, age, disability, or any other protected characteristic. Instead, we strive to create a welcoming and respectful environment. Our dedication to inclusivity promotes innovation and better decision-making. Our focus on women's empowerment highlights our commitment to gender equality and ensures we leverage the full potential of all our team members. This approach enhances our strength and effectiveness as a bank and mirrors the diverse communities we serve.

7.4 Talent Attraction and Retention

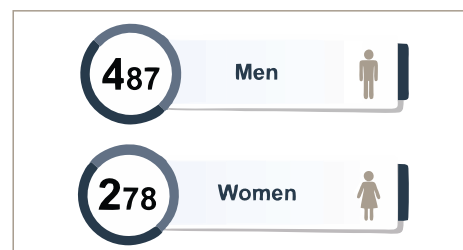
The bank continued to advance its recruitment processes in accordance with its strategic plans for identifying and addressing any gaps between the existing workforce and future human resource needs. Priority was given to new transfers from National Bank of Kuwait (NBK), who were placed in appropriate jobs according to their expertise, in addition to internal recruitment and according to the approved career paths for employees.

The bank's approach was directed at setting policies that provide opportunities for internal career development and promotion, allowing employees to change roles in order to diversify, enhance and enrich their experiences in impartial, transparent conditions, and with equal opportunities for all. Finally, a number of openings were filled with external recruits with the necessary qualifications.

At the end of 2022, AJIB's workforce comprised 765 employees, marking an increase from 747 at the end of 2021. These numbers represent AJIB employees, excluding our subsidiaries.

Human Resources Data by Headcount in 2022

Human Resources Data	Number
Men	487
Women	278
Total	765



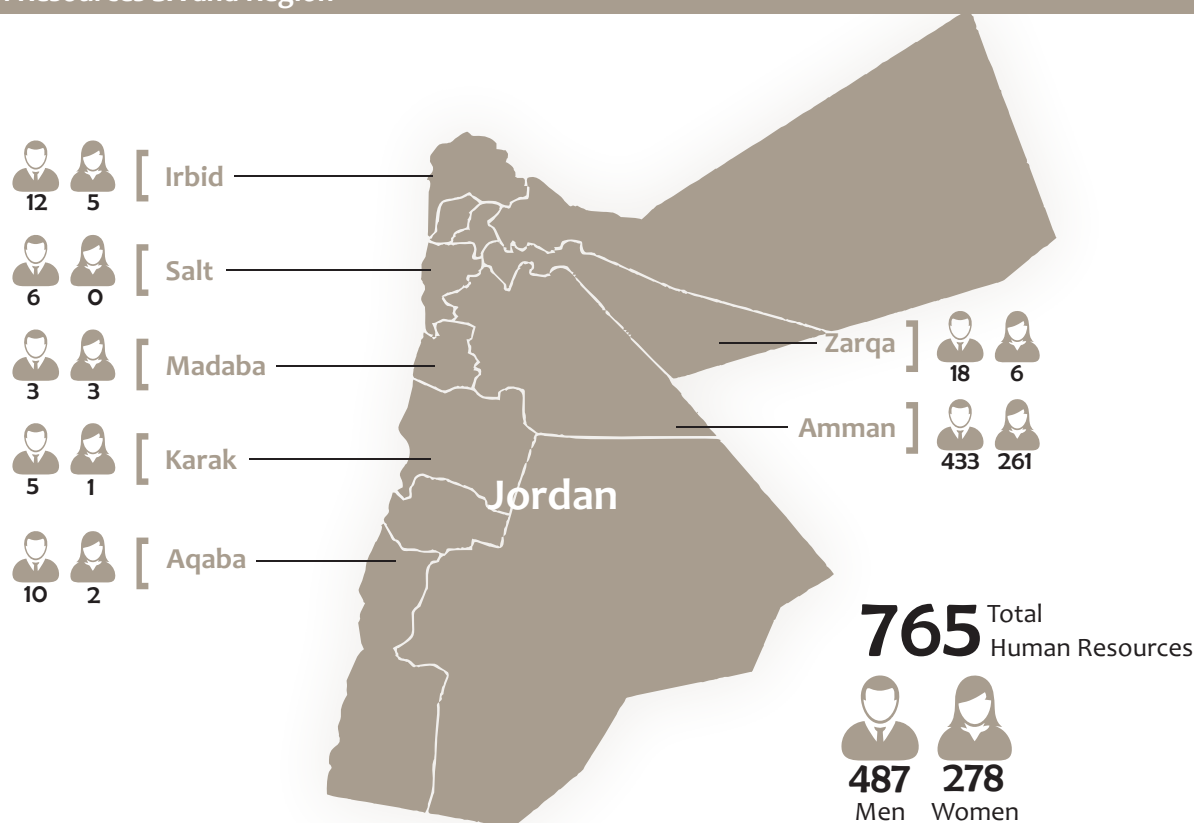
Human Resources Data by Age in 2022

Human Resources Data	Under 25	25-34	35-44	45-54	Over 54
Men	10	241	177	42	17
Women	05	122	129	21	01
Total	15	363	306	63	18

Human Resources Data by type of Employment, Employment contract and Gender (2022)

Human Resources Data	Men	Women	Total	Percentage
Permanent Employees	483	278	761	99.48%
Temporary Employees (Contracts)	4	0	4	0.52%

Human Resources SA and Region



Employee Hires by Age, Region and Gender (2022)

Employee Hires	Under 25	25-34	35-44	45-54	Over 54
Men	3	33	18	3	1
Women	0	15	16	3	1
Total	3	48	34	6	2
Region	Under 25	25-34	35-44	45-54	Over 54
Amman	3	43	33	6	2
Aqaba	0	1	0	0	0
Karak	0	4	1	0	0
Total	3	48	34	6	2

Employee Leaves by Age, Region and Gender (2022)

Employee Leaves	Under 25	25-34	35-44	45-54	Over 54
Men	8	35	7	2	1
Women	1	7	7	0	1
Total	9	42	14	2	2
Region	Under 25	25-34	35-44	45-54	Over 54
Amman	9	39	13	2	2
Zarqa	0	2	0	0	0
Madaba	0	1	1	0	0
Irbid	0	0	0	0	0
Total	9	42	14	2	2
Employee Leaves 2022					
Resignations	67				
Retirements	2				
Total	69				

	Men	Women	Total	% Men	%Women
Managers	66	29	95	9%	4%
Non-Managers	421	249	670	55%	33%
Total	487	278	765	64%	37%

Years of Service	Men	Women	Total	% Men	%Women
Less than 01 year	50	28	78	7%	4%
1-10 years	335	189	524	44%	25%
11-20 years	75	51	126	10%	7%
21-30 years	22	9	31	3%	1%
31-41 years	5	1	6	1%	0%
Total	487	278	765	64%	37%

7.5 Employee Communication and Engagement

In 2022, we introduced Microsoft SharePoint as our key platform for information sharing across the organization. This initiative has provided a centralized, accessible space for collaborative work and information exchange, promoting transparency and facilitating seamless communication between different teams and departments. This move exemplifies AJIB's commitment to leveraging technology for improving operational efficiency and fostering a culture of open communication and collaboration.

7.6 Employee Benefits

At AJIB, we firmly believe in the importance of employee satisfaction and its direct impact on our success. Our competitive benefits, fair remunerations, and thoughtful policies reflect this.

We have designed a range of incentive programs and benefits that are aimed at enhancing employee loyalty and providing a friendly and supportive atmosphere that will help them develop, prosper and achieve their ambitions. We offer comprehensive compensation packages including:

- Comprehensive travel and transportation coverage.
- Preferential rates for employee facilities, encompassing personal loans, car loans, housing loans, and credit cards.
- Additional paid leaves, incorporating Hajj Leave, Paternity Leave, and Educational/training leave.
- A Provident Fund, part of our long-term retention strategy, symbolizing our dedication to employees' future well-being.

Our Remuneration Policy, overseen by the Remuneration Committee and aligned with the bank's long-term strategic objectives, is designed around a 'pay for performance' philosophy, rewarding those who contribute significantly to our success. Our rewards include:

- **End of year Bonuses** are given based on Performance.
- **Incentive Scheme:** Target-based Monthly Incentives.
- **Special Bonuses:** Project-based/Significant achievement.

By ensuring that our employees feel valued and fairly compensated, we foster job satisfaction, increase productivity, and retain top talent, driving AJIB's continued success and growth.

AJIB's Executive Management Benefits	2022 (in JOD)	2021 (in JOD)
Salaries, Remunerations and other Benefits	1,344,456	1,486,049
Travel and Transportation	26,137	9,592
Total	1,370,593	1,495,641

AJIB's Employees Benefits	2022 (in JOD)	2021 (in JOD)
Salaries, Remunerations and other Benefits	13,861,273	12,482,883
Travel and Transportation	129,378	73,883
Total	13,990,651	12,556,769

Maternity Leaves 2022	No. of Women in 2021	No. of Women in 2022	% of Women in Human Resources
Took Maternity Leave	26	22	8%
Returned from Leave	25	12	4%
They remained in the Human Resources of the organization, after the lapse of 12 months from the date of their return.	25		

7.7 Occupational Health and Safety

7.7.1 Occupational Health and Safety Management System

Our commitment to continually improving health and safety standards reflects our dedication to employee welfare and our determination to foster a proactive culture of risk prevention and mitigation across the organization.

Although not yet certified, our Occupational Health and Safety Management System has been designed with thoroughness and due diligence, accommodating approximately 765 employees. It's committed to minimizing risks, preventing accidents and injuries, and promoting health and safety awareness. The framework includes regular inspections, rigorous risk assessments, preventative measures, and training programs, all geared towards ensuring that AJIB is a safe and healthy working environment for our employees.

The General Health & Safety Committee at AJIB works to ensure a safe and secure work environment for all employees. The committee's scope includes:

- Proactively examining work conditions to prevent accidents and injuries.
- Conducting regular inspections to ensure safety across all bank premises.
- Offering recommendations for work environment improvements to mitigate risks.
- Collaborating with the health supervisor to promote safety and health awareness among employees.
- Monitoring the adherence to safety and health precautions throughout all buildings and branches.
- Analyzing work environment risks and providing safety and health guidelines across all locations.
- Implementing regular fire drills and evacuation practices to ensure employee preparedness.
- Partnering with official authorities to provide specialized safety and health awareness courses.

The Committee is composed of 4 members: General Manager, Head of Finance and Admin Affairs, Head of Engineering and Real Estate, Head of Human Resources.

7.7.2 Work-Related Hazards and Indices

In AJIB, we take the issue of work-related hazards very seriously. Our approach to identifying hazardous roles is guided by the recommendations provided by the Social Security. These guidelines help us determine the positions within our organization that may have a potentially hazardous nature. Upon identification, we implement necessary measures to minimize the risk associated with these roles. Additionally, we establish indices to monitor and manage these hazards. This proactive approach ensures the safety of our employees, reducing the risk of workplace injuries and enhancing the overall well-being of our employees.

Health and Safety Indices (2022)

Indices	Men	Women	Total
Sick Days	2,745	2,030	4,775
The number of recordable work-related injuries*	5	5	10
The number of high-consequence work-related injuries ** (excluding fatalities)	1	0	1

Threat Incidents in 2022	
Threat Incidents against Employees	No threat incidents reported in 2022

7.7.3 Healthcare Services

At AJIB, we prioritize the health and well-being of our employees. To facilitate access to non-occupational medical and healthcare services, we provide medical insurance coverage to our employees and their dependents, in line with our Medical Insurance Policy.

Our on-site Health Clinic, located at the bank's main head offices, operates during standard working hours, ensuring immediate care for all health-related cases among employees. For situations that require specialized attention, our medical coverage policy allows employees to seek services from any medical provider, ensuring the best possible care is accessible.

In 2022, we have allocated JOD 756,359 for our employee medical coverage program. This program provides comprehensive medical coverage for our employees, ensuring they have access to the medical care they need. In instances of medical incidents, our employees can confidently seek necessary medical services, knowing they are covered by the bank's Medical Insurance Policy. This policy is an integral part of our Human Resources Policy, reflecting our commitment to employee welfare.

7.7.4 Occupational Health and Safety Training

We focus on occupational health and safety training for our employees. This includes both internal and external training sessions. Our internal training is conducted by a qualified bank employee for our General Safety Supervisors and Officers, ensuring they are well-equipped to handle safety matters. Additionally, external training on CPR and First Aid is provided to select employees, broadening their skillset and enhancing our overall preparedness.

To manage health and safety for non-employees, we extend guidance and training to our assigned Floor Safety Supervisors/Officers. These trained individuals are responsible for following specific procedures in the event of any incident, ensuring the safety of all individuals within the workplace, regardless of their employment status with the bank. This comprehensive approach ensures a secure and healthy working environment for everyone.



8- OUR SOCIETY

AJIB is dedicated to enriching our community through numerous initiatives. Our strategy involves fostering financial literacy and inclusion, providing substantial support and investments to uplift the Jordanian community. We collaborate with various sponsors and partners to broaden our impact. These initiatives reflect our commitment to empowering individuals and contributing positively to the society we serve.

8.1 Our Social Strategy Focus

Aware of the growing importance of social responsibility in today's business landscape, we at AJIB continue to work on developing our Corporate Social Responsibility (CSR) strategy. Embracing CSR not only strengthens the bank's reputation and commitment to ethical practices but also fosters positive relationships with stakeholders, customers, and the community at large. This proactive approach to CSR ensures a more resilient and inclusive future for the bank and the communities it serves, while enhancing its reputation as a responsible Jordanian bank.

8.2 Financial Literacy and Financial Inclusion

Despite high financial literacy rates and deep smartphone penetration across the country, only 43% of Jordanians have a bank account. AJIB recognizes the role of financial literacy and inclusion in empowering underbanked Jordanian. AJIB actively invests in programs that enhance the understanding of financial products and services for diverse segments of society. By prioritizing financial inclusion, the bank aims to extend access to affordable, quality banking services to the unbanked and underbanked, thereby reducing income disparities and stimulating economic development. AJIB reinforces its dedication to these initiatives, by partnering with the Union of Banks in Jordan and contributing annually to the Financial Literacy Program through CBJ.

8.2.1 Ahlan Account

In its ongoing commitment to achieving financial inclusion, AJIB has launched the Ahlan account service, specifically designed to empower underbanked segments of Jordanian society. This low-cost banking solution is tailored for individuals seeking to manage their finances within their income range and financial capabilities.

The Ahlan account aligns with the directives of the Central Bank of Jordan, effectively supporting the national strategy for financial inclusion. It not only promotes a culture of savings but also enhances the standard of living for all its users. By facilitating access to banking services, AJIB is accelerating economic development, marking a significant achievement in its pursuit of comprehensive financial inclusion.

8.2.2 People With Special Needs

People with special needs are a vital segment of Jordanian society and deserve equitable access to banking services. Recognizing this, AJIB has shown a strong commitment to inclusivity.

The bank has dedicated pathways and restrooms for people with special needs in both its General Administration building and its branches. Moreover, AJIB has installed a sound simulation system in the General Administration and in a branch in every governorate to assist visually impaired customers. These initiatives, coupled with the ongoing modernization of branches to better serve individuals with special needs, highlight AJIB's dedication to financial inclusion for all.

8.2.3 Expanding the ATM Network and Branches

AJIB maintained the expansion of its ATM network and the development of its branches to best represent the bank's plans to ensure largest segment of society have access to banking services and to be closer to its customers, AJIB increased its network to 35 branches and offices, while also growing its ATM network to 75.

The bank's Irbid office was renovated, and the working hours were adjusted from 10:00 am to 10:00 pm in order to cater to the growing needs of customers.

AJIB holds a distinctive presence at Queen Alia Airport with round-the-clock services through with a branch, 7 offices, and 12 ATMs distributed throughout the airport. We are committed to serving not only our bank's customers but also travelers and airport employees with their banking needs at any hour of the day.

Our commitment extends to King Hussein Airport in Aqaba, where we have an office and 2 ATMs, operating 24/7. This guarantees reliable and secure access to financial services for our valued customers, even while on the move.

8.3 Training University Students

AJIB is committed to empowering local youth and molding future leaders of the financial industry. Their tailored training bridges the gap between academia and industry, flexibly implemented based on available opportunities and individual or university requests. By doing so, AJIB fosters professional readiness, encouraging wider access to hands-on banking experience, and contributing to a competent future workforce.

The on-site training period spans about 4 to 6 weeks, where students observe banking operations under the guidance of a mentor. Internships come in two forms:

- › **Basic Banking Internship:** focusing solely on branch operations
- › **Rotational Banking Internship:** a customized program that rotates interns across Business Lines, Operations, and Control.

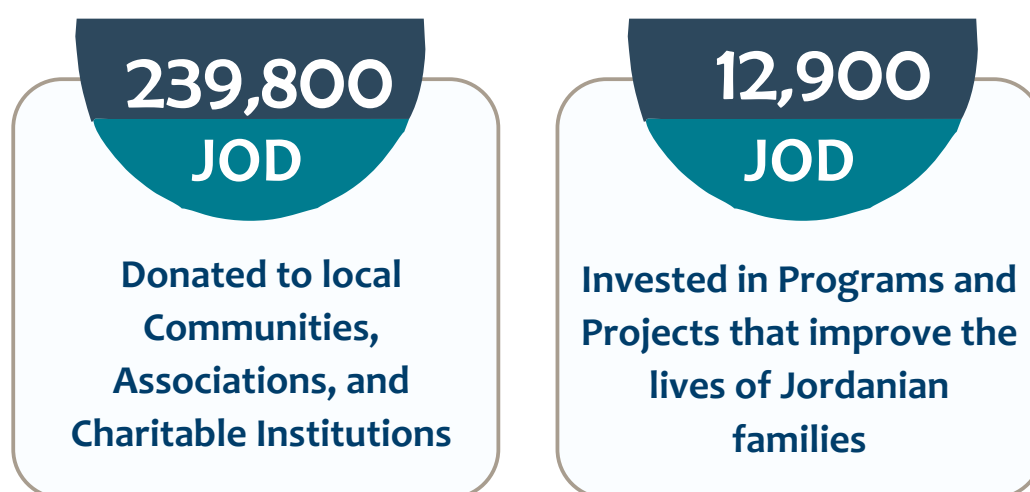
The selection of interns, primarily based on their study field's relevance to banking and an initial screening process, ensures the right fit for both the bank and the students. In 2022, AJIB successfully trained 22 interns, each benefiting from the comprehensive exposure to the banking world.

8.4 Community Support and Investments

As a responsible Jordanian bank, AJIB has consistently shown its dedication to the wellbeing of its community through donations and financial contributions for the upliftment of Jordanian society.

In 2022, the bank donated JOD 239,800 to local communities, associations, and charitable institutions, demonstrating their commitment to societal development.

Moreover, AJIB invested an additional JOD 12,900 in impactful programs and projects with the express purpose of improving the lives of Jordanian families. These financial contributions reflect the bank's dedication to supporting its community, reinforcing its role as a responsible corporate citizen deeply invested in the prosperity and welfare of the Jordanian society.



Case Study

AJIB Partners With Mentor Arabia

AJIB is proud to have partnered with Mentor Arabia during the launch of Mentor Jordan, a non-governmental and non-profit organization that aims to empower Jordanian children and youth. Through this collaboration, AJIB has successfully launched awareness campaigns and worked to enhance the capabilities of Jordanian youth and prepare them for the labor market. Our support for Mentor Jordan stems from our belief in the ability of Jordanian youth to take initiative, innovate, think positively and build a better future for themselves and their families.

8.4.1 Ramadan Food Parcels Program

To underscore its commitment to social responsibility and the value of charitable and voluntary work, AJIB partnered with Tkiyet Um Ali. Tkiyet Um Ali is the first initiative of its kind in Jordan and in the Arab World, Tkiyet Um Ali provides food and services to the less privileged sectors of Jordanian society, the needy and the hungry.

Through this collaboration, AJIB supported the Ramadan food parcels program. A team of 20 volunteers from the bank assisted in packing and distributing food parcels to beneficiary families across various governorates of Jordan

Our CSR Partners:

- › Tkiyet Um Ali
- › King Hussein Cancer Foundation

Mentor Arabia: AJIB Sponsors Little League Football Team with Amman Little League



9- OUR ENVIRONMENT

As a leading environmentally responsible Jordanian bank, AJIB is dedicated to sustainability through various environmental initiatives. We prioritize energy management with efficient systems and saving energy through innovative practices. Our waste management practices and emphasis on reduced paper consumption, alongside a robust recycling program, help minimize our environmental footprint. Moreover, our old ATMs recycling program demonstrates our commitment to minimizing electronic waste, all contributing to a greener and more sustainable banking experience.

9.1 Energy Management

Energy management is a vital aspect of AJIB's operational strategy, with critical implications for both sustainability and operational efficiency. By wisely managing energy consumption, the bank can minimize its environmental footprint, contribute to climate change mitigation, and achieve significant cost savings. Efficient energy use reduces reliance on non-renewable sources, paving the way for cleaner, sustainable alternatives. The adoption of energy-efficient systems and practices, such as the Building Management System (BMS) and the use of solar energy, demonstrates AJIB's commitment to sustainability.

Energy consumption within the organization in 2022

Source	From Non-renewable sources
Diesel oil for heating (liters)	35,000
Electricity consumption (kWh)	3,400,000

Fleet fuel consumption

The value of spent Gasoline fuel (In JOD) in 2022	Distance traveled (in Kms) in 2022
5,811	54,501

9.1.1 Energy Saving

AJIB has significantly prioritized energy conservation. Since January 2019 until now, the bank has been saving JOD 1 million annually through the adoption of electric energy saving initiatives. In 2022, a key energy-saving initiative implemented was the installation of heat-blocking blinds across the building. These blinds effectively limit external heat penetration, thereby reducing internal temperatures. As a result, the demand and operational duration of the bank's central air conditioning is reduced, leading to substantial energy savings.

BMS Building Management System

The Building Management System (BMS) is an intelligent system that automates and controls a building's operations. The BMS is crucial in optimizing energy use, reducing operational costs, and enhancing sustainability by preventing energy wastage during non-operational hours.

The General Administration building consists of 22 floors, including 17 floors for employees, 4 floors are garages for cars, the seventh level and the roof for services such as pumps, chillers, fans, etc. The building is controlled through the BMS Building Management System.

There are several equipment's that are controlled through the system to achieve the greatest possible ambience for employees and savings of fuel and energy, including

Chillers

Controlled through a time schedule, and the temperature is set according to the need inside the building and according to the outside temperatures. The system monitors the chillers and records its data logs throughout the year, and to maintain Environment, chillers are charged with environmentally friendly gas.



Boilers

Controlled through a time schedule and adjusting the temperature according to the need inside the building and according to the external. The system monitors the boilers and records its data logs throughout the year.



Secondary Pumps

The operation of secondary pumps is managed through a time schedule based on working hours and building occupancy. The speed of the pumps is dynamically controlled in response to the network pressure, ensuring optimal performance and energy efficiency. This is achieved by adjusting the speed on the Variable Frequency Drive (VFD) of the pumps, allowing for precise flow control and minimizing energy wastage.



FAHUs

To maintain the purity of the air inside the floors, there are FAHU machines to supply all floors with fresh air. It is operated through a time schedule, and the air is entered after treatment according to the external temperature and humidity.



Electric Water Heaters

Controlled through a time schedule by adjusting the temperature from the system and is turned off in the summer.



Lighting

Controlled through a time schedule and is operated according during official working hours only. The use of LED lighting systems is utilized across the entire building.



Blind System

Controlled through the weather station, where the curtains are lowered and raised according to the intensity of sunlight and the temperature, so that sunlight is allowed to enter as much as possible in the winter and reduced in the summer.



Solar Power Plant

One of the most important initiatives and projects implemented by AJIB is its reliance on solar energy to generate electricity. The bank relies entirely on clean energy sources to operate all buildings and branches. There is a solar power plant with a capacity of 4 Mw to feed the General Administration building and all branches with electric energy, and it is monitored by the department through the SCADA system to monitor generation efficiency and monitor malfunctions.

Water Consumption (2022)	
Total Water consumption (m ³)	3,000 (m ³)
Water Consumption Intensity (m ³ / employee) ¹	3.92

9.2 Resource Management

AJIB is committed to managing our resources effectively, reducing waste and managing waste effectively as part of its corporate social responsibility efforts. As a responsible Jordanian bank, understands the impact of waste on the environment and recognizes the importance of taking concrete steps towards reducing waste generation and promoting sustainability.

To achieve this goal, AJIB has developed a comprehensive waste policy that outlines the bank's commitment to managing waste responsibly. The policy covers all aspects of waste management, including waste reduction, recycling, and proper disposal. The bank has taken several measures to reduce waste, such as minimizing the use of paper in its operations and implementing a recycling program for old ATMs.

9.2.1 Kill Waste Initiative

The "Kill Waste Initiative" established by the Amman municipality serves as an inspiring guidepost for environmental responsibility, which AJIB is proud to adhere to. Committed to sustainability, we closely align our waste management practices with this initiative, endorsing the recycling of waste from our daily operations.

Our collaboration with the Amman municipality ensures the waste generated from our facilities is collected and forwarded to appropriate recycling facilities. This strategic participation in the initiative not only promotes efficient waste management but also significantly reduces landfill contributions, thus minimizing our environmental impact.

By actively following the "Kill Waste Initiative," AJIB fosters a culture of recycling amongst our employees and stakeholders. We're not only endorsing community and nationwide environmental goals but also setting a precedent for environmentally conscious practices within the banking industry.

9.2.2 Paper Consumption and Reduction

AJIB has taken significant strides towards sustainability by implementing paper recycling initiative. In 2022, the bank successfully recycled 18,680 kg of paper, effectively reducing waste, and conserving natural resources. To further enhance this initiative, AJIB places a strong emphasis on awareness and education of employees. By fostering a culture of conservation and teaching employees to minimize paper consumption, the bank not only amplifies its recycling efforts but also instills a mindset of sustainability throughout the organization.

Additionally, AJIB has made ATM receipt printing optional, giving customers the power to further reduce paper waste. This holistic approach, combining recycling and reduction strategies, underscores AJIB's commitment to sustainability, setting a strong example as an environmentally responsible Jordanian bank.

Method	Waste	Measurement Unit (kg)
Recycle	Paper	18,680
	Plastic	37,530

9.2.3 Old ATMs Recycling Program

AJIB is actively reducing waste and promoting sustainability through its innovative recycling programs, including the recycling of old ATMs. AJIB returns outdated ATMs to the original provider. The vendor follows specific process, to refurbish them or recycle components, thereby preventing electronic waste from ending up in landfills.

9.2.4 Environmentally Friendly Batteries

AJIB continues to affirm its commitment to sustainability by adopting environmentally friendly practices, including the use of eco-friendly batteries. These batteries, supplied to AJIB, are 99% recyclable, minimizing waste and reducing the environmental impact. Their usage does not pose any risk to human health, aligning with the bank's focus on safety alongside sustainability. The integration of these eco-friendly batteries into AJIB's operations reflects their proactive approach towards achieving a circular economy, where waste is minimized, and resources are efficiently utilized.

10- OUR GOALS

Governance, Business and Products

Business Objectives

- Increase our corporate customer base, particularly in vital sectors such as industry, trade, energy, and transport. We will also work to identify new and promising segments in accordance with the bank's prudent policy that ensures a balance between the quality of credit facilities offered and the ratio of weighted risks.
- Continue to be a pioneer in electronic banking systems and the latest financial technologies (Fintech), strengthening customer experiences by facilitating their work and ensuring the highest levels of security by implementing a package of projects and programs based on the bank's digital transformation strategy.
- Achieve the highest levels of operational efficiency by focusing on expanding the customer base in the field of commercial and demand deposits, which is deemed to be less costly and supports the bank's performance indicators.
- Continue our vital developmental role in the corporate banking services sector, and work to maintain the economic and financial objectives of our customers, in addition to providing financial advice and guidance according to the market requirements and conditions, ultimately reinforcing customer experiences by providing an integrated package of banking products and services.
- Expand and diversify the retail banking customers base by welcoming in new segments and sectors while continuing to upgrade the already outstanding level of banking services provided to them in a manner that ensures the provision of a unique experience based on excellence in services and products that are compatible with their growing needs to maintain their confidence.
- Continue to focus on the VIP and Prestige customers through our specialized and highly qualified team, which caters to the needs of the sector with the most up-to-date services, expert advice as well as guidance necessary to grow their wealth.
- Expand the bank's branch and ATM network in select locations to guarantee convenience and around-the-clock accessibility for customers. Furthermore, the bank will continue to evaluate its expansion outside of Jordan.

2022 Goal	2022 Main Achievement	2023 Goal
Digital Transformation and Innovation		
Encourage cardholders to use their cards	Encourage cardholders to use their cards	Encourage digital payment through mobile
Apply Digital Transformation Approach and Introduce new digitalized services replacing the traditional ones	100%	Maintain goal
Engage innovation in bank's financial services to enhance the value delivered to customers	100%	Maintain goal
Integrate eFawateercom system (online payments system) to be used by bank customer	-	-
Enabling and supporting business processes by integrating applications and technology	Zero business projects that needed to be delayed or reworked because of technology integration issues	Maintain goal
		Create a system for expropriated real estate

2022 Goal	2022 Main Achievement	2023 Goal
Automation		
Automation of salary slips and tax certificates for employees instead of printing them through a special New Self Service for the Payroll Module 2022.	-	The payroll unit to provide Workflow for facilitation in all its forms and all other services for employees.
Automation of Central Bank Reporting	-	-
Compliance and Risk Management		
Adopting best practices in the work of the Compliance Department and combating money laundering and terrorist financing	100%	Adopting best practices in the work of the Compliance Department and combating money laundering and terrorist financing
Managing compliance risks in the bank by promoting the implementation of the compliance monitoring program for all departments and branches of the bank	100%	Managing compliance risks in the bank by promoting the implementation of the compliance monitoring program for all departments and branches of the bank
Ensuring the existence of adequate regulatory controls related to the risks of compliance control and combating money laundering and terrorist financing to prevent the occurrence of such risks.	100%	Ensuring the existence of adequate regulatory controls related to the risks of compliance control and combating money laundering and terrorist financing to prevent the occurrence of such risks.
-	-	Establishing confidence in the financial systems within the bank to avoid its risks, in particular reputational risks, and to preserve the values and professional practices of all departments and branches of the bank.
-	-	Ensuring full compliance with the Central Bank of Jordan Corporate Governance Rules (2/2023) and the Environmental and Social requirements in specific
Provide a Robust and Secure IT Infrastructure that Supports Access to Information	100%	Maintain goal

2022 Goal	2022 Main Achievement	2023 Goal
Data Security and Cyber Security		
Implement RDARR principles	90% Completed	Complete the acquisition of SCB
Implement Data classification process	Completed	Implement Brand Protection system
Implement Data Leakage Prevention System DLP	Completed	Implement Email & Folder Encryption
Implement Security Operation Center SOC	Completed	Automatically extract risk reports
Acquire Market Risk System	Completed	Implement Phisher Package
Implement the requirements of SWIFT CSCF 2022	Completed	-
Implement GRC system	Completed	-
Conduct awareness sessions for the employees related to: Cyber Security and Operational Risk	Completed	-
Apply Compliance and Quality Performance and Ensure evolution in project management and governance management	4 out of 5 (satisfied)	Maintain goal
Achieve all enterprise goals aligned to IT goals Security of information, processing infrastructure and applications, and privacy	Zero security incidents causing financial loss, business disruption or public embarrassment	Maintain goal
Information Technology & Business Operations		
Deliver Advanced Capabilities to Foster Collaboration, Knowledge Management and Data Analytics. Delivery of I&T services in line with business requirements	96%	Maintain goal
*Technology Department goals refer to 2022-2024		

Social

Business Objectives

- Advance our human resources and reinforce their development by introducing them of the latest services and technologies and equipping them with advanced skills through our specialized training programs. This, in turn, will guarantee that the bank maintains the highest standards and will reflect positively on customers.
- In 2023, the HR department looks forward to further developing, improving and expanding its scope of work to meet the growing needs of AJIB's human capital based on its strategic plans, including initiatives and projects that reinforce its role of advancing the work level and offering advanced systems and services, particularly in technology.

Training and Development		
Competent and motivated employees with mutual understanding of technology and business	4 out of 5 (Satisfied)	Maintain Goal
Knowledge, expertise and initiatives for business innovation	2	Maintain Goal
Ensure effective administration of the employee performance management process to improve employee productivity and performance	Performance Management process has been effectively rolled out by end of 2022	-
Develop and implement the 2022 Employees Training Plan	-	-
Employee Benefits		
Creating a system for employee's medical expenses - 2019	-	-
Improve and update employee fringe benefits schemes to improve employee retention and satisfaction levels	Updates have been drafted and submitted for approvals	-
Recruitment		
Reduce recruiting costs by focusing on improving retention strategies	Recruitment costs have been reduced	-
Human Resources Management		
Improve HR service delivery by updating HR policies and procedures	Updates have been drafted and submitted for approvals	-
Integrate acquired NBK employees within AJIB's workforce in alignment with AJIB's Workforce Plan	Successful integration of NBK employees as per workforce plan	-
Continue to implement the updates on the new HRIS and Employees Self Service systems	Updates implemented as per plan	-
Occupational Safety & Health		
To ensure the health and safety of personnel	The bank ensures the health and safety of personnel through the medical services provided and safety measures implemented	-
To provide a healthy and safe working environment with minimal risks and hazards	The Health Clinic and attending physician ensures that we follow the necessary health related measures. The Engineering and Real Estate Dept. ensures that working environment is safe with minimal risks and hazards as per the internal measures and procedures. They have responded to all occurrences in a proper manner	-

2022 Goal	2022 Main Achievement	2023 Goal
To provide an environment that ensure business continuity of its critical business process in the event of a crisis or major incidents that may cause a disruption, while minimizing any impacts on operations, revenue and reputation.	The following plans have been updated: 1) The Business Continuity Plan 2) The Evacuation Plan 3) The Incident Response Plan	-
To minimize the operational risks and its related financial losses to the business	Business Impact Analysis has been conducted as part of the updated Business Continuity Plan	-
To meet the health and safety measures and obligations of all stakeholders (employees, customers, regulators, service providers, sub-contractors and counterparties)	Stakeholder measures and obligations have been met by managing and maintaining stakeholder relationships and by keeping them well informed	-

Environment Management

2022 Goal	2022 Main Achievement	2023 Goal
Maintaining the continuity of the branches' work and linking them with the general administration by following up the communication systems and protection against theft and fire through contracts with specialized companies for that, in addition to the bank's maintenance employees	Environmentally friendly gas systems approved by the Civil Defense of the type Novec are used in fire protection systems. The UPS batteries are environmentally friendly and can be recycled. 100% Green wall was used in one of the bank's new branches in Zarqa city	Maintaining the same performance in the branches, in addition to preparing new branches in cooperation with the branch management

11- ABOUT THIS REPORT

The 2022 Sustainability Report is the first for Arab Jordan Investment Bank (AJIB). AJIB is a public shareholding limited company with headquarters in Amman – Hashemite Kingdom. The bank serves in Jordan, Qatar and Cyprus. AJIB plays a pivotal role in the region's banking investment scene due to its vast expertise in the field of investment banking, as well as the innovative products and solutions it provides.

AJIB is committed to communicate its activities through an annual Sustainability Report, aligned with the Annual Report issued by AJIB. The 2022 edition refers to the period 1st January – 31st December 2022.

Scope and Boundaries

The Report covers the sustainability approach, priorities, activities, performance and achievements of AJIB during the reporting year.

The Report does not include the activities or performance of our suppliers, contractors or partners, unless otherwise stated.

International Standards

AJIB has considered the GRI Standards in the preparation of its Sustainability Report.

External Assurance

We have not commissioned external Assurance for our Sustainability Report. The content of the report is accurate and correct to the best of our knowledge and abilities.

Additional Information about AJIB

2022 Annual Report | <https://www.ajib.com/sites/default/files/2023-04/2022%20Annual%20Report.pdf>

Headquarters

AJIB Tower, 200 Zahran Street. P.O. Box 8797 Amman 11121 Jordan

12- GRI CONTENT INDEX

Statement of use	This is AJIB's first report and it is inspired by GRI. AJIB has reported the information cited in this GRI content index for the period 1st January – 31st December 2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	3-6
	2-2 Entities included in the organization's sustainability reporting	3-6
	2-3 Reporting period, frequency and contact point	46
	2-4 Restatements of information	Not applicable
	2-5 External assurance	None
	2-6 Activities, value chain and other business relationships	3-6
	2-7 Employees	27-34
	2-8 Workers who are not employees	27-34
	2-9 Governance structure and composition	13-15
	2-11 Chair of the highest governance body	13-15
	2-12 Role of the highest governance body in overseeing the management of impacts	13-15
	2-18 Evaluation of the performance of the highest governance body	13-15
	2-21 Annual total compensation ratio	13-15
	2-22 Statement on sustainable development strategy	7, 9
	2-23 Policy commitments	7- 9
	2-24 Embedding policy commitments	7- 9
	2-25 Processes to remediate negative impacts	Not applicable
	2-26 Mechanisms for seeking advice and raising concerns	19-20, 24
	2-27 Compliance with laws and regulations	18-20
	2-28 Membership associations	6
	2-29 Approach to stakeholder engagement	8
GRI 3: Material Topics 2021	3-1 Process to determine material topics	9-10
	3-2 List of material topics	9
	3-3 Management of material topics	7-10
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	12
	201-2 Financial implications and other risks and opportunities due to climate change	Not applicable
	201-3 Defined benefit plan obligations and other retirement plans	12, 32
	201-4 Financial assistance received from government	12
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Not applicable
	202-2 Proportion of senior management hired from the local community	31

GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	7, 10, 21-22
	203-2 Significant indirect economic impacts	21-25
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	26
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	20
	205-2 Communication and training about anti-corruption policies and procedures	20
	205-3 Confirmed incidents of corruption and actions taken	19
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	None
GRI 207: Tax 2019	207-1 Approach to tax	12
	207-2 Tax governance, control, and risk management	12
	207-3 Stakeholder engagement and management of concerns related to tax	Not applicable
	207-4 Country-by-country reporting	Not applicable
GRI 302: Energy 2016	302-1 Energy consumption within the organization	38
	302-2 Energy consumption outside of the organization	38
	302-3 Energy intensity	38
	302-4 Reduction of energy consumption	38-39
	302-5 Reductions in energy requirements of products and services	38-39
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	39
	303-2 Management of water discharge-related impacts	Not applicable
	303-3 Water withdrawal	Not applicable
	303-4 Water discharge	Not applicable
	303-5 Water consumption	Not applicable
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	To be collected next year
	305-2 Energy indirect (Scope 2) GHG emissions	To be collected next year
	305-3 Other indirect (Scope 3) GHG emissions	To be collected next year
	305-4 GHG emissions intensity	To be collected next year
	305-5 Reduction of GHG emissions	To be collected next year
	305-6 Emissions of ozone-depleting substances (ODS)	To be collected next year
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	To be collected next year
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	39-40
	306-2 Management of significant waste-related impacts	39-40
	306-3 Waste generated	39-40
	306-4 Waste diverted from disposal	39-40
	306-5 Waste directed to disposal	39-40
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	18, 26
	308-2 Negative environmental impacts in the supply chain and actions taken	18, 26
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	27-34

	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	27-34
	401-3 Parental leave	27-34
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	27-34
	404-2 Programs for upgrading employee skills and transition assistance programs	27-34
	404-3 Percentage of employees receiving regular performance and career development reviews	27-34
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	27-34
	405-2 Ratio of basic salary and remuneration of women to men	27-34
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	27-34
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	18, 26
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	18, 26
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	35-37
	413-2 Operations with significant actual and potential negative impacts on local communities	35-37
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	18, 26
	414-2 Negative social impacts in the supply chain and actions taken	18, 26
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	27-34
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	27-34
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	21-26
	417-2 Incidents of non-compliance concerning product and service information and labeling	21-26
	417-3 Incidents of non-compliance concerning marketing communications	21-26
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	24-25