

SUSTAINABILITY REPORT 2024

البنك التجاري الأردني
Jordan Commercial Bank



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1 About this report

We are pleased to present to you Jordan Commercial Bank's Third Sustainability Report, which embodies our commitment to accountability, transparency, and responsible business practice.

Reporting period

The reporting period is from **1 January 2024 and ends on 31 December 2024**.

Covering the content of the report

This report has been prepared with reference to the Global Reporting Initiative (GRI) Sustainability Reporting Principles. [Please see the Annex to the GRI Content Index for more details.](#)

Scope of coverage and economic entities covered by the report:

The report covers all branches of Jordan Commercial Bank and the General Administration and its departments in the Hashemite Kingdom of Jordan.

Feedback

Through this report, we aim to involve stakeholders in the statement of issues of importance in relation to sustainability, and to highlight our achievements and aspirations, as we seek to achieve sustainability in all our operations and actions, and to include them in our policies and strategies. Therefore, your comments and observations about this report in relation to our efforts in the field of sustainability are of utmost importance. We are pleased to receive your feedback and comments through the following communication channels:



Email: jcb@jcbank.com.jo



Facebook: <https://www.facebook.com/JCBankJo/>



Instagram: [@JCBank](#)



Or by visiting our website: <https://www.jcbank.com.jo/form/contact-us>

2 Chairman's message



Michael Sayegh

Chairman of the Board of Directors

Dear Colleagues, Stakeholders and Partners:

I am pleased to present to you the third sustainability report of Jordan Commercial Bank, which was prepared in line with the principles of sustainability reporting issued by the Global Reporting Initiative (GRI). The report includes highlights of the Bank's achievements in the areas of environmental, social and governance sustainability for 2024. This report is a testament to our firm and serious commitment to adopt a sustainability approach in all our activities and practices, in the belief that it is our duty to become the driving force for the good of the economies and societies in which we operate. Our responsibilities go beyond achieving financial benefits but also on instilling a culture and concepts of sustainability in all our businesses and all our stakeholders.

Recognizing the importance of sustainability and its long-term impact, in 2024 the Bank identified several critical issues affecting the Bank and its environment. The focus was on the most important issues, as identified from the perspective and expectations of our partners and stakeholders in the Bank, which were aligned with the Bank's view and vision regarding environmental, societal and governance issues, and which were also aligned with local and global sustainability goals.

In this context, the Bank is committed to applying governance and compliance standards in all its branches and departments, with the aim of preserving the interests of shareholders, customers, employees and all other parties concerned. We are constantly reviewing and improving our governance principles frameworks to ensure they are in line with international and local best practices.

Accordingly, the Bank implements a set of policies, procedures and systems that relate to transparency, integrity and zero tolerance for any form of corruption and bribery, and for any breaches of the Bank's Code of Professional Conduct and Business Ethics.

As a leading financial institution, we have been keen to provide and facilitate the access of our banking and financing services and products to our customers in the Kingdom through a network of branches located in most of the governorates of our beloved homeland, with a focus on spreading the culture of financial inclusion along with the plans of the Central Bank of Jordan to reach all segments of society.

At Jordan Commercial Bank, we are fully aware of the importance of diversity and equal opportunities for our workforce and work as a family. We have more than **700** qualified and competent employees, protect their rights, preserve their dignity, provide them with distinguished training opportunities and career development, and ensure their involvement and communication with them through open communication channels, as well as support the participation of women in many processes and positions that have become **39%** of the bank's team.

As part of our environmental responsibility to create a positive social impact and support the transition towards a green economy, we have taken great care to reduce the carbon footprint and reduce greenhouse gas emissions by following a number of procedures and practices in order to rationalize energy and reduce its consumption of «non-renewable energy» at the level of the total bank and at the level of each employee, with an indication of the impact of these measures on expenditures and on the economic results of the bank. In addition, we have always sought to preserve natural resources through the Green Caravan Initiative, recycling paper and furniture, waste treatment and others, which has had a positive impact on the environment and its natural resources.

The bank's consumption of renewable energy increased from total energy to **78%**, greenhouse gas emissions decreased by **23%**, and **10.5** tons of paper consumed by the bank was recycled.

We continued to support and sponsor numerous social, humanitarian, and charitable activities, in addition to educational, health, and environmental initiatives. Over the past five years, our community contributions have exceeded **2.6** million Jordanian dinars. We also worked to support local suppliers by including local facilities among the approved suppliers of the bank, where the total procurement expenses from local suppliers amounted to **96%** of the total procurement expenses of the bank.

In 2024, we continued our relentless endeavor to enhance our strategy towards digital transformation by providing integrated and comprehensive solutions that ensure providing the best services to users and customers with high efficiency. The result of this endeavor was to increase the volume of transactions through the Tijari Mobile application by **63%** from 2023.

In conclusion, I can only express my deep appreciation and thanks to all those who contributed to strengthening and supporting the Bank's directions in its march towards sustainable development and exercising its social responsibility, including customers, management, investors, employees, and all its partners and stakeholders. We hope that what the Bank offers, even if it is a small part, contributes to the achievement of the Sustainable Development Goals at the level of society for its prosperity and development. This makes it imperative for us to move forward with solid steps in this direction, and to deal with the issues related to it with all attention, while ensuring their permanence and continuity. All efforts should be made by individuals, institutions and governments to achieve this endeavor, to achieve a better tomorrow for the individual and society.

Peace, Mercey and blessings of God

Michael Sayegh

Chairman of the Board of Directors



3 About the Jordan Commercial Bank

Jordan Commercial Bank was established in 1977 as the «Jordan Gulf Bank», and over time the bank was able to develop its business to achieve a prominent position in the banking sector in the Hashemite Kingdom of Jordan. In 2004, the bank was restructured under the name « Jordan Commercial Bank» to suit our banking identity, and our continuous endeavor to provide benefit to all partners, while being distinguished by our ability to adapt to the continuous developments and changes in the banking sector, and to provide innovative solutions and services that meet the various needs of our customers.

Our main focus as a bank is to provide specialized financial solutions at competitive prices, in addition to providing a wide range of comprehensive and integrated banking services designed to meet the various financial requirements of customers in all sectors with high quality and competitive prices, which leads us to continuously develop our services and products.

Recognizing the importance of the growing role of information technology in the field of banking services, the bank worked to enhance its investments in digital infrastructure, and launched a set of digital services, the most prominent of which is the «Tejari Mobile » application, a mobile application that is downloaded free of charge, characterized by ease of use and allows customers to complete a wide range of banking transactions, such as inquiring about the balance, making financial transfers, and paying bills, with the bank constantly striving to make improvements to the application to include more banking services and exclusive features.

In order to increase customers' access to financial services and facilitate them, the Bank has installed a wide range of external ATMs in addition to the ATMs in the branches, which currently include **43** locations distributed throughout the Kingdom, in order to meet the increasing demand for self-banking services. Moreover, the bank has increased the number of Tijari Express branches to **10** branches, and these branches provide customers with easy and quick access to banking services.

In addition to its economic role as an important and effective element in the banking sector, the Bank is committed to exercising its social responsibility, which is embodied in sponsoring various events, initiatives and social activities, including sponsorship programs, educational and social institutions, conferences, seminars and various cultural and economic events, as the Bank seeks to make a lasting and positive impact on society in its various categories, especially the less fortunate and empower them in the long term.

Memberships

Memberships of the Bank from high-level organizations and federations.



Tracing Our Journey to Sustainability:

2004 ————— 2005 ————— 2007

- Restructuring the bank "Jordan Gulf Bank" and launching it in its new form under the name "Jordan Commercial Bank".

- Launch of Educational Savings Account, Family Income Protection Program, and SMS Banking.

- Offering a range of innovative financial products, including the Gold Deposit Program, Fuel Loans, and Medical Loans (Health for All Program).

2008 ————— 2009 ————— 2011

- Automation of human resources management, capital adequacy calculation, and credit balance with the aim of raising the efficiency of the bank's operations.

- Winning the Gold Award for the best website in the corporate and business category.

- The possibility of making social security and tax payments and transferring the salaries of institutions through digital banking services.

2014 ————— 2016 ————— 2017

- Launching the "Tejari Mobile" application, which allows fast and secure payment via mobile devices.
- Obtaining an international certificate for information security standards (PCI-DSS).

- Formation of the Occupational Health and Safety Committee.

- Launching the Voice of Customer program to measure customer satisfaction.
- Add contactless card payment technology.

2018 ————— 2019 ————— 2020

- Partnering with Princess Alia Paper Recycling Foundation

- Opening the first branch, "Tejari Express".

- Providing "Commercial Bond" loans to support SMEs in response to the COVID-19 crisis.
- Launching the payment service through the introduction of the "Tejari Pay" application, which enables customers to make payments through mobile phones.
- Implementation of the first phase of the renewable energy project, and the beginning of benefiting from the energy that is generated to cover the needs of the administration building.

2021 ————— 2022 ————— 2023

- Launching the "Go Green" initiative, which allows customers to use ATMs without printed receipts for transactions.
- Launching the free instant money transfer service "CliQ".

- Establishing the Department of Requirements and Liabilities and Cash Management

- Preparing and issuing the Bank's first sustainability report for the year 2022. The report showed the Bank's commitment and endeavor to achieve many of the Sustainable Development Goals.

2024

- Launching the automatic communication system.
- Two branches were opened: Sahab branch and the branch of the Jordan Design & Development Bureau (JODDB) branch, bringing the number of branches to 37 branches throughout the Kingdom.

3.1 Our Guiding Principles

The Bank's vision, goals and values form the cornerstone of our banking identity and framework, which leads us towards sustainability to create lasting added value for all stakeholders.



Our Vision

We look forward to developing Jordan Commercial Bank to be a distinguished bank in its services, making it one of the most prominent banks in meeting the needs of customers of advanced banking products and services, according to the latest, best and safest internationally recognized standards.



Our Goals

Providing comprehensive and integrated banking services in the corporate, retail and treasury sectors with high quality and competitive prices to meet the various financial needs of customers, while supporting these services with appropriate banking solutions, advanced technologies and effective distribution networks, with our commitment to achieving returns for our partners dealing with the bank as well as shareholders and employees.



Our Values

- The Bank's employees are our greatest asset.
- The Bank's clients are our utmost priority.
- Transparency is the foundation of our credibility.
- A sense of responsibility is the guide to our customer service.
- Our commitment to continuous improvement.
- Our responsibility lies firmly with our society.

Each of these principles shapes our actions and decisions, allowing us to remain focused on our commitment to sustainability and creating a positive impact.

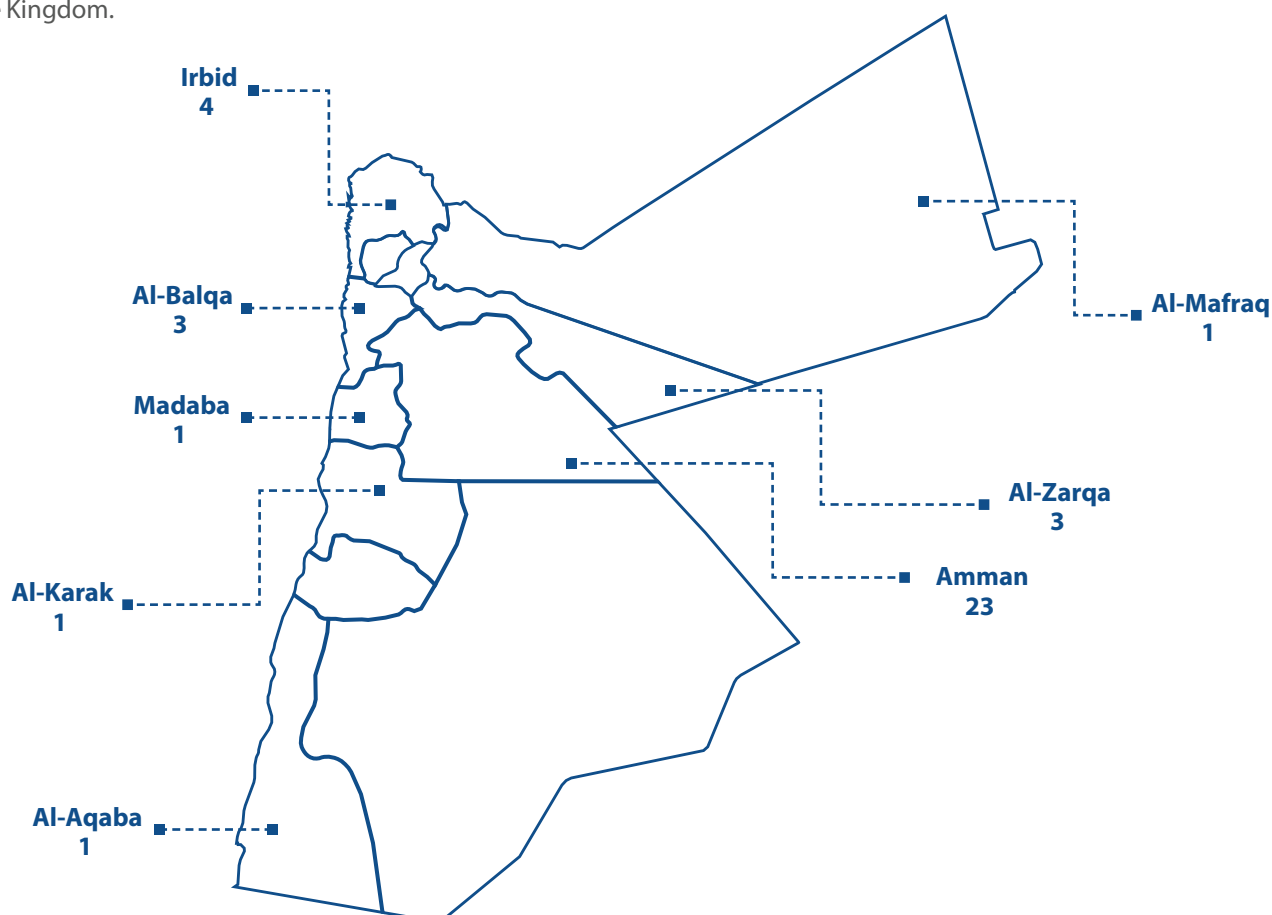
3.2 Spread and Geographical Expansion

The Bank's strategy focuses on its presence in various regions of the Kingdom, and the inclusion of the largest segment of individuals in its banking services (non-customer members of the community in addition to its customers), whether the target groups located in areas with urban and commercial activity, or the access of its services to groups that need banking services with difficulty to reach them, through presence in areas farther from the centers of population and commercial activity. In line with this strategy, the Bank continued its plan to deploy and branch in the targeted areas according to the priority and importance of each region, with a focus on deployment through «Express Branches», which allow the provision of banking services to the target groups of customers within flexible working hours. With the continuation of the deployment and branching plan of the bank, the bank's vision, directions and desire to reflect a modern image of its branches, and its desire to serve customers with high quality, are reflected in the design of the opened branches and their modern image, taking into account the compatibility of these branches with our vision of sustainability, and the extent to which they support issues of sustainability environmentally and socially, which is one of the things that can be observed by tracking our practices, which include diversifying and activating the channels of providing our banking services, and focusing and urging customers to use electronic channels and digital platforms. In addition to our strategy of presence through the opening of new branches, the bank's plans included updating the existing branches to reflect a unified image of all its branches, in addition to the bank changing the locations of some branches to be closer to where customers focus, and to be equipped with all means of customer service to provide banking services to them easily and with high quality.

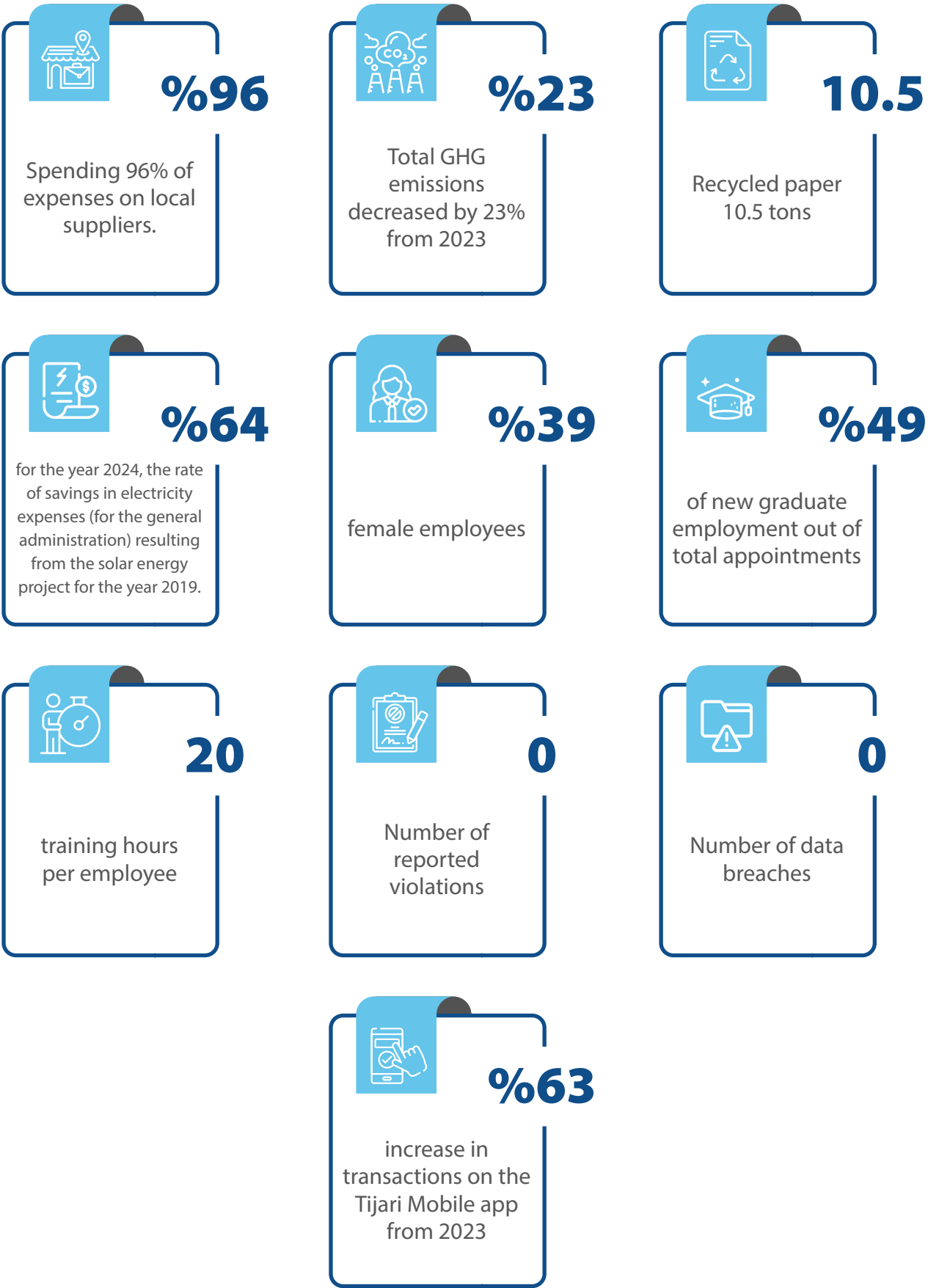
With the bank's expansion plan and the expansion and modernization of its branch network, the bank's plan went in parallel with the expansion of its ATM network, especially in places where there are no branches of the bank, or in places where there are no banking services in general.

The most prominent achievements of the bank in the field of spread and expansion by the end of the year 2024:

- **37 Branches:** The number of branches of the bank includes **10 Express Branches** (%27 of the branches).
- **84 ATMs:** including contactless ATMs, touch screens, and devices that allow operations from the **drive Thru**.
- **710 employees:** The total number of employees, including (**201 branch employees** (%28.3)).
- **Presence:** The governorates in which the bank has branches (Zarqa, Irbid, Mafraq, Karak, Madaba, Aqaba, Balqa), in addition to its branches located in various regions of the capital Amman, while there are ATMs for the bank in most governorates of the Kingdom.

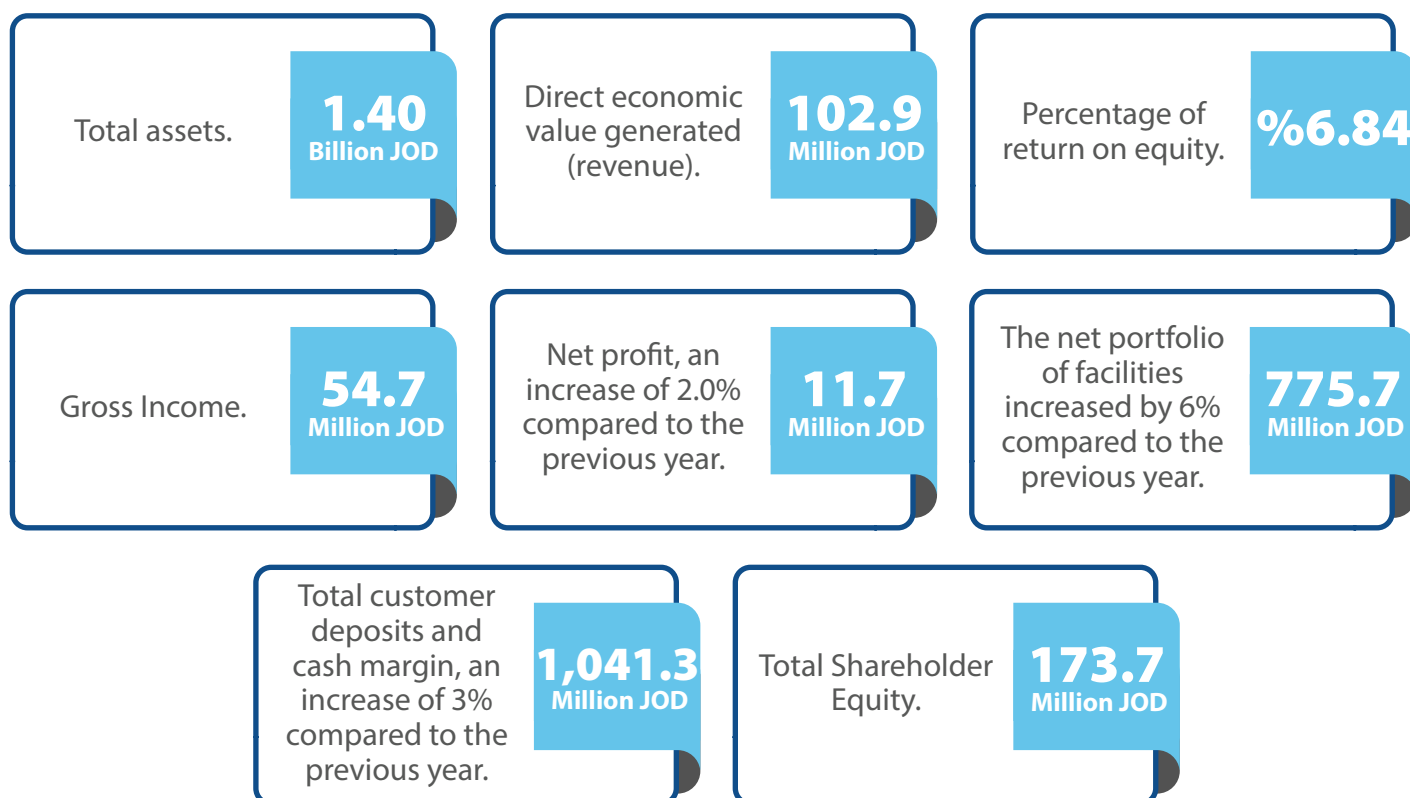


3.3 Highlights of 2024
Our Sustainability Achievements:



Economic Performance Highlights

Our financial performance maintains our financial sustainability in the long term. Among our most prominent achievements in terms of our financial performance are:



Direct value generated and distributed.

	Unit	2021	2022	2023	2024
Direct Value Generated (Revenue)	JOD	79,020,803	86,887,105	103,860,721	102,951,601
Total Distributed Economic Value - Costs (including the following):	JOD	72,016,028	75,546,922	92,375,937	91,233,900
• Operational Running costs	JOD	16,532,551	17,845,654	25,155,703	18,379,616
• Employee wages and benefits	JOD	13,752,948	14,214,511	15,468,703	16,398,624
• Payments to Capital Providers	JOD	34,609,449	35,482,447	43,928,075	48,297,187
• Payments to Government	JOD	6,798,016	7,797,788	6,967,783	7,660,244
• Community investment Trend	JOD	323,064	206,521	855,673	498,229
Retained Economic Value (Direct Economic Value Generated - Distributed Economic Value)	JOD	7,004,775	11,340,183	11,484,784	11,717,701

Value Creation

Jordan Commercial Bank believes that profit means not only profits for our shareholders, but also positive results for all our stakeholders including our employees, suppliers and local communities.

Stakeholders' share of income 2024

%30.1	%22.7	%21.6	%15.5	%10.1
Employees	Shareholder	Suppliers	Government	Other

4 Sustainability Approach at Jordan Commercial Bank

Our commitment to sustainable development and its integration into various businesses and activities stems from our deep belief in the importance of achieving the Sustainable Development Goals and their positive impact on the well-being of individuals and communities, protecting the environment and ensuring the sustainability of resources for future generations. We rely on three main axes: environmental, social and governance sustainability.

Highlights of our approach to sustainability include:

- Achieving environmental and social sustainability requirements and objectives in business practice and project implementation, with a focus on climate change risks and mitigation measures.
- Providing responsible financing directed to address environmental and social issues.
- Promote financial inclusion, and enable the access of our financial services, to our customers and to various segments of society.
- Empowering employees, consolidating the principle of diversity and inclusion in the work environment, and promoting investment in human resources.
- Integrate sustainability into the Bank's governance frameworks, enabling the Bank to effectively manage risks and address opportunities related to ESG issues.
- Encouraging innovation, promoting the use of technology and digital transformation, and highlighting their role in contributing to the achievement of the Sustainable Development Goals.
- Encouraging community participation and maintaining continuous interaction with civil society organizations, individuals and various stakeholders.

In this way, we seek to achieve sustainable development and ensure a bright future for future generations.

4.1 Stakeholder Engagement

At the Bank, we recognize that stakeholders play a pivotal role in our sustainability journey, and therefore, we believe in the importance of continuous communication and interaction with them to understand their perspectives and expectations, which are an essential part of our strategic objectives and operational processes.

The stakeholder group includes customers, shareholders, employees, local communities, and suppliers. The Bank is committed to listening to each of them, respecting their opinions, and taking them into account when making decisions related to them.

Stakeholders	 Customers	 Shareholders	 Employees	 Regulatory and Supervisory bodies	 Local Community	 Suppliers
Stakeholders' Priorities	Competitive service and pricing, product accessibility, transparency, and information security effectiveness.	Strong financial performance, sustainable returns, effective risk management and transparency, and a positive brand reputation.	Job security, competitive wages, growth opportunities, a positive work environment, and overall health and safety.	Compliance with all legal and regulatory requirements, customer protection, alignment with the national vision, and adherence to central bank strategies.	Job creation, human resource development, support for small and medium-sized enterprises, financial education and inclusion, environmental support, and community support.	Transparency and integrity, open communication, and a focus on local suppliers.
Communication Channels	Bank branches and customer service centers, digital banking services through online and mobile, social media channels, and the bank's website.	General assembly meetings, board meetings, annual and periodic reports, and management reports.	Surveys, open meetings, training and development programs, insurance coverage, circulars and communication, human resources policies, workshops, internal newsletters, and social activities.	Regulations, laws, instructions, systems, monthly reports, and regulatory reviews.	Social responsibility activities, volunteer campaigns, products aimed at students and children, social media channels, assisting vulnerable groups, annual reports, and capacity development programs.	Tenders, bids, contracts, agreements, and direct negotiations.

4.2 Our Material Topics

Identifying and knowing the most important topics and issues of core sustainability, and the extent of their alignment with the Bank's objectives and how to include them in the Bank's work and policies, represents the cornerstone of the Bank's sustainability approach. To ensure this, the Bank conducted a comprehensive assessment of the relative importance of sustainability issues with the expected impact on the Bank.

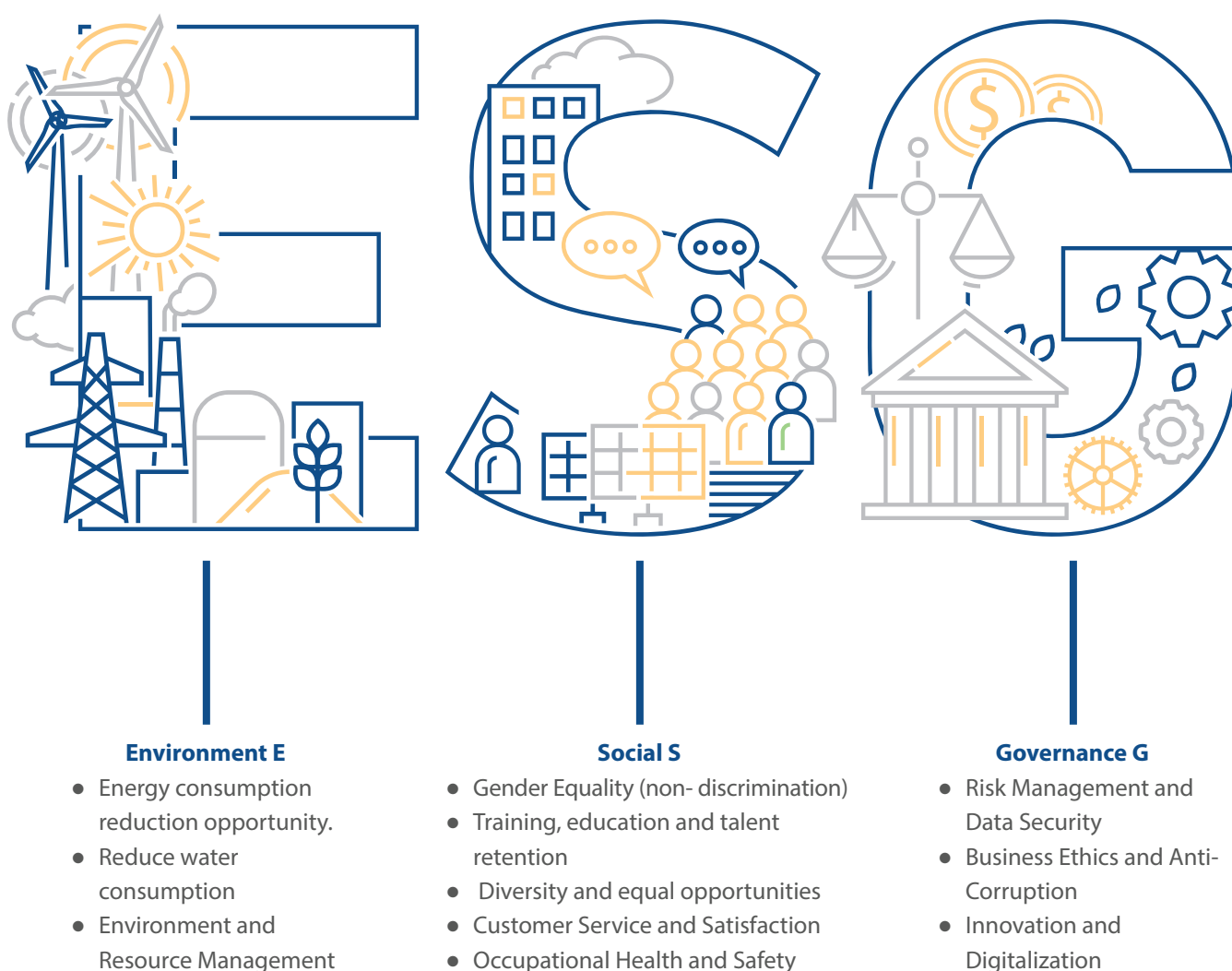
The materiality assessment process included the identification of a wide range of sustainability topics and based on globally recognized "reporting insights and frameworks", such as the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB), a comprehensive list of material and significant topics that we believe have an impact on the Bank were developed. In addition, the sustainability situation in the Kingdom of Jordan was studied, and topics relevant to Jordan Vision 2025 were included to ensure that our assessment is based on appropriate local grounds.

To ensure comprehensive coverage and prioritization, stakeholders (employees, managers, board of directors, investors, customers, and suppliers) were involved in the creation of the list of topics, and the identification of topics of interest, as their views contributed to the prioritization of material topics related to the Bank's business.

The evaluation of the relative importance of sustainability-related topics and issues resulted in the identification of **11 material topics (the most critical topics)**, all of which are in line with the Bank's operations and directions and form the basis of our strategic focus on sustainability.

We believe that the process of assessing the relative importance of the material topics should be based on dialogue consultations that promote the sustainability agenda and ensure that our work is in line with the expectations of stakeholders and the imperatives of sustainability in our time.

The most important topics regarding sustainability issues and based on the opinions and expectations of the Bank's partners and stakeholders were as follows:

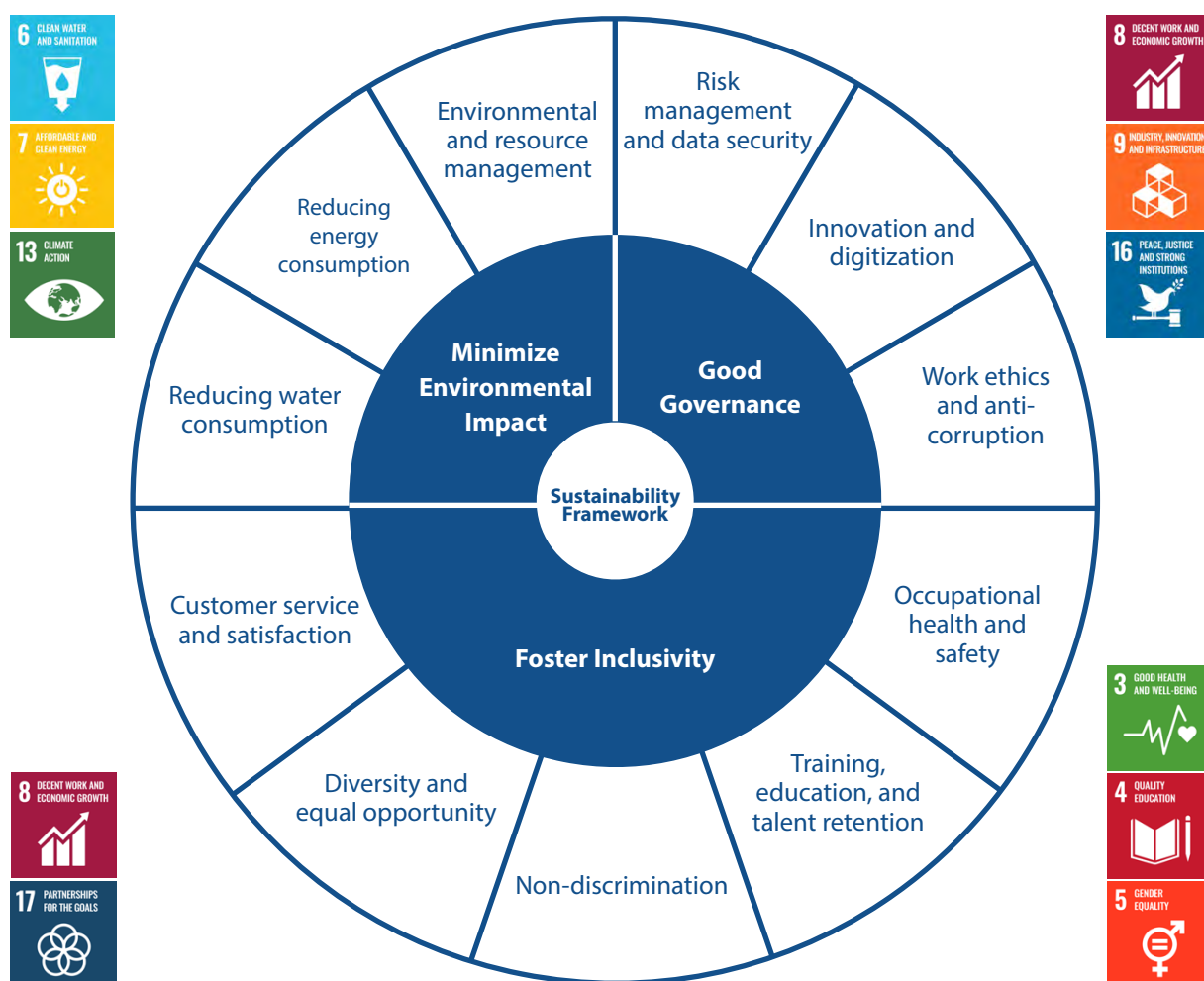


4.3 Developing our Sustainability Framework

The sustainability framework has been developed to serve as the foundation for the bank's journey towards sustainable development. As a core component of its sustainability approach, this framework was crafted based on a comprehensive assessment of the relative importance of sustainability issues, ensuring alignment with the bank's objectives, stakeholder interests, and the evolving landscape of sustainability challenges.

The bank's sustainability framework was developed in line with the principles and visions of the Global Reporting Initiative and local sustainability issues, ensuring its compatibility with both local and global requirements. Moreover, the framework emphasizes the engagement of the bank's stakeholders and conducts regular reviews and analyses to identify priority sustainability material topic.

11 material sustainability topics have been identified, forming the cornerstone of the bank's sustainability approach and serving as the foundation for strategic inputs. The assessment framework also aligns the bank's initiatives with the United Nations Sustainable Development Goals, ensuring that all contributions are meaningful and globally recognized. This underscores the bank's commitment to sustainability and its engagement of stakeholders in addressing pressing sustainability issues of our time



4.4 Enabling Sustainable Growth Through Diversified Loans.

Responsible Finance:

The Bank seeks to provide financial services in a responsible, transparent and ethical manner. At present, responsible finance has become more important with the increase in the global trend towards sustainability, and the contribution of responsible finance to this trend, in addition to the situation of the microfinance market, and the difficulties it faces, especially in the ability of customers to pay, have placed more importance on responsible finance.

Behind the responsible financing, the bank aims to reflect its positive impact on customers by improving their ability to access high quality services, and their use of financial services in practices and behaviors that contribute to creating more confidence and transparency, thus enhancing the bank's orientations towards sustainable development.

In recent years, the bank has focused on granting loans within responsible financing, including environmentally friendly loans, loans to small and medium-sized companies, and loans to startups.

Our Approach to Responsible Finance Practice:

Responsible financing is exercised at the bank by applying the following approach:

- Providing financial services while taking care of facilities that are related to the preservation of the environment or that achieve social goals.
- Improve financial access for customers across the Kingdom using a variety of channels, including online banking.
- Studying and following up the situation of borrowers, especially individuals and microfinance customers, and providing them with responsible financing (the loan burden does not exceed the customer's ability to repay).
- Comply with the instructions and directives of the regulatory authorities and the policy of granting credit in relation to financing responsible.

Our contribution to the United Nations Sustainable Development Goals:



Eco-Friendly Loans:

With more transparency about sustainability, corporate social responsibility has become increasingly important for banks, as they have expanded their sustainability initiatives in recent years. Responding to the growing demand for financial solutions aligned with this direction, the bank has issued loans to fund initiatives that promote sustainable environmental development:

Item	Statement	2022	2023	2024
Portfolio of Eco-Friendly Loans	JOD	377,000	442,000	3,707,700
Number of Eco-Friendly Loans	Number	5	2	9

Loans for Small and Medium Enterprises (SMEs)

The Bank's strategy includes supporting medium and small companies because of the importance of this sector in supporting sustainable development efforts, as this sector is considered one of the most manpower-emitting sectors, and part of the work of this sector is focused on development projects that are in the interest of society, in addition to the fact that these companies in some sectors have government support, and the support of local and regional bodies, which confirms the importance of this sector, among these sectors that receive support: the technology and renewable energy sector, the agriculture sector, and others.

The SME loan portfolio saw significant grant growth in 2024 compared to 2023.

Item	Statement	2022	2023	2024
Portfolio of SME Loans	JOD	24,523,220	21,226,427	32,361,000
Number of SME Loans	Number	60	54	199

Loans for Startups

Startups often face financing challenges, especially in the initial stages of their establishment. The bank provides the necessary financial support to support these companies and contributes to the growth and development of their businesses through the granting of loans designed specifically to start and operate projects:

Item	Statement	2022	2023	2024
Portfolio OF Startup Loan	JOD	292,000	1,181,500	1,215,415
Number of Startup Loans	Number	6	13	20

5 Our Environmental Impact

Jordan Commercial Bank has contributed effectively to protecting the environment and improving the quality of life, by adopting activities and practices that contribute to reducing the risks of climate change, the risks of depleting natural resources, and focusing on the use of clean energy in our business, taking into account issues related to sustainable development in our financial decisions, and in our support for environmentally friendly projects through responsible lending and financing. The Bank's practices are in line with government trends, and in line with increasing global attention to reducing climate change risks.

Our efforts reflect our interest in a sustainable future, promoting a green banking sector that benefits all stakeholders including our local communities.

Our contribution to the United Nations Sustainable Development Goals:



5.1 Our Approach to Environmental Management

It is about addressing and reducing climate risks, reducing carbon, and preserving the environment and its natural resources as part of the Sustainable Development Goals. To achieve this, the Bank follows the following approach:

- Increase reliance on renewable energy: such as solar energy, to generate electricity and reduce our dependence on high-emission energy sources.
- Employing modern technology: To enhance the mechanisms and means of using clean energy, and to provide digital and electronic services with better quality.
- Using energy-saving technologies: such as energy-saving appliances and lamps, taking advantage of natural lighting, and using mass transportation for employees.
- Adopting a sustainable consumption pattern, including the purchase of sustainable and low-energy products, the purchase of recyclable materials, and the rational use of energy and natural resources.
- Participation in environmental initiatives: which contribute to increasing green spaces such as the « Green Caravan Initiative» to plant trees continuously.

5.2 Climate Change and Carbon Reduction

Promoting the use of clean energy

Climate change and the increase in greenhouse gas emissions resulting from the intensive use of energy sources are among the most prominent future risks that affect the planet and the sustainability of its resources, in addition to the impact of these risks on human health and life and on the surrounding environment. There are opportunities to mitigate these risks, the most important of which is the reliance on renewable energy, as this measure contributes to improving the climate and reduces the risks of elevated temperatures.

Increasing investment and lending and providing loans for renewable energy projects on appropriate terms strengthens this trend, as the Bank supports this sector in a way that contributes to its stability and growth, as we seek to increase the growth of our portfolio for this sector in the coming years, and in line with the Jordan's vision to increase reliance on renewable energy.

Energy Efficiency and Environmental Initiatives

In the field of reducing greenhouse gas emissions, progress has been made in completing the remaining stages of the implementation of the solar electricity generation project in the bank. The project is being implemented in several stages (the first stage included the project of generating electricity from solar energy for the public administration building and supplying it. The implementation of this stage was completed in 2020, in which the system was linked with the control, supervision and data collection system (SCADA), which allows continuous monitoring and enhances the efficiency of the workflow of the energy system. The project contributed (with our low consumption of gasoline and diesel) to increasing the percentage of renewable energy from total energy sources to **78%** in 2024, compared to **70%** for the year 2023.

In addition to the start of the implementation of the second phase of the project, which serves a large part of the branches located in the Capital Governorate and is expected to be completed and operated during the year 2025 with a saving rate that may reach (70-80)% of the total consumption of these branches of energy.

In the context of our continued efforts to reduce our carbon footprint in line with the national strategy, we have implemented many initiatives that enhance energy efficiency and that will reduce greenhouse gas emissions resulting from our electricity consumption, including the use of LED lighting units in all our branches and buildings, where lighting systems controlled by photovoltaic cells are based on timing, as well as taking advantage of natural lighting, in addition to other measures to rationalize the use of electrical energy.

These measures have had an impact on reducing GHG emissions, as the ratio of GHG/employee emissions resulting from the uses of traditional energy sources (Scope 1+Scope 2) decreased from **0.34** metric tons per employee in 2023 to **0.25** metric tons per employee in 2024.

Emissions data

	Unit	2021	2022	2023	2024
Total amount of Scope 1* GHG emissions	tCO ₂ e	86.23	77.93	57.66	59.70
Total amount of Scope 2** GHG emissions	tCO ₂ e	187.6	254.3	110.2	69.66
Emissions intensity ratio	tCO ₂ e/headcount	0.57	0.69	0.34	0.25

* Direct (Scope 1) GHG emissions: GHG emissions include CO₂ emissions from fuel consumption.

** Indirect (Scope 2) GHG emissions: GHG emissions that result from the generation of electricity

In addition to the impact of increasing reliance on alternative sources of energy on the environment, its impact was directly reflected on the Bank's energy expenditures, as energy costs for the years following the installation of the solar energy system decreased from 2019 as follows:

	The rate of savings in electricity expenses resulting from the solar energy project in 2019				
2019 Electricity Cost / Headquarter	2021	2021	2022	2023	2024
678,597 JOD	-52%	-41%	-35%	-56%	-64%

Energy Consumption Data

Item	Unit	2021	2022	2023	2024
Total energy consumption	GJ	6,756	5,755	6,078	6,638
Total electricity consumption	GJ	5,568	4,679	5,278	5,808
Standard Grid Electricity	GJ	1,726	2,340	1,014	641
Renewable	GJ	3,842	2,340	4,264	5,167
Non-renewable energy (fuels Only)	GJ	1,188	1,075	799	830
Gasoline consumption	GJ	322	316	301	358
Diesel consumption	GJ	866	759	499	473
Total energy intensity	GJ/Headcount	14.08	11.99	12.48	13.04

5.3 Water and Waste Management

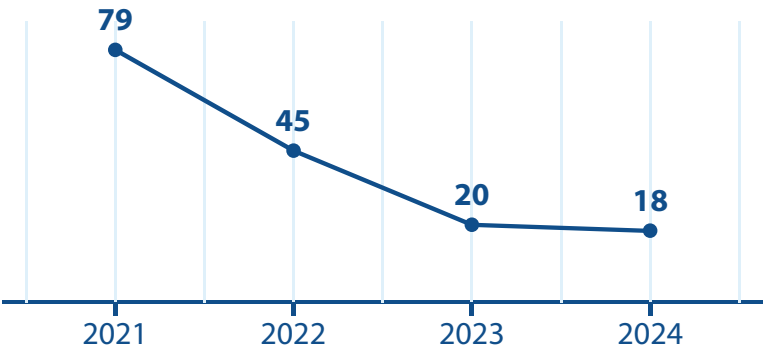
Water Consumption

	Unit	2021	2022	2023	2024
Total volume of water withdrawn	Cubic Meter	3,157	4,203	5,313	6,429
Total volume of water withdrawn per employee	Cubic Meter/Employee	4.48	6.17	7.66	9.05

The Bank has implemented several procedures to ensure proper water management, as the Bank's stakeholders play a vital role in closely monitoring water consumption by the Bank's management and branches, and in the event of increased consumption, the Engineering Department shall immediately inspect the site and repair any defects (such as potential leaks) to preserve water and avoid leakage. Furthermore, the necessary measures are taken in terms of the maintenance of water storage networks, to maintain the cleanliness of the water supply on all the Bank's premises.

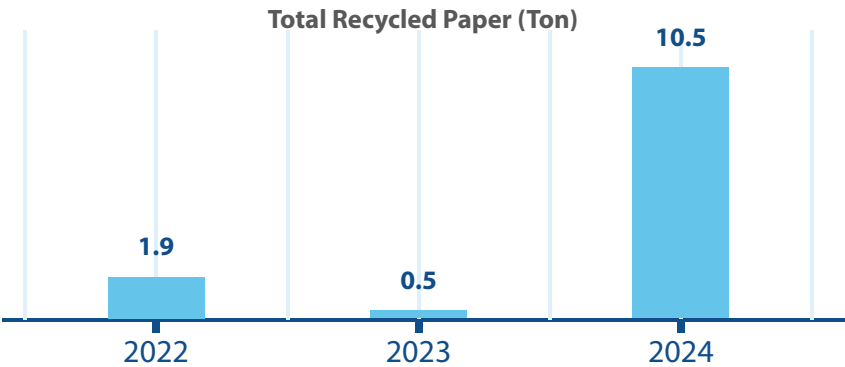
Waste minimization efforts.

The years 2023 and 2024 saw a significant reduction in the amount of waste destined for disposal, reflecting our ongoing efforts to reduce the amount of waste generated from the use of natural resources such as paper, furniture, and other materials. Waste destined for disposal weighed **20** tons in 2023 and **18** tons in 2024 compared to **45** tons in 2022.



1. Paper Recycling

As part of our commitment to sustainable practices, the Bank is participating in the «Green Fingerprints» initiative in partnership with the Princess Alia Foundation and the Ministry of Education. This initiative aims to reduce paper waste. The bank is committed to collecting and recycling paper waste generated from its operations, and in 2024 the bank recycled **10.5** tons of paper compared to **0.5** tons in 2023. This initiative is an important achievement towards achieving sustainability goals, not only in terms of reducing waste, but also in supporting the education sector in the Kingdom (where the price of recycled paper is used to support institutions in the education sector).



2. Furniture and Appliance Recycling

The Bank has implemented an initiative to recycle and use furniture, appliances and equipment, through which **5** tons of furniture were recycled for the year 2024 compared to **0.5** tons for the year 2023. Recycling these items instead of disposing of them reduces waste and reduces our environmental footprint by reducing the exploitation of our natural resources.

	Unit	2021	2022	2023	2024
Total Weight of Waste Diverted from Disposal	Ton	1.3	3	1	0.5

3. Electronic Waste Reduction

In partnership with Talal Abu-Ghazaleh Organization (TAG-Org), the Bank is reducing e-waste in the «Computer Rehabilitation» program. This initiative includes collecting damaged electronic devices, specifically computers, to repair them or using their spare parts to repair other devices. Through this partnership, e-waste is reduced, and electronic devices are used before disposal, in addition to their impact on the education sector because the devices that are repaired go directly to this sector.

4. Go Green Initiative

Our journey to sustainability included a small, but impressive step, which is to allow the use of ATMs without paper receipts, where SMS messages are sent to customers when any operation or movement is carried out through these devices instead of printed receipts, in order to reduce the use of paper and save resources and reduce paper waste. This step is an additional step to improve sustainability performance, enhance resource efficiency and reduce costs. Reducing the use of paper confirms that every step we take, no matter how big, is an essential part of our overall vision of sustainability.

6 Our Employees

At Jordan Commercial Bank, we pride ourselves on our employees who are at the heart of our success. Therefore, we always strive to invest in their capabilities and skills by providing continuous professional development opportunities and comprehensive training programs. We also strive to create an equal and inclusive work environment, where everyone can thrive and achieve their ambitions. We believe that attracting the best talent is the key to our strength. We are also keen to provide the necessary support to achieve an optimal balance between the professional and personal lives of our employees, ensuring their physical and mental well-being.

Our contribution to the United Nations Sustainable Development Goals:

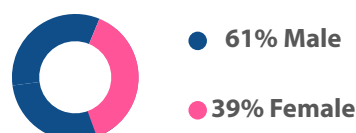


6.1 Diversity, Inclusion and Wellbeing

At Jordan Commercial Bank, we rely on the principle of diversity and inclusion as one of the cores values that guide us. We believe in the importance of providing a work environment that allows all employees, regardless of their background, gender or beliefs, equal opportunities for success and development. We promote diversity through clear policies and measures aimed at promoting inclusiveness and mutual respect among all.

In 2024 we had:

- 1 female board member out of 11 board members.
- 275 out of 710 female employees (39%)



Ratio of basic salary for females compared to men for each category of employees:

		2021	2022	2023	2024
405-2 Ratio of salary and basic wage for females to males	Total Bank	65%	61%	55%	55%
	Senior Management	45%	45%	43%	41%
	Central Administration	96%	79%	78%	82%
	Employees	88%	84%	85%	85%

Communication between management and employees

The Bank promotes open and continuous communication between management and employees to enhance trust and transparency within the work environment. By:

- Holding periodic meetings (between employees and their departments) as an opportunity for employees to talk with managers, where these meetings interact, exchange views and share ideas from daily work with management. These meetings also contribute to obtaining more friendly relations between employees and management.
- Conducting periodic employee surveys and surveys on a variety of issues and services provided to them.

In 2024, a survey of employee opinions was conducted on several different topics and services, examples of which include health insurance, the performance of medical authorities, employee gift proposals, and others. This procedure allows employees to submit proposals on the topics presented to them, in addition to the role of the Human Resources Department in this aspect, by meeting with employees individually through One-to-One interviews to identify any observations they have and address any complaints or problems they may face.

As a result, the bank has seen improvements in several employee-related areas such as processing employee attitude notes, cafeteria, and accreditation of some reputable medical entities.

Employee benefits

Our approach to employee compensation and benefits is based on our commitment to attracting, retaining, nurturing, and rewarding exceptionally experienced employees. This approach recognizes their key role in effectively managing the Bank's operations, achieving strategic objectives, and creating a sustainable cohort of future leaders.

In the bank, we continuously provide our employees with a comprehensive benefits package after conducting annual comparative studies of salaries and benefits provided by similar entities in the banking sector. In addition to the basic salary, it consists of allowances, incentives and rewards based on performance, which contributes to raising the level of productivity and operational efficiency, enhancing the bank's competitiveness in the field of recruitment and attraction, maintaining current competencies and reducing turnover rates.

The bank also provides comprehensive benefits that enhance the financial security of all employees and their families, which include loans backed by preferential interest to facilitate the achievement of their financial goals. In addition, our benefits include comprehensive health insurance and life insurance to provide safety and psychological comfort to employees and their families, and the Social Solidarity Fund supports our employees in challenging times and provides financial support that meets their needs.

Combating discrimination

At Jordan Commercial Bank, we believe that an inclusive work culture and mutual respect is a key pillar of our success. Therefore, we have developed a clear code of conduct that prohibits any form of discrimination and guarantees the rights of all employees. This culture, supported by strict procedures, contributes to the creation of a safe and respectful work environment, where everyone is treated equally. Our pride is that no incident of discrimination has been recorded during the past year, which reflects our commitment to providing positive work experience for all our employees.

0 Incidents of Discrimination

Organization of the work environment

As part of Jordan Commercial Bank's efforts to make the work environment smoother, facilitate employees and enhance interaction with customers, several important measures have been adopted. One of the most prominent of these measures is the application of the flexible working hours system, which is designed to suit the schedules of employees and to enhance their productivity. In addition, flexible working hours have been adopted at the Express branches, which receive customers from 10 am to 6 pm, allowing us to serve a larger segment of customers whose working hours coincide with those of traditional banks. The two-shift system has also been implemented in some large branches, and this flexibility has allowed the provision of banking services to customers during public events and holidays. Since 2020, and in the context of efforts to regulate working hours and ensure their continuity, a remote work system has been introduced, which was activated in response to the Corona pandemic and the need for social distancing. Although the reliance on this system has decreased currently, it is still used in communication with third parties, meetings, and many training courses.

Finally, the adoption of the application of the human resources system on smartphones has made it easier to access valuable information and submit requests quickly and easily from anywhere and at any time, adding more flexibility and efficiency to the work environment.

Health, Safety & Environment

The Bank works to develop and create a safe work environment for employees to maintain their safety from any occupational diseases or work injuries they may be exposed to during the performance of their duties, which is reflected positively on the performance of employees by raising their efficiency and enhancing their productivity, in addition to preserving the Bank's property from risks. Therefore, risks have been identified in the Bank's environment, evaluated and work procedures developed to address them. The Executive Management has paid attention to the application of occupational safety and health standards in all Bank facilities in response to the laws and regulations issued by the Social Security Corporation and the Ministry of Labor, where all means and capabilities have been provided to maintain the safety and health of its employees in a safe work environment free from accidents and their causes. In confirmation of this role, the Bank has sought to adopt the best standards of occupational safety and health standards and work to develop them during the year 2024, as follows:

- Identify and assess risks in the bank and develop procedures and solutions to address them on an ongoing basis.
- Formation of the Occupational Safety and Health Committee.
- Supplying and installing first aid boxes in all branches.
- Various workshops in the field of occupational safety and health, including awareness workshops in occupational safety and health, warehouse safety, transportation and handling of materials and first aid.

Although the application of occupational safety and health standards is one of the most important means of social development, apart from their social and health impact on employees, they have an impact on the economic and financial side by reducing direct and indirect costs resulting from work injuries, occupational diseases and threats to property.

The Bank always strives to follow sound practices and modern means of risk management aimed at preserving the safety of the employee and reducing the risks associated with it. The Occupational Health and Safety Policy applies to all employees of the Bank and to customers, visitors, employees, contractors and logistics service providers of the Bank.

The most prominent activities related to this aspect are:

- Training on how to use firefighting means.
- First aid training.
- Training in how to deal with electrical and mechanical hazards, heights and confined areas.
- Providing technicians and those concerned with personal protective equipment, each according to the field of work.
- Forming emergency teams of qualified personnel to deal with evacuation, ambulance and emergency operations.
- Implementing the emergency plan in the bank and training employees to evacuate, so that the bank is ready to deal with any emergency incident and not to expose its employees to any damage. In 2024, an evacuation plan was implemented for the employees of the general administration in preparation for the occurrence of fires or accidents that affect the safety and health of employees, God forbid.
- In addition to these measures, the Bank urges its employees to follow a healthy lifestyle. Raising awareness through multiple means of communication. Among the most prominent medical activities are the following: raising awareness of cancer in cooperation with the King Hussein Cancer Center, the campaign of blood donation by employees in cooperation with the Jordan Blood Banks organizing events with external medical bodies periodically in coordination with the banks clinic to conduct medical examinations for employees and provide them with advice and guidance.



Focusing on the Next Generation of Children and Enhancing Women's Participation:

Commercial Bank works to maintain balance between the necessities of work and the public life of its employees, including supporting the ability of employees to raise their children, while enabling them to perform and continue their work.

The bank implements a set of measures that support this approach, as some facilities are provided to pregnant employees (before childbirth) by granting an hour of rest to employees throughout pregnancy and until childbirth, as well as organizing childcare leaves (the bank provides full support to employees who express their desire to take leave without pay after the maternity leave stipulated in the law (70 days) to take care of their children for up to a full year), and short-term paternity leave is also provided to fathers, so that male employees can provide some support to take care of their newborn children.

In addition, the Bank provides childcare benefits and a work environment for employees who have taken "pregnancy and/or childcare" leave, so that they can return to work smoothly.

The Bank also seeks to promote the active participation of female employees on the basis of "enhancing women's participation in their professional life and advancement in the workplace" and within the various administrative levels. The Bank will continue to make efforts to enhance this activity and create a diverse, stimulating and inclusive work environment in which individuals can demonstrate their professional abilities and potential.

		Unit	2021	2022	2023	2024
GRI 401-3 Parental Leave.	Identify the total number of employees that were entitled to parental leave, by gender	Number	46	44	33	34
	Female	Number	29	22	21	20
	Male	Number	17	22	12	14
	Return to work rate of employees that took parental leave, by gender					
	Female	%	100%	100%	100%	100%
	Male	%	100%	100%	100%	100%
	Retention rate of employees that took parental leave, by gender					
	Female	%	100%	100%	85%	100%
	Male	%	88%	95%	100%	79%

6.2 Building human capital and enhancing and developing staff:

Enhancing human resource development:

In order to achieve its mission and vision, the Bank has paid attention to human capital as one of its most important resources. The Bank promotes and develops human resources through continuous investment in human capital and in line with management strategies and tasks. These efforts include looking at changes in the business environment to comply with them and creating the appropriate work environment for the employee. The Bank also works to ensure that sufficient resources are available to enable employees to perform their tasks and achieve added value at work. In order to develop the career of employees and stimulate progress and innovation, the Bank places the right employee in the right job on the basis of competence and ability to support the work environment and provide appropriate support and training. In addition, the Bank works to strengthen its human cadre with attracted employees from the banking sector with experience, competence and competence, and when selecting and appointing employees, taking care not to exercise any kind of discrimination or bias on any basis.

New Employees

The bank is constantly working to recruit employees, with a special focus on new graduates of both genders. The bank holds training courses for new employees upon their appointment. These courses include informing employees and introducing them to the most important work and activities of the bank's departments and lasting for several weeks. They are given by a specialized cadre from the bank. The training center of the Human Resources Department supervises this process. New employees are also trained "practically" in the work of several departments before joining their places of work in which they have been appointed. The goal of this process is to prepare new employees for the work environment, develop their communication skills, and practice doing business after theoretical training, and to address any weaknesses they have and guide them appropriately.

	Unit	2022	2023	2024
Male	Number	58	89	74
Female	Number	28	52	39
New Employees	Number	86	141	113
Recently Graduated	Number	38	52	55

Career Development Support System

To help employees who receive new administrative jobs, or are promoted to higher administrative ranks to progress, and enable them to receive and carry out their tasks efficiently, the Bank has adopted (the job replacement process, and the "Talent & succession planning for executive management" program), which helps to prepare employees to receive administrative and supervisory ranks, and the aim of which, in addition to business development, is to give employees from within the Bank opportunities to develop and progress while taking the principle of efficiency, eligibility and equal opportunities when choosing.

During the year 2024, 26 employees were promoted to higher job ranks.

Training human resources

The Bank attaches immense importance to training and developing employees and enabling them to perform their duties efficiently, easily and in a work environment that includes the elements of healthy work and sound banking practices.

To train employees in all workstations, the Bank works to provide various training opportunities for all employees, in addition to supporting professional and academic certificate programs and courses and providing scholarships to several employees, with a variety of ways to provide training courses and enroll participants in them, or through training institutes and competent authorities. There is electronic training, whether through the Bank's training platform "Salalim", or through training institutes and competent authorities.

Training courses, specialized programs and professional certificates are provided at several levels and for various purposes:

Face-to-Face Training Courses:

- Job training (specialized): Enhancing job awareness and increasing the capabilities of employees.
- Management and behavioral training: Acquiring and improving the knowledge and business skills necessary for management and leadership.

Remote Courses:

- Online training content on-line.
- Courses through the bank's electronic platform "Salalim".

Academic and professional certificates:

- Academic certificates in finance and banking from accredited institutes and universities.
- Prestigious professional certifications with a global reputation.

Inductive training:

- Training courses in the work of the bank for new employees.
- Specialized and behavioral courses.

A summary of the number of training opportunities for participants in the training courses and the number of courses shown by the entity in which the courses were held in 2024 compared to 2023:

	2023	2024
Total training hours provided	18,652	14,041
Total number of training opportunities offered	10,132	6,398
Total number of training courses	310	322

Training hours divided by gender:

Male		Female	
2023	2024	2023	2024
11,252	8,045	7,400	5,996

The Bank also continued to implement a comprehensive program for new employees, where the program was completed by 61 employees during the year, in addition to implementing career development programs for employees assigned to higher positions in the public administration and branches, which include courses specialized in developing their skills and knowledge. In order to enhance the social responsibility adopted by the bank, cooperation has been established with the Association of Banks to prepare and adopt a **commercial program for banking qualification**, which is the first of its kind to qualify university graduates to work in the banking market, which has been widely received by graduates, and has ended with the appointment of 20 employees in the various branches of the bank after qualifying them theoretically and practically.

7 Community Impact

Promote social responsibility

Based on our strong association with local communities across the Kingdom, Commercial Bank is committed to playing an active and vital role in serving the community through support, sponsorship and participation in activities and events that benefit all segments of society.

Our CSR initiatives embody our unwavering commitment to making a positive impact on the communities we serve, in accordance with the principles of sustainable development and community empowerment. As we strengthen our financial legacy in the banking sector, we also aspire to leave a lasting and impactful footprint on the societal side.

Our contribution to the United Nations Sustainable Development Goals:



In this area, we clarify our role in the framework of social responsibility, and review our effective partnerships, relationships, and strategic initiatives that focus on several areas, including education, environment, and community development. We also highlight case studies that provide a tangible representation of our work and its positive results. In addition to showcasing completed CSR projects, we clarify our future commitments and affirm our determination to continue our contributions and elevate our role as a socially responsible entity. We recognize that our success as a bank is inextricably linked to the prosperity of the communities in which we operate, and our CSR activities reflect this realization. The Bank is keen to participate in initiatives that strengthen our commitment to positive societal change and sustainable development.

Framework of Corporate Social Responsibility

At the Bank, we take a responsible approach to communities based on a deep philosophy aimed at supporting initiatives that have a positive impact on community and environmental development. We recognize that these efforts contribute to enhancing our reputation, image, and relationship with the public, both directly and indirectly. We seek to bring about lasting and notable changes in the communities we serve by embracing this philosophy. These efforts aim to:

- Achieving sustainable development, supporting local communities and the national economy.
- Strengthen cooperation with local authorities and participate in national initiatives as part of our social responsibilities.
- Increasing the sense of belonging and responsibility towards the community.
- Raise stakeholder awareness of social responsibility initiatives.

The societal impact of the Bank is widely recognized and promoted through social responsibility. These responsibilities can be classified into two categories:

- The first category represents: projects that aim to serve and promote the local community and the national economy.
- The second category represents: Helping marginalized community groups through cash and non-cash contributions, in line with the Bank's commitment to the community.

Accordingly, there is a need to develop a manual that includes guidelines that reflect the Bank's vision for these activities and effectively manage them in line with the Bank's strategies and objectives. It is adhered to by all employees of the Bank's departments and stakeholders involved in these community initiatives.

Donations and contributions

At Jordan Commercial Bank, there is a priority for social responsibility, so we have made significant contributions to various initiatives, including frequent campaigns to distribute Ramadan charity parcels to the poorest and most needy areas, especially those located far from urban centers. We ensure that this assistance is provided with the utmost respect for human dignity. Through this ongoing support, we aim to emphasize the importance of sustainable assistance and to motivate companies to support such areas.

We have also taken important steps to develop and rehabilitate schools in remote areas in order to create a healthy and safe environment for students that are consistent with the educational process. These steps included rehabilitating facilities and classrooms, in addition to providing opportunities for students to participate and learn to build a conscious, educated and knowledgeable society.

Health care is represented in providing support to a number of relevant organizations such as the Jordanian Association for Medical Aid to Palestinians and contributing to the provision of treatment for Palestinian children. We also provide our assistance to local health centers, which ensures the support of local communities in the Kingdom.

In line with its community role and helping those most in need of care and assistance, the Bank actively and responsibly supports and sponsors charities so that they become beacons of production rather than just fundraising entities.

In addition to our environmental efforts, we also recognize the importance of sports clubs in personal development and community participation. We are proud to sponsor activities that enhance individual skills within these clubs. We support the programs of these clubs that enable them to create opportunities to enhance skills and enhance the sense of an active role in society. We believe that by empowering individuals socially through sports, we can contribute to teamwork and promote constructive thinking within society.

Our commitment to social responsibility also includes caring for and supporting individuals with special needs, and orphans in terms of their training, rehabilitation and education, with the aim of integrating them into society, enhancing their capabilities, especially the regular follow-up of orphaned children in designated centers, and providing them with financial allocations. We also seek to improve their quality of life and help them become active participants in society by providing them with the necessary support and training them in age-appropriate skills.

The bank's donations in various fields during the year 2024 amounted to more than 450 thousand JOD.

Distribution of the Bank's donations according to the Sustainable Development Goals



Within the framework of the Bank's permanent endeavor to enhance its approach to interacting with and serving the local community through cooperation and partnership with its various institutions in many initiatives, events and responsible practices, which included many areas, in addition to providing care and direct support to various groups of society. These areas varied to include cultural, health, educational, environmental and other aspects that contribute to the development, prosperity and advancement of society, and maintain the sustainability of its resources in the present and the future, and for the benefit of all members of society, with a focus on areas most related to sustainability issues, and on the first groups to pay attention and care such as children , the elderly and people with special needs, in addition to initiatives and activities that promote the participation and empowerment of women.

The most prominent of these initiatives, events and activities are:

Health Sector:

- The bank launched its annual blood donation campaign entitled "Make Your Heart Big... A drop of you is worth a lot."



- Organizing a "Free Medical Day" event for the employees in the General Administration Building through the Bank's clinic "Tejari Clinic".
- Participate in hope give October this campaign and in cooperation with Dokan Al Khair Campaign.

- Supporting cancer patients in cooperation with Harir Foundation for Social Development through Booth "Silk of Hope".



Empowering Women

- Participate effectively in the Women Empowerment Authority "Be Strong".

In the Sports Sector

- Sponsoring the Orthodox Basketball Club Academy Championship
- Held several events at the Asian Cup.
- Supporting the Jordan Youth Cup organized by Iris International Sport.



Environment and Resource Conservation

- Sponsoring the campaign of the American Jordanian Academy School " Towards a Greener Jordan and a More Beautiful Zarqa" where they planted trees and cleaned the area around the Zarqa River.
- The Bank supports the Green Caravan Program and contributes to tree planting.



National Participation:

- Celebration on the occasion of the silver jubilee of His Majesty King Abdullah II Ibn Al-Hussein's assumption of his constitutional powers and the day of sitting on the throne, and in celebration of the 78th Independence Day.



Financial Literacy

- Participation of the Deputy General Manager of Banking in a program with the event on Mazaj FM radio and providing tips on the occasion of World Savings Day.
- Holding a financial awareness workshop for students at the Jordanian Alliance Academy School.
- Signing a joint cooperation agreement with Injaz to raise awareness and enhance the financial culture of customers.



Entertainment Sector

- Launching the "Tejari Talent" competition for Commercial Bank employees to showcase their talents and creative ideas in promoting the "Tejari Savings" account product.
- The bank offered free tickets for bank employees and their families to spend a fun day at 6Yard and watch the "Fawzi & Mozzie" shows.
- The bank held a booth at the Golden Gate or "Santa Village Market " on the occasion of the glorious holidays and provided free entry tickets for all employees and their families to have a good time at the "Santa Village Market " over the course of 3 days.



Community Service:

- Tharid waqf campaigned to provide breakfast meals to those in need during the holy month, where many bank employees participated in distributing breakfast meals in the waqf.



Procurement Practices

The bank relies heavily on local suppliers to support economic activity in the Kingdom. The bank has a wide supply chain of local suppliers, which are selected based on the bank’s previous experience, the technical evaluation of suppliers, the study of the financial and professional status of the company, and their participation, whether through tenders or direct purchase, which is reflected positively on the social and environmental level. The percentage of spending on local suppliers in 2024 exceeds **96%**. The bank's dealings with service and product providers:

	Unit	2022	2023	2024
Expenditure on purchases from local suppliers	Thousand JOD	5,160	6,343	8,689
Expenditure on purchases from external suppliers	Thousand JOD	913	390	340
New suppliers:	Number	120	149	146
Local	Number	110	135	125
External	Number	10	14	21

8 Financial Accessibility

Our comprehensive product portfolio

The Bank is committed to promoting financial inclusion as a key priority in its agenda. The Bank's commitment is reflected in the provision of a wide range of services and products carefully designed to meet the diverse needs of individuals and companies alike, ensuring that anyone can benefit from the Bank's financial services.

The multiplicity and comprehensiveness of banking solutions and financial services and the diversity of their delivery channels contribute to bridging the gap and enable individuals to fully participate in the economy and access financial services. Among the measures taken by the bank in the field of enhancing the financial inclusion of members of the community, and enabling customers to access financial services in various regions of the Kingdom:

- **Focus on digital technologies and services:** This allows access to the largest segment of individuals and customers for our financial services, considering the large spread of smart phones, and the ease of conducting financial operations through it, through the applications provided by the bank electronically "Tijari Mobile" and "Tijari Pay".
- **Express Branches:** These branches in particular target customers of the retail sector and provide their services within flexible working hours and outside the official working hours of most customers. These branches are also characterized by their ease of establishment, small size and low establishment and operating expenses compared to traditional branches, which allows the bank to expand and spread in several targeted areas easier and faster than traditional branches, especially when the region does not need comprehensive branches.
- **Significant expansion of the ATM network:** This expansion includes many areas, and many ATMs are included in most of the financial transactions that customers need, with the aim of enabling our customers and customers of other banks to access the financial services they need.

Our solutions are tailored to meet diverse needs.

We offer financial products and financing programs designed to meet the needs of our clients, ensuring that they have the necessary financial resources to achieve their financial goals.

Among the objectives that the Bank intends to provide through the provision of these services and programs and in a manner that reflects on the objectives of sustainable development:

- **Boost business growth opportunities for startups:**
A tapering loan is designed to enhance flexibility and financial support for officially registered startup ventures, so that startups benefit from an actionable repayment process during their early growth stages.
- **Promoting the progress of small and medium-sized enterprises:**
Loan offers are designed to meet the specific requirements of SMEs operating in the targeted economic sectors to align with growth plans and financial activities.
- **Empowering individuals in specialized fields:**
Providing a decreasing loan program for professionals, such as doctors' loans, to ensure its gradual repayment under appropriate financial conditions.
- **Enhancing the financial stability of commercial companies:**
A diminishing loan is a vital source of liquidity for businesses, enabling them to manage their day-to-day operations, invest in growth opportunities, and meet their financial obligations effectively.
- **Maintaining healthy cash flow:**
Providing a revolving loan to finance and enhance the stock of customers and for the purposes of providing liquidity to the activity of the merchant, based on the volume of e-sales transactions of the merchant.

Our Funding Products and Programs:

Product Name	Product Details	Target Segment
Small Startup Product	A diminishing loan for officially registered projects, and the activity started more than three years ago	Industrial and agricultural projects (non-traditional), handicrafts, local industry support projects, IT projects, tourism and education sector
Small and Medium Enterprise Financing Programs	Programs to finance the targeted economic sectors	IT Projects, Architecture, Industry, Education, Tourism and Renewable Energy
"Tejari Business" product	A decreased loan directed to individual institutions, joint liability companies or limited liability companies in which the number of workers ranges from (1-100) and the total sales and/or volume of assets does not exceed 3 million dinars	Industrial, commercial, tourism, health, educational and agricultural services
Customer draw Financing Product on MEPS POS Terminals	Revolving loan to finance inventory based on e-sales volume, providing liquidity to businesses	All sectors that use MEPS for electronic payment, except for the specific sectors that the Compliance Department considers ineligible

Strategic Partnerships to Increase Financial Service Delivery Opportunities:

To promote financial inclusion, we have established strategic partnerships with several government agencies and funding institutions for several funding programs, known locally and globally. Our cooperation and partnerships are central to our mission to expand the scope of our financial solutions, and to increase the capital of those requesting financing, especially those who lack financial services or are unable to access them.

Through these partnerships, the Bank has been able to offer additional financing options, from loans, facilities and other forms of financing. Our partnerships not only enrich the diversity in the delivery of our products but also enable us to reach and support wider segments of society, supporting our role in promoting financial inclusion, financial stability and economic growth at the community level.

Among the most prominent companies and cooperation between the bank and the funding bodies and programs are:

1. The Central Bank's program to support economic sectors.
2. International Bank for Reconstruction and Development
3. INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT
4. The National Self-Employment Program.

Each of these programs enhances our ability to empower our clients with the financial tools they need to succeed, exemplifying our commitment to fostering financial inclusion.

Funding programs enabled through our partnerships:

Product Name	Collaboration	Target Audience/Lending Rate
The Central Bank's program to support economic sectors.	Provide a ceiling of JOD 1.2 billion <u>for all banks</u> to finance companies and to enable and support their growth and increase their competitiveness, and finance their operational activities	<ul style="list-style-type: none"> • All economic sectors except the commercial sector: <ul style="list-style-type: none"> – Lending rate to banks: 1% within Amman, 0.5% outside Amman. – The lending rate for customers is fixed from 2.5% to 4.5%
International Bank for Reconstruction and Development IBRD	The bank lent a ceiling of 2 million JOD.	<ul style="list-style-type: none"> • Micro, Small and Medium Enterprises (MSMEs) and/or Individuals or Individual Enterprises that own productive enterprises who meet the definition of Micro, Small or Medium Enterprises (MSMEs): <ul style="list-style-type: none"> – The lending rate to banks is variable every quarter at an average rate of 4.574%. – Customer Lending Rate 8%
International Fund for Agricultural Development "IFAD"	Lending the bank a ceiling of 750 thousand JOD.	<ul style="list-style-type: none"> • Individuals, farmers and rural women within the target groups of micro-enterprises and SMEs: <ul style="list-style-type: none"> – Bank Lending Rate: 6 Months + Variable Margin (Based on LIBOR) – Customer Lending Rate 8% -8.5%
	Lending the bank a ceiling of 750 thousand JOD.	<ul style="list-style-type: none"> • Individuals, farmers and rural women within the target groups of micro-enterprises and SMEs. • Livestock breeding and related production and processing, rural and artisanal activities (up to 30% of the total ceiling): <ul style="list-style-type: none"> – Euro power lending rate: 6 months + (fixed margin) 1.25% + 0.2% fixed maturity – Customer Lending Rate 8%
he National SelfEmployment Program "Inhad"	Providing a ceiling of 100 million JOD for all banks. Its objective is to address the problem of unemployment among young people by enabling them to access productive projects.	<ul style="list-style-type: none"> • Income-generating sectors that contribute to job creation: <ul style="list-style-type: none"> – Bank lending rate 1% – Customer Lending Rate 4%

9 Sustainable Governance

9.1 Institutional Governance Framework

Commercial Bank is committed to the standards of institutional control, which require that the bank be managed institutionally and in compliance with the laws and legislation issued by the regulatory authorities, as well as the application of policies and instructions issued by the Board of Directors and Executive Management. Commercial Bank, in its commitment to the standards of institutional control, emphasizes its own identity, the independence of the members of the Board of Directors, the absence of conflicts of interest, and the ability of the Board of Directors to choose an executive management capable of managing the bank's affairs in accordance with the best standards and practices in institutional control.

Governance regulates the relationship between the Bank's stakeholders: shareholders, the Board of Directors, and the executive management, so that the responsibilities and rights of each party are defined, and aims to establish the principles of transparency, accountability, responsibility, justice, and the rule of law at all levels.

With the Bank's adoption of sustainable development policies and practices in its entirety with the aim of achieving the principles of sustainable development, there was sustainable governance, in the sense that decisions and practices must be made in accordance with the principles and objectives of sustainable development.

Sustainable governance is a comprehensive and integrated system for leading, managing and supervising the institution, which respects the environment and serves the public interest, creates value for the bank, and maintains its sustainability in the long term, with the need for guidance and supervision from senior management, and a clear commitment from everyone. Sustainable governance requires cooperation with stakeholders, such as investors and shareholders, with the aim of integrating social, environmental and economic concerns with the ethics, decisions, policies and procedures that govern business, and this leads to better business practice.

The Corporate Governance Guide at Commercial Bank is the reference that regulates the application of corporate governance in the bank and determines the extent of its supervision over it. The provisions of this guide apply to all branches and departments of the bank in Jordan.

Sustainable Governance Approach:

Implementing governance requires effective and transparent management and ensuring the protection of the interests of shareholders and investors. The Bank practices sustainable governance over its business by following the following principles:

- Promote the principles of transparency, accountability, responsibility and fairness in the Bank's dealings with all stakeholders.
- Commitment to disclose financial and operational information in a transparent and clear manner that enables stakeholders to assess the status and performance of the bank.
- The existence of organizational structures in which responsibilities and powers are distributed, with effective frameworks for control in a clear and specific manner.
- Selection of the Board of Directors, with a separation between the responsibilities of the Board of Directors and the General Manager (CEO), and that the Chairman of the Board of Directors is a non-executive member.
- Controlling financial activities and managing risks and maintaining the sustainability of the bank.
- Comply with applicable financial laws, regulations and instructions, and apply standards of professional and ethical conduct.

The Board of Directors committees

The Board of Directors of Jordan Commercial Bank is responsible for supervising the Bank's operations effectively **through eight main committees** with various specializations and powers that help the Board of Directors and the Executive Management to perform their tasks on the basis of transparency, independence and efficiency.

The Committee	Functions
Risks Management Committee	Approving the organizational risk management structure, approving the policies and instructions governing the work of the Department, determining the most prominent risks that the Bank is exposed to and evaluating them, determining the level of acceptable risks, evaluating the efficiency of internal control and control systems, reviewing all reports of the Risk Committee and taking appropriate measures in this regard.
Compliance Committee	Recommending to the Board the adoption of the compliance policy, reviewing the observations contained in the reports of the Compliance Department, the Central Bank and the External Auditor, following up the measures taken thereon, reviewing and reviewing the annual plan of the Compliance Department, and submitting the reports of the Department, recommendations and results to the Board of Directors.
Audit Committee	Recommending to the Board of Directors regarding the nomination/appointment/termination of the services/determination of the auditors' fees and ensuring that it meets the conditions of the regulatory authorities in Jordan (such as the conditions required in the instructions of the Securities Commission and the instructions of the Central Bank of Jordan and any other relevant legislation), evaluating the performance of the Auditor General and determining his remuneration in line with the performance evaluation policy approved by the Board of Directors, reviewing accounting issues that have a significant impact on the financial statements of the Bank, expressing an opinion on them or on any issue presented to them by the Board of Directors, approving the audit plan, and responding to any observations or amendments regarding them or regarding the audit process from the relevant authorities.
Corporate governance committee	Reviewing the Corporate Governance Manual, ensuring compliance with its provisions, preparing the Corporate Governance Report, and following up on the observations of the Securities Commission regarding the application of governance standards in the bank.
Strategic Planning Committee	Determining the strategic proposals and directions and recommending them to the Board, informing the Director General of the strategic directions, plans and decisions to be put into effect, reviewing the Director General's proposals on strategies and making recommendations thereon, discussing and deciding on the estimated budgets and submitting them to the Board of Directors and recommending their adoption, in addition to reviewing the annual work plans and comparing the achievements with the objectives of the operational plans and the estimated budget.
Nominations & Rewarding Committee	Determine the eligible members to join the membership of the Board of Directors, evaluate their performance, determine the appropriate qualifications and skills for members to join the Board, ensure their independence and the absence of conflicts of interest, ensure that there are clear policies for the remuneration of members of the Board of Directors and senior executives, determine their criteria, including determining their form, and the extent to which it is possible to postpone the payment of a percentage of them. Also, determine the performance evaluation criteria for employees, develop a clear policy to grant rewards and benefits to them, determine the bank's needs for functional competencies, develop plans for job replacement and maintain existing competencies.
Credit Facilities Committee	Responsible for making decisions related to granting loans and financial facilities to customers, the committee examines loan applications and decides to approve or reject them, the committee determines the conditions that the customer must comply with when obtaining the loan, such as the amount, the period, and the interest rate, if there is a change in the circumstances of the customer or the bank, the committee can amend the terms of the loan, the committee reports periodically to the board of directors on the decisions it has taken, the committee works in accordance with banking regulations and laws, helps reduce the risks associated with granting loans, and ensures that all customers are dealt with by the same standards, maintains the bank's reputation by adhering to banking laws and regulations
IT Governance and Cybersecurity Governance Committee	Achieving the bank's strategic objectives by managing and developing information technology effectively and securely, reducing risks associated with information technology and protecting digital assets, following up performance indicators and improving resource efficiency, developing and implementing governance and information technology management frameworks in line with international standards such as (COBIT 2019), ensuring the bank's protection from cyber-attacks by establishing strong security policies and procedures.

"For more information on corporate governance, please refer to the Corporate Governance Guide in the Annual Report 2024"

Code of Business Conduct and Ethics:

The "Code of Professional Conduct and Business Ethics" at Commercial Bank governs the practices and dealings of employees at all administrative levels, and the scope of application of the charter also includes suppliers.

The charter seeks to establish ethical standards, basic rules and principles of job ethics, and high professional values and culture among the employees of Jordan Commercial Bank, and to promote adherence to these standards, rules and values, while consolidating the foundations of good practices and good governance, which are carried out through educating employees and directing them towards sound ethics and self-control frameworks that govern the workflow of the institution and are consistent with the laws and regulations in force internally and externally, with a statement of the job duties and responsibilities of employees, and their role in improving services. The charter also aims to enhance the credibility of Jordan Commercial Bank in its dealings with its customers and all parties dealing with it, in addition to enhancing customer confidence in Jordan Commercial Bank and its ability to provide banking services in the best possible way, and not exposing the employee or the commercial bank to any conflict of interest, and ensuring fair treatment of all bank employees.

9.2 Compliance

Frameworks for Enhancing Compliance:

As a bank, we rely on our business and above all on customers, and our bank places the highest priority on providing financial and banking services to its customers in a manner appropriate and appropriate to their needs and desires, while striving amid the growing interest in sustainable development that each individual carries out his business with a sense of responsibility towards society, and comply with the laws and regulations in force.

Anti-Money Laundering and Counter-Terrorist Financing:

The Bank takes several measures to combat money laundering and the financing of terrorism as critical issues for management and must be adhered to. Work is constantly being done to develop risk management and compliance mechanisms to deal with these issues, with the aim of maintaining and developing a sound financial system. Appropriate measures are also being taken to prevent the delivery of funds or the provision of financial services to suspicious parties or institutions that assist in committing financial crimes or using them in wrong financial practices such as using bank accounts to receive funds resulting from fraud, or other crimes that affect the peace of society, its financial system, and its economic security.

Conflict of interest

In the event of a case or the possibility of a conflict of interest in the bank, it shall be disclosed to the person responsible for it to take appropriate measures (resolving or managing the conflict).

The conflict or conflict of interest arises when there is a degree of kinship or knowledge between the employee and the customer or client of the bank, or that the activity that the employee will practice directly or indirectly achieves a personal interest for him or one of his family members, or that the work is contrary to regulations and laws, or any work that the employee feels hinders acting with integrity and objectivity, and the work is rejected if the conflict is not resolved or managed.

The regulations in force stipulate that the employee shall not accept any work after leaving the job, which requires him to provide advice or advice to clients based on work-related information that the employee has seen during the exercise of his work and before leaving work. The employee who intends to leave work shall be informed of the obligations owed to him, in accordance with these regulations.

Reporting Violations

There is a communication line in the bank that enables employees to report any violations, whether by phone, regular mail, e-mail, or any other means of communication.

When the employee reports a violation through special reporting channels or through the line manager, we stay close and communicate with the reporting person, and the necessary measures are taken and corrective measures are implemented regarding the violation, or no action is taken in the event that the complaint is not serious, and the reporting process in the bank gives priority to "protecting the whistleblowers and providing them with protection" such as prohibiting the harmful treatment of whistleblowers, and keeping the subject of the reported complaint. Dealing confidentially with the amount and not identifying it, with the aim of enhancing employees' confidence in the bank and their sense of security and ensuring proper practice in the work environment.

Compliance Cycles

The Bank provides periodic awareness brochures, and compliance courses for all employees to raise awareness of compliance and promote good practices in business activities.

In 2024 several courses related to compliance and anti-money laundering were held with the participation of 1308 employees (bis).

9.3 Risk Management

Risk is an essential part of banking, and business exposure to it or a combination of it is inevitable. The bank's goal is to achieve the appropriate balance between its exposure to risks and the achievement of the required return in addition to reducing the potential negative effects of these risks on financial performance when they occur, which requires the management of these risks. The management process includes analysis, evaluation and determining acceptable levels of these risks. The risks to which the bank is exposed vary between financial and non-financial risks.

The most important types of financial risk are credit risk, market risk, operational risk, information security risk, and liquidity risk, including market risk (interest rate instruments, equity and foreign exchange rate risk).

The most prominent non-financial risks include strategic risks, reputational risks, compliance risks, and others.

The Bank's Risk Department shall:

1. Maintain a safe working environment and minimize the impact of risks associated with the Bank's various activities.
2. Applying local and international best practices in the field of risk.
3. Keeping abreast of updates and amendments issued by international and local regulatory authorities regarding risk management.
4. Identify potential sources of risk to which the bank may be exposed.
5. Ensure proper coverage of all risks.
6. Providing means and tools for predicting the occurrence of risks and setting determinants to reduce their impact and in partnership with the concerned authorities in the bank Proactive Risk Management.
7. Ensuring the protection of the information systems in the bank by ensuring the element of (confidentiality, reliability, integration, continuity of information availability).

Therefore, building a solid risk framework is necessary, especially in cases of global and regional instability and their potential effects on the local economic situation and the resulting risks, to enable the bank to achieve good results and provide services to its customers in an appropriate manner, and maintain its reputation and position in the market.

Our risk management framework is based on the Three Lines of Defense model and is as follows:

- The first line of defense represents all business, operations and support circles, which are responsible for managing the risks related to their business.
- The second line of defense represents all control Department (risk, compliance and legal), which assist the first line of defense in managing the risks of their activities and complying with local and international laws and regulations.
- The third line of defense represents the Internal Audit Department, which is responsible for ensuring that the risk management framework is applied and shared with the Audit Committee of the Board of Directors, with the aim of ensuring the effectiveness of the controls of the Bank.

This model applies to all levels of the bank, and all lines of defense are independent of each other.



Risk Management Strategy

The risk strategy is aligned with the Bank's overall strategy, and aims to identify, assess and manage all types of risks, and continuously monitor their levels through enterprise risk management. The risk management strategy includes the following strategies:

- **Credit Risk Strategy**

Through this strategy, the Bank identifies all credit risks to which the credit portfolio is exposed in order to monitor and control them, develop an effective internal control plan to manage these risks, ensure compliance with the instructions of the regulatory authorities and the decisions of the Basel Committee, in addition to seeking to spread awareness and culture related to credit risks among employees.

- **Market Risk Strategy**

This strategy aims to identify, measure, monitor and follow up market risks, and submit the necessary reports in order to reduce them in accordance with the applicable policies. It also aims to ensure that the bank maintains liquidity levels and its ability to provide them in acceptable emergency circumstances, as well as to ensure the compatibility between the bank's assets and liabilities.

- **Operational Risk Strategy**

This strategy aims to establish a general framework for identifying, evaluating and controlling operational risks in the bank, ensuring that the procedures achieve their intended purpose, and ensuring that operational risks are managed according to the level set by management.

- **Information Security Risk Strategy**

This strategy aims to implement an effective security policy within the bank and work to develop it continuously so that it works to provide integrated and advanced solutions to protect IT systems, applications and networks, as well as maintain the confidentiality of information and data and within high levels of reliability and integrity in accordance with the principles of information security (CIA) and maintain the confidentiality of information (Confidentiality) by preventing any attempts that may lead to the disclosure of information content to unauthorized persons, and maintain the integrity of information (Integrity) by preventing any attempts aimed at affecting the validity of information, and maintaining the availability of information (Availability) at the time it is requested.

Information Security

Commercial Bank is aware of the potential threats and challenges to information security and privacy arising when introducing innovative technologies related to digital transformation, as the bank applies several measures to ensure the protection of its customers' personal and financial information and data.

During the year 2024, the bank did not record any violations or loss of data, as the bank uses advanced systems and programs to protect information security and according to the information security strategy.

The Bank is committed to applying the best international practices and standards for information security and working to raise the level of cybersecurity:

- The bank has applied encryption protocols on its banking systems while ensuring compliance with COBIT standards. To increase the level of information security, a set of modern security systems and programs such as the Security Event Log System (SOC) has been implemented. This system works throughout (7/24/365) to detect any violations on the bank's assets as well as the application of the EDR system.
- The Bank has also increased awareness campaigns in the field of cybersecurity for the Bank's employees while providing appropriate training courses through the knowb4 system, as well as raising awareness for the Bank's customers through awareness messages and bulletins on social platforms and mobile phones.
- The bank has also implemented a simulation of electronic phishing attacks on the bank's e-mail domain to assess the extent of the bank's employee understanding of cybersecurity risks and to measure the effectiveness of training courses, where simulated phishing attacks were implemented for all bank employees with an emphasis on the inclusion of various levels of administrative staff.
- The Bank has achieved V.04 PCI-DSS, Swift CSP, and ISO 27001 compliance certification.

Business Ethics and Data Security Disclosures:

			Unit	2022	2023	2024
SASB Business Ethics	FN-CB-510a.1	Total amount of monetary losses because of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	Number	0	0	0
SASB Data Security	FN-CB-230a.1	Number of data breaches	Number	0	0	0
		Percentage involving personally identifiable information (PII)	Percent	0	0	0
		Number of affected account holders	Number	0	0	0

10 Customer Experience Innovation and Digital Transformation

10.1 Customer Experience and Satisfaction

Jordan Commercial Bank believes that it is important to provide seamless and easily accessible financial services to customers. In order to meet the needs of customers through the provision of services directed to them, we make continuous efforts to strengthen and develop our activities and services, with careful attention to customer requests and service with integrity, and work to gain their trust and within the laws, regulations and instructions in force. The Bank also confirms to its employees not to engage in any work that harms the customer or his confidence in the Bank.

The Bank emphasizes respecting customers, respecting their rights and preserving their interests without discrimination on the basis of race, creed, marital status, social status, age or on any basis. Discriminatory words and acts directed against any customer are unacceptable to the bank, and all bank employees are prohibited from engaging in any discriminatory acts or using what they refer to under any circumstances.

As a provider of financial products and services, the Bank considers it important to take seriously the protection of the customer from his point of view, and to provide information that helps him to make appropriate decisions, in particular when the customer executes transactions for financial products that require specialized knowledge and rely on this information. It is essential that we explain contracts to customers carefully and in easy-to-understand language. Taking all measures to maintain the security and confidentiality of any information belonging to the customer, whether financial or personal, in accordance with the laws in force.

Examples of our commitment to providing outstanding service to customers and raising their degree and level of satisfaction include:

1. Increasing the speed of customer response when the bank measures their satisfaction by sending them scheduled SMS messages when providing services, which makes it easier for them to assess the level of service provided and helps the bank to take their observations and use them to develop the performance of the service provided.
2. Providing free contact numbers for our customers to send their feedback, suggestions, complaints or inquiries, as the team concerned with this service is ready to provide the necessary support, provide appropriate solutions, process these requests and make the necessary improvements.
3. Aware of the importance of customer feedback and communicating with them when receiving services, the bank searches for customer feedback and works to address it, and shares their ideas through the "Call Direct Tejari " service, which is available 24/7, allowing immediate action to be taken by the customer and providing effective solutions.
4. The Bank has a system for handling customer complaints to respond to any defect or malfunction related to the service delivery process. Reports are submitted to the Compliance and Anti-Money Laundering Monitoring Department, which studies and analyzes complaints and verifies their causes to address and resolve them to avoid their recurrence, which contributes to enhancing the confidence of our customers and increases their level of satisfaction. Periodic reports are submitted to the Board of Directors and the Central Bank of Jordan with these complaints.

The following table, which is an updated tracking tool for customer-related inquiries and complaints, displays the most prominent statistics on customer complaints.

	Unit	2022	2023	2024
Customer Complaints	Number	328	349	353
Complaints from the Central Bank	Number	27	14	1
Activation has been done by answering all inquiries received by the department from various authorities in the bank and by answers through various means of communication and meeting the requirements	Number	212	162	100
Number of violations reported by regulatory authorities that have been addressed	Number	10	1	0

10.2 Innovation and Digital Transformation

Our digital solutions allow customers to manage their money easily, including corporate online banking, mobile banking for individuals, and digital payment options, which brings them convenience and efficiency in their financial transactions. Among the digital financial services provided by the bank are:

- Tejari Mobile, fast and secure mobile payment.
- CliQ service, bank money transfer.
- Pay merchant, Tap to Pay with mobile phones.
- Fast Cash, a no-cost credit card balance transfer to a checking account.

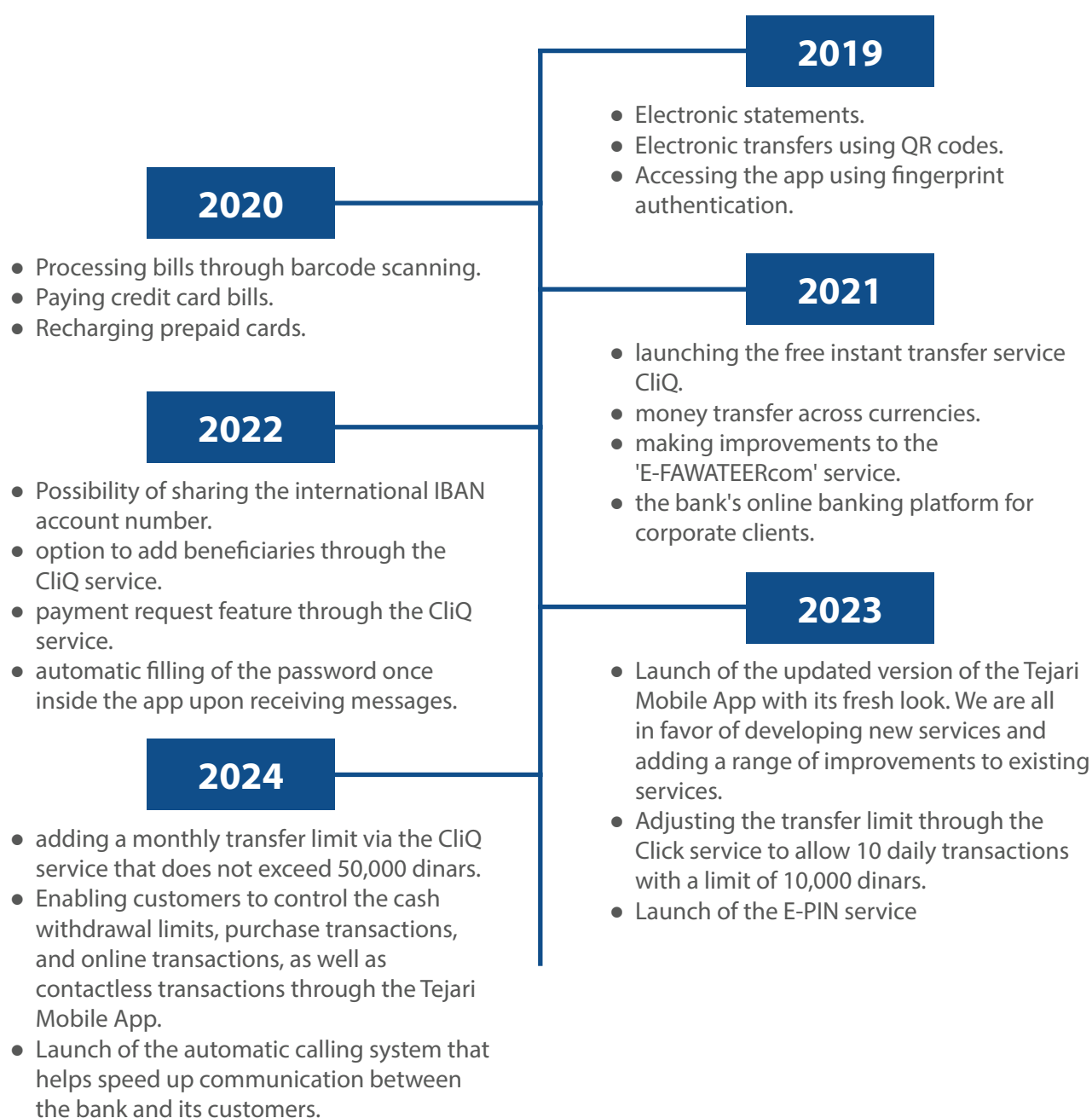
During the year 2024, the total transactions made on the bank's Tejari mobile application increased by 63% from 2023, and the bank has updated the application to provide the best experience for users.

Other Innovative Solutions for a Convenient Banking Experience

In addition to our existing digital solutions, we offer a range of other innovative solutions designed to enhance productivity and efficiency.

branches of the Tejari Express	ATM contactless and Drive Thru	SMS and Email Notifications	Dedicated channels to receive customer feedback and complaints
<ul style="list-style-type: none"> Fast banking operations (withdrawal, deposit and cheque cashing) from 10am to 6pm. 	<ul style="list-style-type: none"> These devices allow contactless transactions using contactless ATM cards. Complete transactions from the vehicle through Drive Thru. 	<ul style="list-style-type: none"> SMS (more than 20 messages) for notifications, such as: deposits and cash withdrawals, replenishment of deposits, check cashing ...etc.). Send a copy of the swift external remittance to the customer's email address automatically. 	<ul style="list-style-type: none"> Scheduled SMS and e-survey forms to measure customer satisfaction. Email and free calls for complaints and inquiries.

The Historical Development of Electronic Services in the Bank



11 Appendix

Statement of Use	Jordan Commercial Bank has reported the information cited in this GRI content index for the period 1 January 2024 to 31 December 2024 with reference to the GRI Standards
Used 1 GRI	GRI 1: Foundation 2021

GRI STANDARD	Disclosures	LOCATION OR COMMENTS
General Disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational Details	Page 9
	2-2 Entities Included in the Organization's Sustainability Reports	Page 12
	2-3 Reporting Period, Frequency, and Contact Point	Page 5
	2-4 Restatements of information	No information has been changed in the report.
	2-5 External Assurance	The report is not externally confirmed.
	2-6 Activities, Value Chain, and other business relationships	Page 9, 12
	2-7 Employees	Page 12, 22
	2-8 Workers who are not Employees	(We have 118 workers available)
	2-9 Governance Structure and Composition	Page 35
	2-10 Nomination and Selection of the Highest Governance Body	The members of the Board of Directors are elected by the General Assembly every four years. Includes specific appropriateness criteria in terms of gender diversity, age, and required expertise in areas such as accounting, finance, banking, business, economics, investment, technology, law, and risk management. Currently, the Board of Directors of Jordan Commercial Bank consists of 11 non-executive members, including 4 independent members. The members of the Council were re-elected on 29/4/2024 for up to four years.
	2-11 Chair of the highest governance body	Chairman of the Board, Non-executive member.
	2-12 Role of the highest governance body in overseeing the management of impacts	Annual Report 2024 /Governance Guide
	2-13 Delegation of Responsibility for Managing Impact	Page 35
	2-14 Role of the highest governance body in sustainability reporting	The Board of Directors and its Corporate Governance Committee are responsible for approving policies related to sustainability and governance, as well as overseeing the performance of executive management, including whistleblowing, project management and cybersecurity policies.
	2-15 Conflict of Interest	Page 37 The Board of Directors adopts the Corporate Governance Manual, which takes into account the instructions of the Central Bank and the Securities Commission as well as the Code of Professional Conduct of the Bank
	2-16 Communication of critical concerns	Page 22, 37, 40

GRI STANDARD	Disclosures	LOCATION OR COMMENTS
General Disclosures		
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	Board Appropriateness Policy
	2-18 Evaluation of the performance of the	The evaluation of the performance of the management body at Jordan Commercial Bank includes an annual evaluation (of the Board of Directors and the Executive Management). The Nomination and Remuneration Committee is tasked with the responsibility of evaluating the Board of Directors, evaluating the performance of the CEO and senior management, and validating the results of the evaluation.
	2-19 Remuneration Policies	Page 22, 36
	2-20 0 Process to determine remuneration	<p>The members of the Board of Directors received fixed monthly amounts and a lump sum for each meeting attended by the members in accordance with the law, depending on the number of attendances of the member at the meetings of the Board. Senior executives receive fixed remuneration equivalent to 16 monthly salaries, along with variable remuneration (bonuses) as approved by the Board of Directors after placement by the Nomination and Remuneration Committee based on the annual performance evaluation.</p> <p>Senior executives are eligible for a recruitment bonus, especially when attracting qualified and experienced cadres from competing banks. This bonus is considered compensation for existing benefits or to compensate them for lost reward opportunities from their previous job.</p> <p>Senior executives also receive retirement benefits in accordance with policies approved by the bank.</p> <p>The directors receive a fixed annual amount and receive no remuneration beyond this amount.</p>
	2-21 Total Annual Compensation Ration	Currently unavailable
	2-22 Statement on Sustainable Development Strategy	Currently unavailable
	2-23 Policy Commitments	Annual Report 2024/Governance Guide
	2-24 Embedding policy commitments	The Code of Conduct has been adopted by the Board of Directors. The job description of each employee, the behavioral system, and the table of benefits according to the hierarchy.
	2-25 Processes to remediate negative impact	There is an approved mechanism for grievance against any administrative decision
	2-26 Mechanisms for seeking advice and raising concerns	Page 15
	2-27 Compliance with laws and regulations	Page 37
	2-28 Membership Associations	Page 9
	2-29 Approach to stakeholder engagement	Page 15
	2-30 Collective Bargaining Agreements	The Bank complies with laws and regulations in relation to collective bargaining agreements.

GRI STANDARD	Disclosures	LOCATION OR COMMENTS
Economic performance		
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	Page 13, 14
GRI STANDARD	Disclosures	LOCATION OR COMMENTS
Material Topics		
GRI 3: material Topics 2021	3-1 Process to determine material topics	Page 16
	3-2 List of Substantive Issues	Page 16
GRI STANDARD	Disclosures	LOCATION OR COMMENTS
Climate risk and decarbonization		
GRI 3: material Topics 2021	3-3 Management of material Topics	Page 19, 20
GRI 3: material Topics 2021	305-1 Direct (Scope 1) GHG emissions	Page 20
	305-2 Energy indirect (Scope 2) GHG emissions	Page 20
	305-4 GHG emissions intensity	Page 20
GRI STANDARD	Disclosures	LOCATION OR COMMENTS
Resource and Environmental Management		
GRI 3: material Topics 2021	3-3 Management of material Topics	Page 20
GRI 303: Water effluents 2018	303-3 Total water withdrawn	Page 20
GRI 306: Waste 2020	306-4 Waste diverted from disposal	Page 21
GRI STANDARD	Disclosures	LOCATION OR COMMENTS
Diversity and equal opportunity		
GRI 3: material Topics 2021	3-3 Management of material Topics	Page 22
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 22
	401-3 Parental leave	Page 23, 24
GRI 405: Diversity and Equal Opportunities 2016	405-1 Diversity of governance bodies and employees	Page 22
	405-2 Ratio of basic salary and remuneration of women to men	Page 22
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Page 23
GRI STANDARD	Disclosures	LOCATION OR COMMENTS
Training, education and staff retention		
GRI 3: material Topics 2021	3-3 Management of material Topics	Page 26
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 26

GRI STANDARD	Disclosures	LOCATION OR COMMENTS
Access to Finance		
GRI 3: material Topics 2021	3-3 Management of material Topics	Page 18, 33
SASB Financial Inclusion and Capacity Building (FN-CB-240a.1)	The number of outstanding loans granted to programs aimed at boosting small businesses and community development	Page 18
	The amount of outstanding loans granted to programs aimed at boosting small businesses and community development	Page 18
GRI STANDARD	Disclosures	LOCATION OR COMMENTS
Risk Management and Data Security		
GRI 3: material Topics 2021	3-3 Management of material Topics	Page 38, 39
SASB Data Security (FN-CB-230a.1)	Number of data breaches	Page 39
	Percentage involving personally identifiable information (PII)	Page 39
	Number of affected account holders	Page 39
GRI STANDARD	Disclosures	LOCATION OR COMMENTS
Training, education and staff retention		
GRI 3: material Topics 2021	3-3 Management of material Topics	Page 37
SASB Business Ethics (FN-CB-510a.1)	Total amount of monetary losses because of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	Page 39
GRI STANDARD	Disclosures	LOCATION OR COMMENTS
Customer Experience and Satisfaction		
GRI 3: material Topics 2021	3-3 Management of material Topics	Page 40
GRI STANDARD	Disclosures	LOCATION OR COMMENTS
Innovation and Digitalization		
GRI 3: material Topics 2021	3-3 Management of material Topics	Page 40

