



**CAPITAL BANK OF JORDAN
ANNUAL SUSTAINABILITY
2023 REPORT**

capital
bank

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About This Report

Capital Bank of Jordan is pleased to introduce its second annual sustainability report. This document delineates how Capital Bank tackles the primary impacts of its operations on the environment and society, while showcasing our dedication to sustainability. It reaffirms our pledge towards sustainable development and the attainment of sustainability goals. This report has been crafted with reference to the Global Reporting Initiative (GRI) Standards 2021, a widely recognized and utilized sustainability disclosure framework globally. It encapsulates our sustainability performance for the calendar year, commencing from January 1, 2023, to December 31, 2023, encompassing all of Capital Bank's endeavors and undertakings in Jordan.

Your Feedback Is Important to Us

At Capital Bank, we recognize that sustainability performance is a journey of continuous improvement. As such, we encourage your feedback, opinions, and inquiries regarding both the content of this report and our ongoing sustainability efforts. Your input will help shape our future progress in these areas.

We welcome your feedback and queries at:

investors.inquiries@capitalbank.jo.



Message from the Chairman

Dear Stakeholders,

I am delighted to present Capital Bank's Sustainability Report for the year 2023, underscoring our unwavering dedication to sustainability. This report is a testament to our belief that our performance is reflected on the environment, society, and economy, as we pursue the highest environmental standards.

Our commitment extends beyond mere compliance; we actively seek out and implement best practices to minimize our environmental footprint and maximize positive impacts. By integrating sustainability into our core business operations, we strive to be a catalyst for Jordan's development.

We are committed to align our strategic objectives with key national initiatives such as the Green Finance Strategy (2023-2028) and the Economic Modernization Vision (2023-2025). These frameworks provide a clear roadmap for sustainable development, and we are fully dedicated to playing our part in their realization.

Our adherence to the Amman Stock Exchange's Guidance to Sustainability Reporting showcases our steadfast commitment to transparency and accountability. By embedding sustainability principles into our decision-making processes and operations, we aim to set new benchmarks for responsible banking practices.

Sustainability is not just a trend for us; it is a fundamental pillar of our corporate ethos. We have invested in cutting-edge technologies, optimized our energy and resource usage, and actively seek innovative solutions to minimize our environmental impact. Moreover, we prioritize the wellbeing and development of our employees, fostering a culture of inclusion, diversity, and growth within Capital Bank and the wider communities we serve.

We are firm believers in strengthening community relations to build a sustainable future, through effective engagement with local communities, supporting entrepreneurship and environmental initiatives, and forging meaningful partnerships to enable holistic development.

Corporate governance serves as our guiding compass, ensuring that we operate with integrity, transparency, and accountability at all times. Upholding the highest standards of governance is non-negotiable for us as we strive to earn the trust and confidence of our stakeholders.

In conclusion, Capital Bank remains steadfast in its commitment to environmental sustainability and responsible banking practices. We invite individuals, organizations, and institutions who share our vision to join hands with us in creating a positive impact and driving sustainable development for a better future.

Warm regards,
Bassem Khalil Al Salem



2023 Highlights





100%

LED lighting across all our branches



38%

women employees



1860

training opportunities on risk

3000 MWh
of solar energy utilized across Amman branches

28%
of leadership roles are held by women

77%
customers actively using digital banking services

70%
Renewable electricity

6,800
training opportunities provided

1.5 million
transactions via mobile banking app

5 tons
of paper recycled

49 ATMs
in rural areas

2.2 million JOD
for CSR

3.3 million
digital transactions in 2023



17% increase in Net Profit

2023 – JOD 106,592,320

2022 – JOD 90,850,127



9% increase in Total Assets

2023 – JOD 7,592,499,364

2022 – JOD 6,957,771,913

About Capital Bank



Capital Bank's Profile

Capital Bank Group is considered one of the top financial institutions operating in the Jordanian and regional markets, with assets of approximately JOD 7.6 billion, while the total equity is nearly JOD 728 million.

Capital Bank Group includes Capital Bank, which since its inception in 1995, has grown to become one of the top financial institutions in Jordan, offering the Jordanian market a comprehensive set of commercial and investment banking services and solutions tailored to the needs of retail and corporate clients alike.

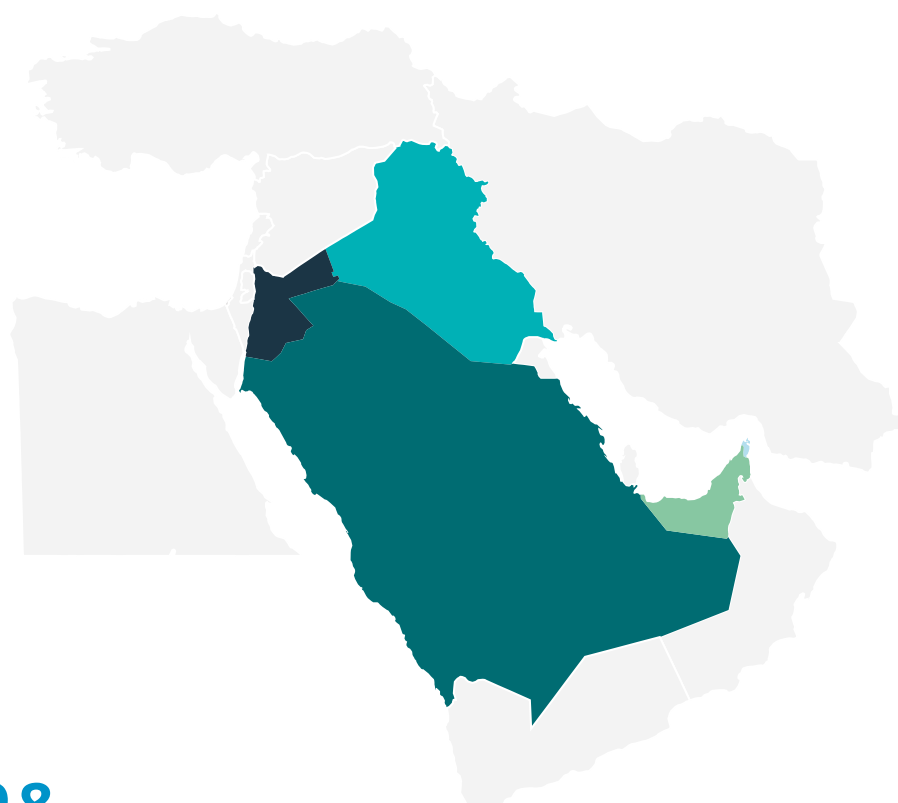
In 2005, Capital Bank (Jordan) purchased majority shares of the National Bank of Iraq, which enabled NBI to develop its products and services, strengthen its foothold and enhance financial inclusion at the country level, support export activities provide banking services to companies operating in Iraq. In 2023, the National Bank of Iraq continued to realize its expansion strategy by launching its first branch in the Kingdom of Saudi Arabia to provide financial and trade services to its corporate clients.

As for Capital Investments, it is a wholly owned subsidiary of Capital Bank established in 2006 and is set as a regional leader in providing comprehensive investment banking services that include asset management, brokerage as well as corporate financial advisory. The company serves a diverse array of local, regional, and international clientele, including major corporations, government entities, and high-net-worth individuals through its offices in Jordan and the United Arab Emirates / Dubai International Financial Center (DIFC).

Further building on its ambitious expansion strategy, Capital Bank Group also acquired Bank Audi's operations in both Jordan and Iraq in 2021 and followed that milestone in 2022 with the acquisition of the branches and operations of Société Générale Bank in Jordan, strengthening its competitive position in the Jordanian banking market. In early 2022, Capital Bank launched its digital bank - Blink, to re-imagine the way people conduct their banking operations, targeting young individuals.

In 2022, Capital bank bolstered its capital base with the issuance of a Tier 1 perpetual bond for USD 100m – the bond is the first issuance of its kind for a Jordanian bank in the local market and listed on the region's international financial exchange (NASDAQ). Later in 2022, Capital Bank raised its capital through issuing new shares in favor of the Public Investment Fund (PIF) – one the largest sovereign funds worldwide – as a strategic investor in Capital Bank. With a 23.97% stake, a milestone which will enable the Group to implement its expansion strategy and introduce new products and services to meet the needs of its clients and benefit its shareholders.

For more information, please visit Capital Bank website: www.capitalbank.jo.



Global Presence Across

4 MARKETS

Jordan KSA
Iraq UAE

2.4K

Employees Globally

32 Branches in Jordan

28 Branches in Iraq

1 Branch in KSA

Capital Bank's Foundations of Excellence

Our Vision:

To be one of the leading banks in the region placing our customers and people at the heart of our journey and enabling them to make informed life decisions.

Our Mission:

To simplify daily banking and support economic prosperity through digitization, innovation, and personalized customer experience.

Our Values:

we at capital bank adhere to exemplary governance standards and dependability.

WE PUT OUR CLIENTS FIRST



CUSTOMER EXPERIENCE

Our clients are the best of all we do. We make every decision and measure every outcome based on how well it serves our customers. We listen to our customers and strive to create an experience catered to their individual and unique needs through offering dynamic and personalized treatment.

We are honest, transparent, and committed to do what is best for our customers. We openly collaborate in pursuit of the truth. When choosing between what is right and what is easy, we always choose what is right. Our ethical accountability is our corporate identity.

WE ACT WITH INTEGRITY



INTEGRITY

OUR PEOPLE OUR CAPITAL



PEOPLE

Our people are the cornerstone of everything we do. The strength of Capital Group lies in the strength of our people. We invest in our people to maximize their potential and excel as leaders. We care for each other, and we create a work environment that enables employees to have both pride and enthusiasm towards the impact they are creating.

At Capital, we are resilient, and our strong foundation empowers us to approach every day with curiosity, and to seek out challenges by turning them into innovative opportunities that pave the way for constant growth. We adopt, adapt, and act.

WE EMBRACE THE JOURNEY



INNOVATION

WE THINK BIG



AMBITION

We acknowledge that the path to success is a continuous learning journey. Our shared and common drive towards growth and achievement makes us vibrate at a higher frequency with contagious enthusiasm toward accomplishment, we focus on solutions, and we arrive every day inspired to make an impact through our talent, passion, and hard work.

We take responsibility for outcomes, and we are empowered to make the decisions that lead to those outcomes. We use our critical thinking capabilities and learnings from the past to take initiatives that allow us to collaboratively reach excellence.

WE ARE ALL OWNERS AT CAPITAL



ACCOUNTABILITY

Our Strategic Pillars

1. OPERATIONAL EXCELLENCE:

Enhance our digital capabilities and continue our digital transformation journey through continuous innovation while building an efficient future-ready infrastructure.

2. CUSTOMER CENTRICITY:

Expand into a holistic value proposition that meets the banking and investment needs of our clients and revolves around service excellence and elevated customer experience.

3. SUSTAINABLE GROWTH:

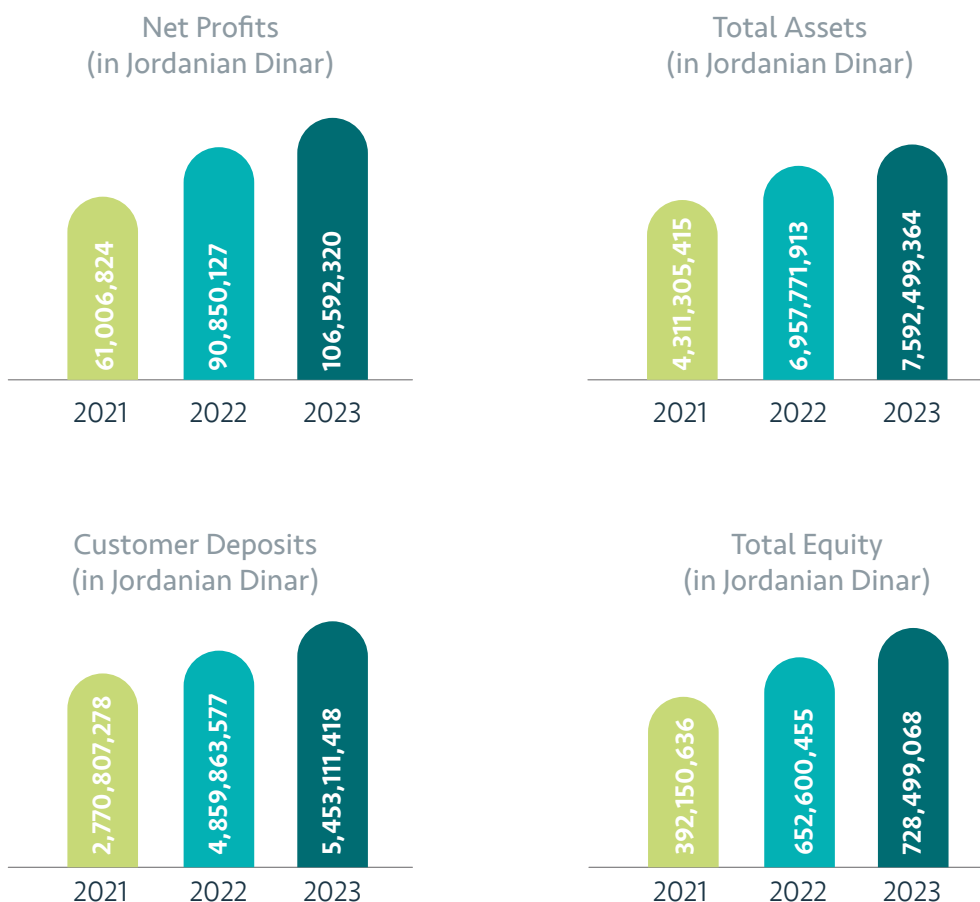
Grow the Group's regional footprint, promote cross-border banking, diversify sources of revenue, and optimize risk management framework to create sustainable and profitable growth that maximizes shareholders' value..

4. OUR PEOPLE:

Invest in our strongest asset; our people, through creating an inspiring workplace culture focused on the continuous building of capabilities..

Capital Bank's Financial Performance

Capital Bank achieved outstanding growth by the end of 2023, with our net profits reaching JOD 106.6 million compared to JOD 91 million in 2022 and total net assets reaching JOD7.6 billion for the first-time which strengthened our banking and financial position locally and regionally. The financial results can be attributed to the bank's success in implementing its ambitious expansion and growth plans.



Capital Bank's Outstanding Achievements

Best Bank Jordan - 2022

Capital Bank was acknowledged for its dedication to local and regional expansion.

Most Innovative Digital Bank Jordan - 2022

Blink was acclaimed for its cutting-edge digital banking offering.

Best Bank For SME Banking in Jordan - 2022

Capital Bank was acknowledged for its vital role in supporting Jordan's SME sector and leading in SME financing.

Best syndicated Loan for a financial institution in the Middle East - 2023

Capital Bank won EMEA Finance's Best Syndicated Loan award in the Middle East. This recognition highlights the success in a pioneering \$115 million syndicated loan that surpassed its subscription target, solidifying the bank's regional position with participation from twelve banks across various countries.

Best implementation of Core Banking Services - 2023

Capital bank received the best implementation of Core Banking Services award from IBS Intelligence in 2023. This accolade, presented by IBS Intelligence based in the UK, recognizes Capital Bank's excellence and innovation in the banking sector.

The Middle East CX innovator - Banking - 2023

Capital Bank received the Customer Experience Innovator Award from Genesys for its exceptional efforts in providing a seamless, unified customer experience across various channels. This acknowledges the swift adoption of digital capabilities and smarter automation to meet business needs, enhancing both customer and employee experiences.

Capital Bank's Nour Akel Wins Lex-Falcon Award

Lawyer Nour Akel, Internal Counsel at the bank, has received the global 2023 Lex-Falcon Award in the category of "Leading Legal Professional."

Blink is awarded Best Digital Bank for 2023

Blink, the leading digital bank providing banking solutions in Jordan, announced that it has won the Peacock Prize for the best digital bank of the year 2023 during the Fintech Summit Middle East held in Amman under the theme "The new order for Fintech, Digital Payments, and Banking in a Digital Society."



Our Approach toward Sustainability



What Sustainability means for Capital Bank

As a leading financial institution in Jordan, we recognize that our actions have significant implications for the environment, society, and economy. Therefore, at Capital Bank, we are committed to integrating ESG considerations into all aspects of our operations. We strive to drive positive change by providing sustainable financing solutions that support renewable energy projects, promote financial inclusion, and address pressing social challenges. Our commitment to ethical business practices, diversity, and transparent governance ensures that we uphold the highest standards of integrity and accountability. By leveraging our expertise, resources, and network, we aim to catalyze innovation, drive economic growth, and create lasting value for our stakeholders while safeguarding the planet for future generations. Through collaborative partnerships and responsible investment strategies, we are dedicated to fulfilling our role as a catalyst for sustainable development and a force for positive change in the global community.

As we draw closer to 2030, we recognize the sense of urgency around achieving the 2030 Agenda and the need for concerted efforts to ensure the proper implementation of the Sustainable Development Goals (SDGs). As a financial institution, we at Capital Bank align our strategies and operations with the SDGs. We identify opportunities to contribute positively to environmental, social, and economic development. By financing projects and businesses that address key SDG targets, we aim to drive meaningful impact and help achieve global sustainability objectives.

At Capital Bank, not only are we committed to contributing to the 2030 Agenda, but we also acknowledge and align with Jordan's national priorities and strategies, namely the National Green Growth Plan for Jordan, Jordan's Nationally Determined Contributions, the Central Bank of Jordan's Green Finance Strategy and the Amman Stock Exchange Guidance on Sustainability Reporting.

Economic Modernization Vision: We aim to align with the three pillars of the vision and contribute to driving value across the identified national priorities and sectors not only through our operations and footprint but also through our investment decisions.

National Green Growth Plan for Jordan: Through our operations and portfolio, we aim to contribute to the 6 priority sectors identified by the Plan and to facilitate implementation solutions to existing barriers.

Jordan's Nationally Determined Contributions (NDCs): Capital Bank aims to support national efforts to accelerate the achievement of the NDCs through capital mobilization and investments.

Central Bank of Jordan Green Finance Strategy: Our practices will aim to align with the strategic objectives of the Central Bank of Jordan's Green Finance and to promote the mobilization of green finance.

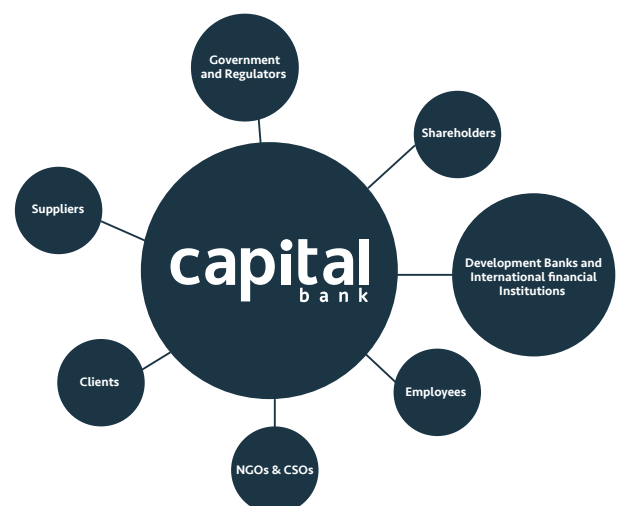
Amman Stock Exchange Guidance on Sustainability Reporting: Our annual sustainability disclosures adhere to the ASE Guidance on Sustainability Reporting.

Stakeholder Engagement

At Capital Bank, we understand the significance of actively involving our stakeholders in fostering beneficial impacts across society, the environment, and the economy. We deeply value the diverse perspectives our stakeholders offer, and we remain dedicated to upholding transparent, trusting, and open communication channels. Guided by principles of inclusivity, responsiveness, and collaboration, our stakeholder engagement process is carefully structured.

Our stakeholder community encompasses a range of groups either directly impacted by our operations or wielding influence over our business. To cultivate meaningful dialogue and cooperation, we employ a variety of engagement methods and channels tailored to the unique needs and preferences of our stakeholders.

Below is an outline of some of our key stakeholders:



Institutionalizing ESG at Capital Bank

Refreshing our ESG Framework & Material Topics

As our Bank grows, our commitment to excellence extends beyond financial services to encompass broader societal and environmental impact. As a forward-thinking institution, we have redefined our material topics to prioritize sustainable lending and investing, compliance, ethical conduct, and employee wellbeing. With sustainability at the core of our operations, we aim to drive positive change in the communities we serve while upholding the highest standards of integrity and care for our employees.

The materiality refresh process at the bank involved reassessing key topics to ensure alignment with evolving societal, environmental and governance priorities. This included identifying emerging issues through the assessment of trends and best practices among our global and regional peers. Through this analysis, Capital Bank determined which topics are most relevant and impactful for its operations and stakeholders in 2023.

The following 12 topics constitute our updated material topics for 2023:

E

- Climate Change and Decarbonization
- Environmental Management
- Sustainable Lending and Investing

S

- Gender Equality and Workforce Development and Wellbeing
- Local Communities
- Financial Inclusion and Literacy
- SME Growth
- Customer Experience and Satisfaction

G

- Data Security
- Innovation and Digitization
- Incorporation of ESG Factors in Credit Analysis
- Compliance and Ethical Conduct



Our Approach towards ESG

Our ESG approach is guided by our material topics including sustainable lending and investing, compliance, ethical conduct, and employee wellbeing. By incorporating these critical areas into operations and processes, we aim to strengthen our approach to sustainability, enhance transparency, and align our business operations with the evolving expectations of our stakeholders.

ESG serves as a compass for integrating environmental, social, and governance considerations into our decision-making processes, risk management practices, and overall business strategy. By embedding these critical areas into our operations, we aim to fortify our sustainability efforts, foster transparency, and meet the changing demands of our stakeholders.

Our 6 ESG Principles underscore our belief that by prioritizing sustainability and responsible conduct, we can create long-term value for our customers, investors, employees, and the communities we serve, while contributing to a more sustainable and equitable future for all.

Our 6 ESG principles:

- 1 Actively reducing our operational impact on climate change, aligning with Jordan's emission reduction goals.
- 2 Improving eco-friendly business practices to enhance and protect Jordan's natural resources.
- 3 Fostering an inclusive and ethical workplace culture, emphasizing Diversity, Equity, and Inclusion.
- 4 Engaging with and supporting local communities through active involvement and relationship building.
- 5 Integrating ESG factors into risk assessment, investment decisions, and financing activities to promote sustainable development.
- 6 Upholding governance standards and complying with Jordanian regulations to ensure the highest levels of integrity and accountability.

In addition, we have provided 141 hours of ESG training for our staff in 2023. Going forward, we intend to provide more training opportunities to allow our employees across different service lines obtain an understanding of ESG and how it applies to their line of business.



Sustainable Finance



Investors and regulators are showing a growing demand for the integration of sustainability in banks' lending and investment portfolios. This is evident in the expansion of global initiatives within the financial sector, such as the UN Principles for Responsible Investment (UNPRI) and the Basel Committee for Banking Supervision (BCBS), among various others. In Jordan, the Central Bank is leading the efforts with its newly published Green Finance Strategy to incorporate ESG factors into the banking sector in Jordan.

At Capital Bank, we acknowledge the increasing importance of sustainable finance and have consequently integrated ESG criteria into our strategic decisions. We aim to finance projects that contribute to creating a greener world. Our approach includes periodic assessments to evaluate the sustainability and impact of investments.

SPOTLIGHT: LED STREET LIGHTING

Capital Bank has financed a project to replace conventional street lighting with energy-efficient LEDs in the southern and central regions, including the governorates of Irbid, Mafraq, Ajloun, and Jerash. The primary objective is to alleviate municipalities' financial burdens, foreseeing annual savings of JOD 20 million. Beyond financial benefits, the project enhances lighting quality, reduces carbon emissions, and positively influences municipal financial health and citizen services.

Advancing Green Loans

We consider the ESG impact of our lending decisions and assess factors such as a borrower's commitment to sustainable practices, environmental impact assessments, and adherence to social responsibility standards. In the realm of sustainable lending, Capital Bank actively engages in understanding and supporting the diverse financing needs of our corporate clients. Aligned with the Central Bank of Jordan, we promote low-cost financing programs to facilitate the realization of our corporate clients' sustainable investments and initiatives.

SPOTLIGHT: REVIVING PHOSPHATE

The project, conducted by the Jordan Phosphate Mines Company (JPMC) in partnership with the Ideal Development Company for Manufacturing Industries, aims to wash and float significant amounts of low-quality phosphate stored for decades, extracting and reproducing high-quality phosphate. Capital Bank granted the company indirect facilities (LCs & LGs), later converted into a post financing term facility. The initiative addresses environmental concerns by implementing furnace desulfurization (FGD) to reduce SO₂ emissions during phosphate roasting, with a funded emission reduction device financed by Capital Bank in the Ideal Development Company's factory.

SPOTLIGHT: SUSTAINABLE PARTNERSHIPS

GuarantCo, part of the Private Infrastructure Development Group (PIDG), has provided a portfolio guarantee JOD88.5Mn (USD125Mn) to Capital Bank Jordan as the first bank in Jordan to close this transaction. The guarantee provides very comfortable coverage for several eligible loans and facilities within the bank's portfolio.

This partnership will enable the bank to grow its infrastructure portfolio which is aligned with the PIDG 2023 – 2030 strategy focused on climate adaptation and mitigation transactions.

Green Agenda

Looking forward, we aim to further integrate ESG considerations into our investment and lending portfolio. This may involve expanding sustainable financing options, engaging in more impactful partnerships, and adopting innovative solutions to address environmental and social challenges.

In our lending decisions, we strive to achieve a balanced evaluation by incorporating ESG performance alongside traditional financial health criteria. This approach is in strategic alignment with the Central Bank's green finance strategy, underlining our dedication to sustainable development.

Climate Action and Protecting Our Environment



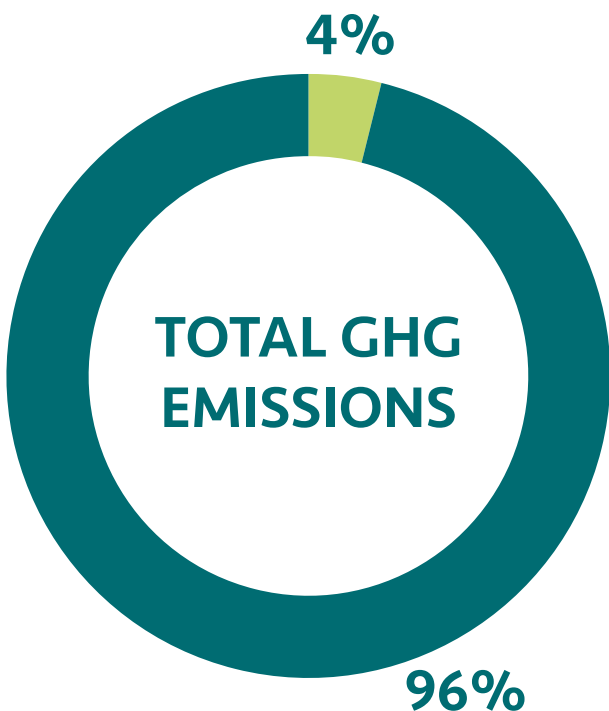
As the world draws closer to a tipping point where the effects of climate change are becoming irreversible and severe, the need for unified climate action and environmental protection has emerged as an utmost priority on the global agenda. This is evident in the recent UN Conference of Parties (COP28), country commitments outlined through Nationally Determined Contributions (NDCs), and various other international forums. Such collective endeavors are driving the efforts to mitigate climate risks and expedite the shift toward a low-carbon, climate-resilient economy.

With environmental stewardship at our core, we aim to create a harmonious synergy between economic growth and environmental sustainability. This involves increasing the use of renewable energy, as well as implementing water and waste management practices across our operations.

Capital Bank’s Emission Profile

To achieve our climate ambition, we need to be transparent on the opportunities, challenges, related risks and progress we make. To do this, in 2022, we initiated the monitoring and reporting of the greenhouse gas (GHG) emissions of our operations, covering both Scopes 1 and 2, which has allowed us to establish a baseline for our emissions management efforts.

At Capital Bank, over 96% of GHG emissions are scope 2, primarily originating from electricity consumption in our offices.

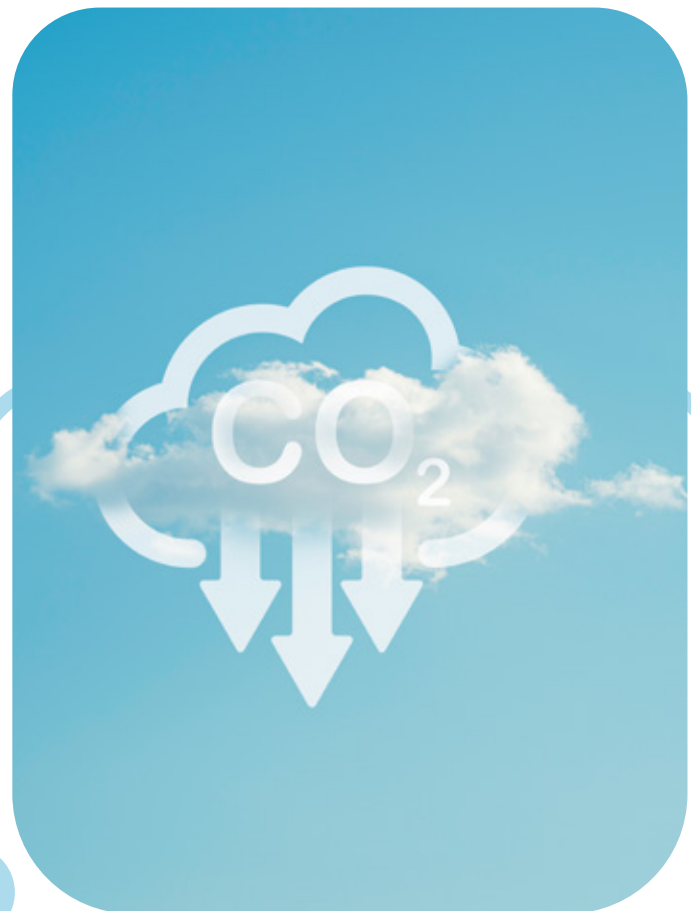
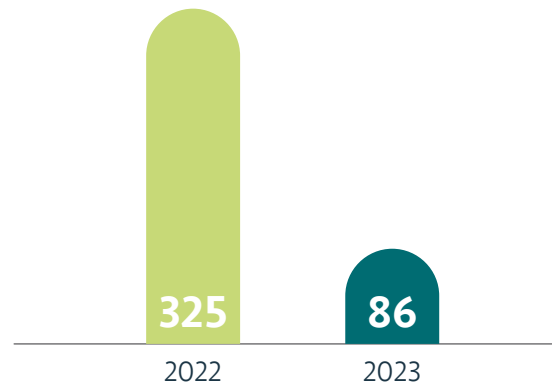


Capital Bank Reducing Combustion

As part of our ongoing focus on reducing our carbon footprint and in one year alone, we have managed to reduce our consumption of diesel and petrol from both generators and vehicles by more than 74%. This has resulted in a decrease of our Scope 1 emissions to 86.3 tons of CO2 equivalent (tCO2e).

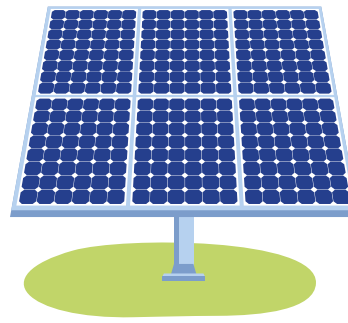
The decrease is a direct result of our internal initiatives aimed at reducing our reliance on cars. This was achieved by selling 10 old vehicles and implementing a new policy that designates company cars exclusively for top management while offering an allowance as compensation for other employees to use their personal vehicles.

Capital Bank's Scope 1 emissions (tCO2)



Capital Bank Embracing Renewables

All Capital Bank's branches and buildings across Amman are covered by solar plants, boasting a combined peak output of around 3000 MWh. We currently own two solar plants; a third plant has been recently finalized under a Build-Operate-Transfer (BOT) model. This addition will result in Capital Bank sourcing 70% of its electricity from renewable energy sources for its operations in Jordan.



3000 MWh
of solar energy utilized across Amman branches

70%
of all electricity consumption is from renewables

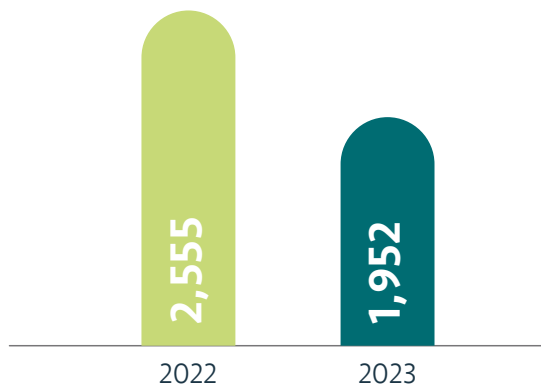
Capital Bank Advances Efficiency

In 2023, Capital Bank achieved a significant environmental impact by implementing energy-efficient practices. All branches have transitioned to 100% LED lighting, and one of our buildings feature parking area motion detectors. Moreover, we have installed a Building Management System (BMS) which is efficiently integrated with HVAC systems, that provide our offices with energy efficient heating and cooling.



100%
LED lighting across all our branches

Capital Bank's Scope2 emissions (tCO2)



This resulted in total Scope 2 emissions of 1,952 tCO2e, which included purchased electricity, district heating, and cooling.

Environmental Management

In the face of global challenges posed by climate change, water scarcity and energy demand, Capital Bank stands at the forefront of proactive management, demonstrating a strong commitment to efficiently addressing these pressing issues.



Navigating Waste and Water Usage at Capital Bank

At Capital Bank, we've taken significant strides to manage waste through our internal operations and collaborative partnerships. Our focus on paper waste reduction is clearly illustrated in our everyday practices. We have implemented several strategies such as transitioning to digital solutions and allocating shredding machines across all bank branches for scheduled collection by a contracted recycling company. Collectively, these initiatives enabled us to successfully recycle 5 tons of paper in 2023.

Our dedication to sustainable practices extends to other recyclable materials as well. We have set up instructions for the collection and disposal of recyclable materials and introduced new regulations to limit the bank's consumption of heavily used materials. Notably, we have transitioned to using Level A refilled plastic ink cartridges. We further extend our sustainability efforts through our continued active participation in the Green Wheelz Initiative, where we focus on recycling plastic bottle caps gathered within the bank's premises.

Despite the nature of Capital Bank's operations, which primarily involve low water-intensive activities, Capital Bank has implemented water-saving technologies in collaboration with Al-Aman Company to enhance water usage efficiency in its main buildings. This initiative is expected to save up to 70% of water in some bank buildings.



5 TONS
of paper recycled in 2023

Understanding our Consumption Habits

Capital Bank prioritizes engaging local suppliers to support local economic development. The procurement department has initiated several measures focused on three key areas: supporting the environment, reducing costs, and promoting local vendors. These commitments are clearly stated in our Procurement Policy. Through the centralization of our procurement operations, and our commitment to source locally, we not only bolster local businesses but also mitigate the environmental impact resulting from long-distance transportation and shipping of goods. In 2023, 80% of our products were locally purchased.

80%
locally purchased
products in 2023.



Creating Value for Our People and Communities



The Importance of People and Culture at Capital Bank

To preserve our standing and social legitimacy in our field of operation, it's crucial that we uphold a robust culture. This culture is guided by deep-seated values and an orientation towards understanding and managing risks. Through these shared attitudes, values, and behaviors, our culture binds our workforce and stakeholders together.

Empowered people create empowered communities. We constantly advocate for and embody the principles of teamwork, integrity, high performance, active involvement, leadership, and enthusiasm. Our steadfast dedication to ethical practices and conducting our business to the best of our abilities is something we take great pride in. We firmly believe in the power of diversity - divergent experiences, mindsets, and backgrounds can spark our greatest innovations, push us to question convention, and lead us to discover more efficient ways of operating.

To further demonstrate our dedication and enthusiasm and in continuation of last year's initiatives towards our people and organizational culture, we conducted an OHI Culture Assessment this year with McKinsey, which consisted of a comprehensive in-depth evaluation of our bank's health across four key elements: leadership, culture, strategy, and operations. The assessment process involves collecting data through surveys, interviews, and other methods to measure the organization's performance in each of these areas. The OHI survey measures an organization's performance across 9 outcome pillars and 36 practices, to develop a consolidated score for organizational health. The survey was shared with all Capital Bank's employees and had a response rate of 85% ranking in the top quartile of all organizations (out of 1,800+ responses).

Driving gender diversity, equity, and inclusion

At Capital Bank, our commitment to diversity, equity, and inclusion is unwavering, as it empowers us to attract top-tier talent, develop exceptional teams, and deliver superior work quality. Acknowledging the varied backgrounds of our employees, we consciously strive to offer fair opportunities and cultivate an inclusive work environment. This enables every individual to thrive, propelling change and positively impacting others.

Empowering Gender Diversity across the Bank

We recognize that a gender-balanced workplace is not only the right thing to do but also a strategic business imperative. We continue to champion women's advancement and gender equality in the workplace, leading by example in the corporate world.

Capital Bank acknowledges and values the pivotal role women play in society and within the workplace, ensuring that our female staff are duly empowered. We strive to offer equal opportunities and commendable career prospects for women within the bank and facilitate the career advancement of our female staff into executive and leadership positions, recognizing their potential to significantly influence the day-to-day operations of the Bank.

Overall, women make up approximately 40% of our entire workforce. They play crucial roles in steering our largest operations and functions throughout the bank.

	2021	2022	2023
Females in Management	6.6%	6.5%	7.0%
Females in Staff	32.8%	31.9%	30.7%
Percentage of females within the Organization	39.2%	38.4%	37.7%

*Females in management refers to the total percentage of females in middle and senior management

28%
are youth.



38%

are female employees.



28%

of leadership roles are held by women.

Capital Bank's Leadership and Workforce

We firmly commit to upholding equal opportunities for individuals of diverse ages, genders, and nationalities in leadership positions and throughout Capital Bank's workforce.

	2021	2022	2023
Females	23%	25%	28%
Males	77%	75%	72%
Under 30	0%	0%	0%
Between 30 and 50	85%	75%	74%
Above 50	15%	25%	26%
Jordanian nationals	98%	92%	93%
Non-Jordanian employees	2%	8%	7%



Percentage of employees in each category broken down by the following diverse groups.

			2021	2022	2023
Age Group	Under 30 years old	Senior management	0.0%	0.0%	0.0%
		Middle Management	0.2%	0.2%	0.3%
		Staff	28.2%	27.8%	27.5%
	30-50 years old	Senior management	1.2%	0.8%	0.9%
		Middle Management	15.4%	16.1%	17.7%
		Staff	50.7%	50.4%	48.9%
	Over 50 years old	Senior management	0.7%	0.5%	0.6%
		Middle Management	1.3%	1.1%	1.1%
		Staff	2.3%	3.1%	2.8%
Gender	Females	Senior management	0.6%	0.4%	0.4%
		Middle Management	6.0%	6.1%	6.6%
		Staff	32.8%	31.9%	30.7%
	Males	Senior management	1.3%	0.9%	1.2%
		Middle Management	11%	11.3%	12.6%
		Staff	48.4%	49.3%	48.5%
Nationality	Jordanian Nationals	Senior management	1.8%	1.2%	1.3%
		Middle Management	16.7%	14.1%	18.9%
		Staff	81%	80.9%	79.1%
	Non-Jordanians	Senior management	0.1%	0.1%	0.15%
		Middle Management	0.2%	0.3%	0.2%
		Staff	0.3%	0.3%	0.3%

Ratio of Basic Salary and Remuneration of Women to Men

Ratio of Basic Salary and Remuneration of Women to Men	2021	2022	2023
By job category (Senior management)	74%	76%	77%
By job category (Middle management)	85%	84%	85%
By job category (staff)	91%	96%	96%

As we strive for gender equality, we recognize the current pay gap and are committed to ongoing efforts to address and rectify this disparity, ensuring fair compensation for all our employees in the future. Through comprehensive evaluations of our compensation structures and the implementation of necessary adjustments, we aim to foster an environment where every individual is valued and compensated fairly for their contributions.

Employee Engagement – Bringing our people together

At Capital Bank, we understand that employee engagement is a critical aspect of a thriving organizational culture.

Capital Bank prioritizes its employees' interests by implementing diverse programs to foster connections and engagement. This includes celebrating various moments and milestones with our teams, offering them beneficial deals, alongside organizing activities resonating with their interests and encompassing a wide array of topics like wellness, leisure, and more.

In 2023, Capital Bank held its annual chess tournament, this annual competition has been running since 2019.

Held at the Royal Jordanian Chess Federation headquarters, reflecting the bank's dedication to creating a positive workspace. The bank also honored its employees who managed to clinch the top three positions in the annual chess tournament.

Furthermore, in 2023, we established a football club for our staff, aligned with our ambitions of promoting employee engagement and health.

We're committed and continue to foster a workplace culture that encourages open and transparent communication therefore, we ensure all our employees engage in periodic performance and career development reviews, we engage with our employees through various HR engagement activities, pulse surveys, and focus group discussions. These platforms allow our employees to express their opinions and give their input and feedback on various subjects such as organizational culture, employee satisfaction, training feedback, and more. We then use this feedback to prepare suitable action plans.

All employees have received a regular performance and career development review during the reporting period.

	2022	2023
Female	100%	100%
Male	100%	100%
Senior Management	100%	100%
Middle Management	100%	100%
Staff	100%	100%

Recognitions and awards programs

Capital Stars Rewards Program

Capital Bank continues the Capital Stars rewards program on a quarterly basis, aiming to cultivate a culture consistent with our fundamental values. This initiative focuses on harnessing our human capital by creating a culture that values recognition. It aims to administer the system of employee rewards and recognition in an unbiased, streamlined, and effective way, reinforcing Capital Bank's values through exceptional contributions, noticeable impacts, and exemplary excellence.

Taking care of our employees' health & holistic wellbeing

We acknowledge our workforce as a strategic asset with a competitive edge that contributes to sustainable business success and are dedicated to promoting good health and wellbeing amongst employees.

The health and wellbeing of our team members is of utmost importance to us. Work Health and Safety (WHS) plays a pivotal role in our business operations and success. We pledge to create safe and health conducive workplaces for all our clients, employees, and guests. This commitment involves taking every reasonably feasible measure to safeguard the health and safety of all individuals associated with our business.

As part of our commitment to provide a safe and healthy work environment, Capital Bank has a certified team in Health and Safety who are fully trained and equipped to advise on and manage emergency situations. Furthermore, we are in process of establishing a Health and Safety Committee to guarantee appropriate promotion of awareness and the implementation of enduring safety measures.

Additionally, we recognize that the needs of our employees evolve depending on life stage and personal circumstances. We continuously strive to maintain their health and wellbeing across these different phases and consequently, continue to provide and enhance our support for their holistic wellbeing needs.

To further cultivate a healthy and secure work setting, we have undertaken the following measures during 2023:

**Environment,
Health, and
Safety (EHS)
measures**

Occupational health and safety instructions have been established and circulated among employees through videos and display of guidelines on the bank's screen

Capital Bank initiated and approved evacuation plan for its main buildings, which included a drill conducted in collaboration with civil defense authorities

Weekly inspections of administrative buildings and regular branch check-ups inform periodic reports on all facets of occupational health and safety

Evacuation plans have been developed and made accessible on each floor of administrative buildings

Slip prevention material has been installed to all staircases in the administrative buildings and branches

Insulating floors have been installed in rooms housing main electrical panels

Instructions regarding occupational health and safety have been incorporated into all bank contracts, along with penalties for violators

Pedestrian pathways in building garages have been clearly marked and all obstructions within these paths and emergency exits have been eliminated

Network and electricity rooms have been labeled and clearly marked with appropriate warning stickers

Containment tanks have been installed under diesel tanks to avoid leakage

**Health &
wellbeing
measures**

An on-site medical clinic has been established to promptly address staff's immediate health concerns, thereby boosting overall employee wellness and reducing downtime

Provision of health insurance for staff members and their families

Capital Bank's compensation policy grants extra leaves for situations requiring additional time off, such as:

- Education leave
- Care leave
- Marriage leave
- Compassionate leave

Health & Wellbeing Initiatives

We partner with corporate wellness specialists, KUN, who specialize in fostering interactive wellness programs in the workplace. Capital-KUN collaboration spans across a whole year, offering us a variety of activities and events aimed at promoting wellness across various dimensions. These initiatives help raise employee awareness, maintain work-life balance, improve wellbeing, boost productivity and engagement, and enhance overall workplace satisfaction.

KUN conducts a comprehensive workplace evaluation, enabling us to pinpoint areas that need enhancement and customize our wellness initiatives accordingly. They supply the bank with a monthly calendar of initiatives and events that align with the wellness program, ensuring a constant and engaging experience for our staff. Furthermore, KUN offers an online tool and mobile app. These applications not only keep our employees engaged but also incorporate a gaming and rewards system to gauge their level of involvement.

Capital Bank Organizes Workshop for its Employees in Collaboration with "Kun" Platform

Capital Bank held a dialogue session on wellbeing and enhancement of physical and mental health, in collaboration with the "Kun" team under the "Kun Maakum" program for corporate wellness, as part of its continuous efforts to provide a suitable and ideal work environment that motivates its employees to increase productivity.

The workshop was attended by about 80 employees and 10 experts and specialists in various fields to manage the discussion and stimulate positive and constructive dialogue. The discussions focused on ways to improve employee welfare by addressing ways to reduce life pressures and focusing on mental clarity and physical wellbeing, with reference to the vital role that mental health plays in their lives in general.

Supporting New Parents in Our Workforce

Our support for parents enables them to care for their children and manage their return to work smoothly. The retention rate of new parents returning to work from maternity and paternity leaves respectively in 2023 stood high at 96% and 98%. This is testament of our robust support to help our employees remain invested in their careers, as they continue to thrive at work and in life.

28 mothers took maternal leave in 2023.

40 fathers took paternal leave in 2023.

100% return to work rate.



	2021	2022	2023
Number of employees who took parental leave: Females	18	20	28
Number of employees who took parental leave: Males	28	42	40
Returnees from parental leave: Females	18	20	23
Returnees from parental leave: Males	28	42	40
Returnees from parental leave who were still working for the bank 12 months later: Females	16	20	29*
Returnees from parental leave who were still working for the bank 12 months later: Males	26	41	39
Return to work rate of employees that took parental leave: Females	100%	100%	100%
Return to work rate of employees that took parental leave: Males	100%	100%	100%
Retention rate of employees that took parental leave: Females	89%	100%	96%
Retention rate of employees that took parental leave: Males	93%	98%	98%

* In some cases, parental leaves overlap the reporting years

Learning & Development

Capital Bank employs a holistic strategy in developing internal capabilities and investing in talent. This involves constructing an institutionalized Learning and Development (L&D) framework tailored to addressing and capitalizing on defined core, technical, and leadership competencies along with a focus on digital upskilling.

Learning is a multifaceted process that occurs daily through various methods, such as practice, interaction with others, and through specific programs. Certain learning is compulsory and must be undertaken regularly to uphold our commitment to compliance. However, we also advocate for our team members to engage in both formal and informal learning based on their interests, which would aid in advancing their careers. We have over 6,800 learning opportunities that support reskilling and upskilling efforts.

In our ongoing efforts to develop and broaden our existing training initiatives, we've introduced new programs aimed at improving and updating our employees' skill sets. In 2023, the following courses and programs were offered:

Moody's Credit Risk Academy	The program ensures maximum proficiency in understanding, structuring, and presenting corporate/commercial credits
Trade Finance E-Learning Program	Tailored for our trade finance employees, this program is designed to broaden their understanding and expertise in pivotal trade finance principles
Customized Customer Service and Experience - In Collaboration with Dale Carnegie	This unique program aims to instill exceptional customer service skills and behaviors across our branch network team
IT, Compliance and Cybersecurity Training programs	Internal & external Core IT, technology and internal & external regulatory training programs
Get on Board 2023 Program	Capital Bank promotes diversity and women's empowerment by encouraging our female employees to join programs that pave the way for them to become effective board members in the future
Leadership-Focused Programs	We foster competent leaders via programs that emphasize inclusivity, team resilience, and the importance of trust in team dynamics
Investing in Our In-house Talent	We've invested in our Internal Trainers program to build a custom Digital Training Library, partnering with top providers for diverse learning methods like web-based and on-the-job training, coaching, and traditional classrooms

Learning in Capital Bank is competency oriented. All learning solutions aim at enabling staff to attain the competency level associated with their current or futuristic jobs. In addition to the above, we continue to focus on our regular training programs such as product knowledge, selling skills, systems trainings, and regulatory trainings covering compliance, Infosec, risk awareness and fraud.

We resume our partnership with external vendors and E-learning platforms to provide highly effective trainings that cater to the technical needs of each function, these e-learning platforms include, Thomson Reuters, Moody's Analytics, and Udemy.

Reporting Requirement	2021	2022	2023
Total learning opportunities	4,177	7,379	6,800
Total number of trained employees	1,222	1,311	1,300
Total number of certificates	13	19	28
Total number of employees who attended leadership programs	35	78	95
Total number of employees who are registered in Moody's academy	-	29	41
Average training hours provided to employees	-	15.6	19.2
Average training hours provided to female employees	-	15.2	18.4
Average training hours provided to male employees	-	14.8	18.6
Average training hours undertaken to Senior Management	-	22.9	8.5
Average training hours undertaken to Middle Management	-	22.3	17.2
Average training hours undertaken to Staff	-	13.2	19.5

Our Relationship with Our Customers

Ensuring our customers' satisfaction is our chief commitment, and we accomplish this by offering personalized, relevant, and simple banking services. They are at the core of all our operations.

Our evolution into a larger, superior, and more influential business is anchored on robust foundations. Being one of Jordan's most trusted banks, our success and distinctive edge are borne out of our dedication to customer service and our drive to make a significant contribution. This is achieved by actively listening to our customer base and ensuring that our offerings, both products and services, are specifically crafted to fulfill their needs.

Capital Bank's strategy is founded on 'Customer Centricity' and 'Operational Excellence'. Our priority is to make customer experience a focal point, aligning efficiently with business excellence. The aim is to enhance customer experience, boost satisfaction and constantly elevate our services as an integral part of our routine tasks. We concentrate on demonstrating principles like transparency, simplicity and an effortless customer journey in all interactions.



Capital Bank's Actions to Elevate Customer Experience

Numerous initiatives and programs were launched in 2023 to guarantee superior customer experience and exceptional service quality, following are our 2023 highlights:

- The Voice of Customer program was created to immediately capture customer feedback from interactions with both digital advertisements and conventional channels. We leverage customer insight on diverse topics related to our products, services, and channels
- Customer journey mapping is undertaken, and customer experience (CX) KPIs are embedded as part of our performance dashboards.
- We are committed to continuously improving our operations, especially in the realms of knowledge and communication, to guarantee a personalized customer service experience. As part of this, we've launched a 'Side by Side' program wherein top management and all departmental teams engage directly with customers through our branches and call centers.

Additionally, we utilize diverse perspectives, ideas, skills, and experiences to upgrade our products, appeal to potential customers, and evaluate the overall customer satisfaction.

- All channel owners have access to online dashboards displaying customer feedback about the services provided. We also distribute monthly and quarterly reports for each channel to the appropriate owners and senior management. These reports are utilized by channel management to enhance the service and guarantee customer satisfaction.
- Owners receive monthly feedback requests to help improve our products and services based on customer insights.
- The current metrics we use include Net Promoter Score (NPS), Effort, and Customer Satisfaction.
- We showcase customer success stories where previously dissatisfied customers have been converted into promoters.

Spotlight:

Throughout the year, substantial strides have been taken to tackle pivotal action items arising from Voice of the Customer (VoC) initiatives, with robust support and engagement. Significant achievements encompass the conversion of dissatisfied customers into promoters and the successful resolution of customer issues prompted by their feedback, facilitated by dedicated efforts from relevant teams. Moreover, a proactive approach was adopted, involving outreach to customers with detailed information, ensuring personalised attention and reinforcing satisfaction assurance. This holistic strategy underscores the Bank's unwavering commitment to fostering positive customer relationships and perpetually elevating service quality.



Capital Bank Concluded "Golden Road" Savings Campaign and Announced Winners for 2023

In reaffirmation of our commitment to rewarding loyal customers, Capital Bank concluded the "Golden Road" savings campaign, the biggest of its kind, and announced the names of the winners of the grand prize: a brand-new 2024 BMW iX car and JOD 20,000 for each winner. Additionally, monthly prize of JOD 999 for 100 winners and seasonal prizes ranging from JOD 2,000 to 5,000 for 70 winners were introduced.

Capital Bank Partners with Nota Bene Global for World-Class Travel and Luxury Real Estate Services

Capital Bank of Jordan has announced an exclusive partnership with London-based Nota Bene Global, a renowned private client management service specializing in the design and curation of world-class travel experiences together with the acquisition of ultra-prime residential real estate. The collaboration aims to enhance client services, particularly for high-net-worth customers and those who appreciate luxury lifestyle and travel. The partnership have launched in Summer 2023, with a select number of illustrious clients benefiting from the service. Those are members of Capital Bank's prestigious Private Banking, which offers its clients exclusive and comprehensive investment and banking solutions tailored to their exquisite standards.

Financial Inclusion and Literacy

Capital Bank consistently emphasizes the importance of financial inclusion, striving to expand the reach of its services and products across to various societal segments. The bank is constantly exploring diverse channels and methods to deliver its financial services, thereby expanding its customer base in the financial marketplace.

The Bank is keen to support under-serviced sectors, women-led businesses, entrepreneurs, and fin-techs, and is committed to improving their access to finance and accompanying them throughout their financial journey.

Further to the above, it is worthy to highlight that the bank's interest in financial inclusion expands to cover digital financial inclusion, developing the digital banking channels and its financial technology, providing innovative products and tools to ensure that different establishments obtain services they need and at reasonable costs.

We have undertaken several steps to ensure all our customers have easy access to banking:

- Capital Bank has expanded the distribution of its ATMs beyond Amman, to northern, eastern and southern governorates including Jerash, Ajloun, Mafraq, Irbid, and Aqaba.
- All our ATMs are designed to accommodate customers with special needs by featuring audio support and Braille language.
- 117 of our ATMs are equipped to cater to the needs of individuals with disabilities.
- As part of our regional expansion plan across the kingdom, we have stationed 49 ATMs in rural areas.
- Our mobile application, operating both inside and outside Jordan, enhances banking accessibility by eliminating the need for physical branch visits for transactions and daily financial needs.

Furthermore, Capital Bank has launched specific initiatives aimed at encouraging savings and educating customers about financial services:

- We are advocating for savings through consistent messaging across various social media platforms.
- Capital Bank encourages and rewards customers for opening and growing their savings through dedicated savings prizes program.
- Capital Bank is producing a series of brief educational videos via Blink, aimed at enlightening customers about the fundamentals of financial services. Blink is our new tailored seamless digital-only banking experience, which can be accessed anywhere and anytime.

Corporate Social Responsibility

Companies that invest in community development contribute to fostering healthier, better educated, and flourishing communities, thereby laying the groundwork for their own sustainable success on the long term.

We believe that community development is rooted in the belief that all people should have access to health, wellbeing, wealth, justice and opportunity.

In practice, Capital Bank aims to:

- Empower underprivileged communities, whether based on location or shared identity, to utilize their own resources and enhance their communal living standards.
- Facilitate collaboration between communities and NGOs to support their mission to enhance the wellbeing of less fortunate communities.

Therefore, as a part of our Corporate Social Responsibility Policy, through which it aims to support various sectors and less fortunate segments of society and with the aim of recommencing its contribution to UN SDG's, Capital Bank has actively participated in numerous initiatives and programs. Throughout 2023, it sustained its efforts to assist and support local NGOs and institutions, making a meaningful impact on the lives of their beneficiaries.

Throughout 2023, Capital Bank's CSR strategy and initiatives focused on its main pillars and key areas comprising of education, environment, and socio-economic development, in addition to extending aid to philanthropic causes. The CSR framework reiterated the bank's commitment to producing a lasting effect on the local community.

Amount invested towards community development (CSR):

2.2 MILLION JOD



Aligned with these goals, objectives, and UN SDG's, Capital Bank remains committed to identifying and addressing areas of improvement within various sectors of the local community:

Education & Training:

- **Queen Rania Foundation:** Partnership during 2023 to deliver the Parental Education Program (PEP). Capital Bank partnered with the Queen Rania Foundation to implement the Parental Education Program (PEP) a project designed to assist parents of young children aged 0-5 years. Moreover, Capital Bank broadened this collaboration to support the 'Read!' project which strives to revitalize libraries in public primary schools across Jordan.
- **Employees Educational Fund Program:** An initiative established in 2019 to assist employees in managing their children's educational expenses. The program emphasizes the significance of education and operates under unique metrics and selection standards to guarantee equity and clarity.
- **Collaboration with Injaz:** As a member of Injaz, Capital Bank participates in various programs designed to inspire students through motivational training sessions.
- **Bunyyat Center for Special Education:** Support the center in covering the educational expenses of individuals with disabilities.
- **Elia Nuql Foundation:** Assist the foundation in covering the educational costs of its students.

Combating Hunger & Overcoming Malnutrition

- **Waqf Thareed:** Capital Bank supports the 'Waqf Thareed' initiative, which is committed to combating hunger.
- **Tkiyet Um Ali:** Capital Bank continues to support TUA in their mission to fight hunger in Jordan

Health & Wellbeing

Capital Bank enthusiastically supports Himmetna initiative's health programs by providing substantial resources to improve operations and healthcare quality. Our aid goes beyond monetary assistance, reflecting our appreciation for their noble mission of boosting community health and wellness.

Youth Employment & Development

- **Loyac:** Our support for Loyac's mission is rooted in our shared commitment to enhancing the employability of local youth. This is a testament to our ongoing commitment to invest in our young generation and support their journey towards a meaningful, sustainable employment.

Donations

Capital Bank stood as an active member in supporting important causes, such as the donation of 700K to the Jordan Hashemite Charity Organisation (JHCO) for the procurement of medical supplies for hospitals in Gaza.



Capital Bank's Voluntary Activities

We deeply believe in the power of community engagement and the substantial impact of volunteer work. Our commitment to volunteering in our local community stems from our desire to foster a stronger, healthier society. We aim to utilize our resources, skills, and time to become active agents of change within our community. Giving our employees the opportunity to gain personal growth and satisfaction, while the community benefits from their skills and efforts.

Spotlight: Capital Bank Hosts Employee Book Fair for the year of 2023

Capital Bank, in partnership with Al-Ahlia Publishing and Distribution House, organized a book fair for its employees within its main headquarters over the course of two consecutive days.

The proceeds from this fair will be dedicated to the benefit of the King Hussein Cancer Center. One dinar will be added to the price of each book purchased by the employees, and the bank will donate the same amount contributed by the employees.

Touleen Barto, the Head of Marketing and Corporate Communications at Capital Bank Group, stated: "We are proud to organize this fair for our employees. It is a perfect opportunity to promote culture and reading among our team. Additionally, this fair reflects our active contribution to the community by providing necessary support to the patients of Hussein Cancer Center and contributing to the improvement of their healthcare".

Spotlight: Capital Bank Participates in German Jordanian University Job Fair

Capital Bank took part in a job fair at the German Jordanian University organized by the Deanship of Innovation, Technology Transfer, and Entrepreneurship. As one of Jordan's largest banks, Capital Bank showcased job opportunities for university graduates from diverse fields. They engaged in meetings with students, aiming to understand their interests and skills, as well as discuss potential employment prospects.

Capital Bank highlighted its commitment to participating in job fairs as a leading financial institution dedicated to talent acquisition and supporting youth by offering training and job opportunities. Their involvement in this event, which presents valuable prospects for Jordanian youth, reaffirms the bank's ongoing efforts to attract top talent and aligns with its strategy to support Jordanian youth by providing employment opportunities, trainings, and fostering their development.

Spotlight: Capital Bank Hosts Meeting with 8 Students from Elia Nuqul Foundation

Capital Bank recently held a meeting with eight students from the Elia Nuqul Foundation. These students are recipients of annual educational scholarships provided by the bank to the foundation, demonstrating the bank's commitment to supporting communication and improving students' experiences in the banking sector.

The bank's team offered practical advice to the students, highlighting the importance of effective career planning and setting achievable short and long-term goals. They emphasized the importance of developing academic and practical skills for success in the job market.

Spotlight: Capital Bank's Volunteering Club

Established in 2019, the bank's volunteering club features enthusiastic members, tirelessly working with the bank to fulfill its corporate social responsibility. These members actively partake in a variety of activities under the bank's CSR initiatives. Their contributions span various events such as participating in tree planting activities, attending Orphans iftar, distributing food parcels in collaboration with TUA, and offering their services to Injaz. Through these various activities, the bank's employees exhibit an ongoing commitment to social responsibility.



Supporting SMEs to Empower the Local Economy

Small businesses form the backbone of the Jordanian economy. It is in recognition of the pivotal role this sector of the economy plays in our collective fortunes that Capital Bank continuously offers tailored solutions to aid SMEs in achieving profitable operations.

The bank continued to support and finance vital economic sectors, providing medium-term financing for them at preferential interest rates in line with the guidelines and decisions of the Central Bank of Jordan, with sectors including industry, renewable energy, tourism, agriculture, information technology, engineering consultancy, health, technical and vocational education, transportation and export.

In order to facilitate the mechanism for SME owners to acquire the financing needed to develop their projects in the absence of sufficient guarantees to obtain loans, the bank continued its cooperation with Jordan Loan Guarantee Company and foreign institutions such as European Investment Bank (EIB), Dutch Development Bank (FMO) and GuarantCo. These agreements advise directing a portion of the bank loans re-lending towards women, youth, and active SMEs across the Kingdom, while offering enhanced guarantee coverage or preferential guarantee specifics to these demographics.

We provide external lending and portfolio guarantees designed to assist SMEs' access to finance, which often feature low-interest rates or high guarantee coverage. These offerings include:

- Lending through Central Bank of Jordan's Specialized Programs
- Arab Fund for Economic and Social Development (AFESD) and International Bank for Reconstruction and Development (IBRD) funds facilitated via the CBJ (for lending)
- European Investment Bank (EIB) Funds (for lending)
- Jordan Loan Guarantee Corporation (JLGC) Guarantees
- Economic Resilience Initiative (ERI) and Global Concessional Financing Facility (GCFF) Guarantee Facilities (EIB Guarantees)

In order to uphold the vital role that Jordanian SMEs play in job creation, eradicating poverty, and overall economic advancement, we have consistently pursued enhancements and adaptations to our products and services. This ensures we align with the macroeconomic and business environment evolving needs.

We continue to offer a comprehensive range of services to SMEs including an online business banking solution, corporate debit cards, Cash Deposit Machines (CDMs), dedicated Corporate Customer Service Desks, and experienced financial advisors.



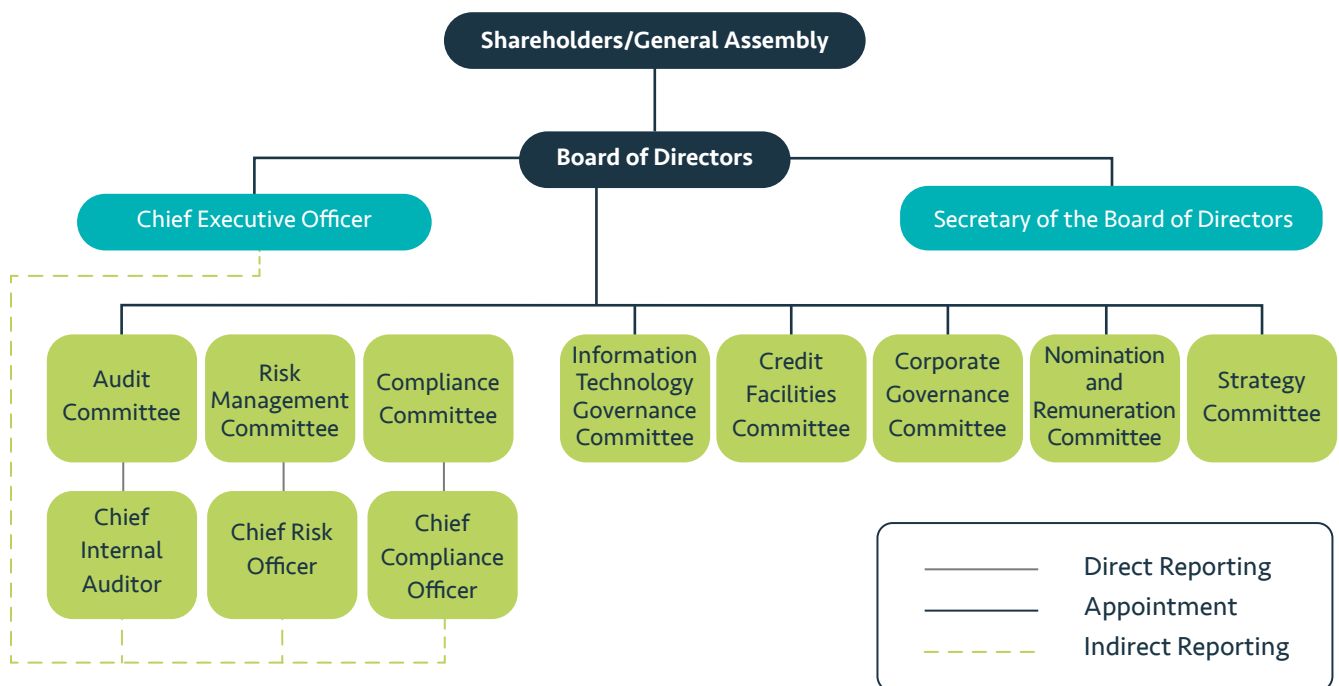
Implemented Robust and Responsible Corporate Governance



The corporate governance framework at Capital Bank encompasses multiple tiers of operational and supervisory bodies. These bodies work collectively to confirm compliance with regulatory norms, ethical practices, and risk management tactics. At the apex of this structure is the Board of Directors. They're responsible for shaping the bank's overall strategy, sanctioning budgets, and supervising the bank's business operations.

The role of Executive Management, another vital part of the governance structure, executes the strategies set forth by the board, manages the daily operations of the bank, and ensures compliance with all relevant regulations.

At the operational level, various departments and teams, led by managers, carry out the bank's routine operations and meet strategic business objectives. Each of these entities plays a critical role in the bank's governance structure, ensuring the bank's sound operation, adherence to regulations, protection of stakeholder interests, and overall integrity.



Governance Committees

Governance committees in Capital bank are instrumental for strategic planning, risk management, regulatory compliance, and financial reporting. They establish and guide the execution of the bank's vision, mission, and strategic objectives while vigilantly identifying and mitigating potential risks. Ensuring adherence to legal requirements, industry regulations, and ethical standards, governance committees continually audit operations and procedures to guarantee compliance and identify areas for improvement. Plus, they oversee the accuracy and integrity of the bank's financial statements, thus offering transparency to stakeholders. Their roles are, therefore, fundamental to upholding the bank's integrity, reputation, and overall performance.

Within the Board, various committees like the Audit Committee, Risk Committee, Remuneration Committee, among others are assigned specific responsibilities. The Audit Committee typically oversees the bank's internal controls, financial reporting, and risk-based audits. The Risk Management Committee identifies, assesses, and manages various risks that the bank might face, ensuring proper measures are in place to mitigate them.

Remuneration Committee manages the appointment and remuneration of the senior management, thus ensuring that qualified individuals fill key positions within the bank.

Management With Responsibility

Compliance & Ethical Conduct

Capital Bank consistently takes pride in its enduring exceptional professional and ethical reputation, maintained through a mix of policies, regulations, and internal practices. The Bank enforces compliance measures and a Code of Business Conduct that distinctly communicates the Bank's absolute intolerance for money laundering, bribery, corruption, financial fraud, insider trading, and other related breaches of law and ethics.

Compliance at Capital Bank

The Compliance Department continued to perform its role of evaluating Capital Bank's compliance with laws, regulations, and instructions issued by all local and international laws, rules, and directives.

It also implemented the finest global practices in areas such as compliance, anti-money laundering, terrorist financing, and international sanctions. This effort is to mitigate any potential risks or violations that could negatively impact the group's reputation.

The group's Compliance Department underwent restructuring, introducing new specialized units within the Anti-Money Laundering Department and inaugurating the Compliance Governance Department. This restructuring aimed at enhancing expertise, augmenting capabilities, and devising new plans. The revamped structure includes an oversight and testing unit to ensure group-level control effectiveness, a high-risk customer unit for monitoring high-risk accounts, a case management unit to review and scrutinize system-generated alerts, and a suspicious activities investigation unit to conduct detailed investigations of cases escalated to them from the case management unit. In addition to a reporting unit to handle all reporting requirements and communication with the regulators. It also features a KYC unit dedicated to updating customer data based on risk levels.

As an independent function, the group's compliance department identifies, assesses, and keeps track of compliance risks while offering essential advice to shield the group from potential breaches and financial losses. This is facilitated through educating and training employees, enhancing their understanding of pertinent regulations, and developing necessary skills at the group level. Consequently, a comprehensive 3 years plan for the department has been set out to assist in accomplishing its strategic objectives for the years 2023 - 2025.

The annual plan encompassed the establishment of a framework for the compliance function and updating all documents to reflect the new framework at a group level. This included defining roles and responsibilities for the Compliance Committee, executive management, and the Money Laundering Reporting Officer (MLRO) to equip them with the tools needed to effectively manage financial crime risks.

A risk-based approach was incorporated in all policies and procedures. The suspicious activity reporting (SAR) framework was updated, and we revised our Know Your Customer (KYC) guidelines to align with the latest instructions from the Central Bank of Jordan. Additionally, we crafted a new training strategy that included specialized training for everyone at the group level, including the compliance team, all bank staff, senior management, and the Board of Directors

In 2023, we provided 4,273 compliance learning opportunities to our employees, across different functions:

Training Category	No. of learning Opportunities	Middle Management	Staff	Male	Female	Total Hours
Compliance	4,273	273	1,094	856	511	4,621

Capital Bank's Code of Conduct

A Code of Conduct is a critical component of any organization's ethical framework. It outlines a set of guidelines and expectations for behavior, professionalism, and decision-making processes that every employee must follow. At Capital Bank, our Code of Conduct clearly communicates our commitment to uphold integrity, responsibility, respect, and transparency in all our operations.

To emphasize this, every policy, practice, and transaction, both internal and external, of the bank adheres to the utmost ethical standards of transparency, credibility, and integrity.

The bank's code of ethics and conduct outlines the responsibilities of both the bank and its employees. It covers interaction within the organization among superiors, subordinates, and colleagues from diverse positions and levels, as well as external interaction with various entities that the bank engages with. The Code is designed to guide employee behavior and to foster a fair and safe workspace that is void of discrimination based on race, ethnicity, sex, or religion. This promotes optimal employee performance and emphasizes the principles of merit, aptitude, and work standards as the cornerstone for career progression and effective work execution, thereby providing an authentic image of the bank.

Capital Bank upholds main pillars of its code of conduct, which are elaborated in detail for easy understanding and strict adherence. These pillars, enforced across all levels of the organization, are non-negotiable and the bank allows no tolerance for violations.

Capital Bank's code of conduct main pillars:

- Confidentiality and Privacy
- Values and Ethics
- Anti-Money Laundering
- Business Relationships
- Environment, Health & Safety
- Conflict of Interest
- Equal Employment Opportunities
- Investigations and Disclosure
- Harassment



In addition to the aforementioned code of conduct, the bank firmly adheres to the following policies, and under no circumstances allows deviation from these established guidelines:

Whistleblowing Policy

Capital Bank governance body believes that the existence of a whistleblowing policy within an organization is pivotal, as it cultivates an environment of openness, responsibility, and ethical behavior. This not only safeguards the organization's reputation but also fortifies the foundation of trust with stakeholders.

The policy requiring the disclosure of deviations, illegal activities, and risks is compulsory for all directors, employees, and managers of Capital Bank and its affiliated companies. It necessitates all staff to maintain a high degree of ethical conduct in their tasks and interactions while satisfactorily fulfilling their responsibilities. The policy ensures that any potential infringements, emerging risks, or improper behavior impacting the bank, its clients, or its staff are reported promptly and addressed correctly.

This policy's objective is to motivate all bank employees, including those of its subsidiaries, and interested parties, to disclose any risks, violations, or unethical activities. It also reassures them that such disclosures are secure, acceptable, and free of associated liabilities. They will be safeguarded from any retaliatory actions or harassment resulting from these disclosures. Any individual who makes a disclosure is guaranteed fair treatment, and their issue is addressed with utmost seriousness. Importantly, there will be no negative administrative impact on the employee who made the disclosure. It's crucial for the intent behind the disclosure to be sincere and free from personal or vindictive motives.

Anti-Money Laundering Policy

An Anti-Money Laundering (AML) policy plays a crucial role in an organization, particularly those within the financial sector. The essence of such a policy is to prevent and detect any attempt to launder money or finance terrorism activities via the organization's platform. Adherence to AML policies helps preserve the integrity and reputation of the organization, as money laundering not only facilitates serious criminal activities but can also negatively impact the economy.

Capital Bank's anti-money laundering policy is implemented across all its branches and adheres strictly to the Anti-Money Laundering, Counter-Terrorist Financing, and Sanctions Law as stipulated by the Central Bank of Jordan as well as other pertinent regulatory bodies.

The key principles of the policy are:

- Adhering to the AML/CTF regulations in Jordan and other operational countries
- Administering a robust customer identification program
- Applying international AML/CTF and economic sanction standards
- Safeguarding the banks legal, financial, and reputation aspects
- Upholding utmost integrity in operations
- Enforcing action against policy violators
- Ensuring protection for employees reporting on potential financial crimes



Risk Management:

Being in the business of risk, it becomes crucial for us to further invest in and implement advanced risk management practices. We understand that this is key to our evolution as a better bank and is crucial to sustain and expand the trust our stakeholders place in us.

We remain dedicated to upgrading and integrating our risk frameworks and practices to evolve as an increasingly robust bank. This will be accomplished by actively investing in the enhancement of our risk capabilities across our human resources, governance, risk and compliance, and data.

At Capital Bank, we operate within a robust risk management environment, overseen directly by our Board of Directors and senior management. This governance is bolstered by a comprehensive framework of policies, procedures, guidelines, and risk limits, meticulously tailored to suit the scale and complexity of our operations, ensuring strict compliance with regulatory standards and global best practices.

A standout achievement for us in 2023 was the successful implementation of a sophisticated data management system. This system has revolutionized our processes, streamlining tasks such as automated data integration and effective cleansing. As a result, workflow efficiency has soared, empowering our teams to focus on higher-value activities like data analysis and strategic decision-making, thereby enhancing the agility and responsiveness of our risk management framework.

Moreover, our Risk Management Department is deeply committed to fostering a robust risk management culture and bolstering staff awareness through consistent internal communications across our organization. Additionally, we seamlessly integrate Risk Management training modules into all staff induction programs, ensuring that every member of our team has a comprehensive understanding of our risk management practices.

Furthermore, our comprehensive risk management strategy encompasses various facets, including credit, operational, market, liquidity, interest rate, and information security risks. This strategy involves shared responsibility across all levels of our organization, with our Board of Directors and its committees playing a pivotal role in reviewing and approving Risk Appetite and Management Policies to ensure alignment with industry developments and our strategic objectives.

Key components of this risk management framework include oversight from our Chief Executive Officer and the Chief Risk Officer, continuous development to comply with international standards, and the active engagement of all employees in risk management practices. Additionally, we focus on specific initiatives such as internal capital assessment, updating risk appetite limits, implementing information security frameworks, and enhancing operational risk systems to effectively mitigate potential risks.

Measures such as data leakage prevention, stringent security controls, and robust business continuity planning further fortify our resilience against potential threats and disruptions, ensuring the stability and sustainability of our operations.

In 2023, we provided 1,860 risk learning opportunities for employees across different functions:

Training Category	No. of learning Opportunities	Middle Management	Staff	Male	Female	Total Hours
Risk Management	1,860	273	1,094	856	511	5,408

Internal Audit at Capital Bank

The Internal Audit Department provides the Board of Directors and the Audit Committee with reasonable assurances regarding the efficiency and effectiveness of internal control systems, the level of adherence to applying internal policies and procedures and their effectiveness through advisory and assurance services.

It acknowledges the role of internal audit activities in bolstering internal systems and mitigating risks associated with various bank activities. Operating under a charter approved by the Board of Directors, the department emphasizes principles of integrity, objectivity, confidentiality, and auditor efficiency. This follows international internal audit standards laid out by the Institute of Internal Auditing (IIA) and the directives from the Central Bank of Jordan.

Data Privacy and Security

We understand that the success of our business largely hinges on fostering and preserving relationships of trust with customers, shareholders, business partners, and others with whom we conduct business.

We are steadfastly committed to preserving the integrity and safety of the personal information that we gather. Our utmost responsibility lies in affirming the privacy, safety, and security of our customers and their individual data. We take considerable steps to ensure that the personal data we collect is securely stored and used in a responsible manner, honoring the privacy expectations of our customers at all times. Our customers' faith in our data handling processes is vital to us, and we pledge to maintain this trust and privacy in every facet of our operational activities.

The Information Security Department plays a critical role in preserving the confidentiality, accessibility, and precision of all the bank's information. The department sets up needed controls and methods to avert risks, aligning with the bank's risk management policies and aligning with the top international standards in this domain. To ensure adherence to diverse information security policies, the department organizes regular awareness-raising workshops for employees. In addition, it guides customers on enhancing their security vigilance and provides them with the knowledge to safeguard their personal information effectively.

Cyber Security & Risk

Capital Bank places a distinct emphasis on risk management in relation to digital channels. As we digitize more products and services, the associated online risk grows. As a result, we commit to the governance of Capital Bank Risk framework, strictly abiding by all Central Bank of Jordan guidelines, as well as regulatory requirements and mandates. We collaborate with our Information Security and IT Security teams, implementing rigorous multi-layered testing for all digital releases across all channels. In parallel with the construction of digital channels, we've embedded a robust security practice. Additionally, a formal authorization process is applied at every stage of digital channel or service development.

During the design phase of any digital channels and services, we ensure all security and cybersecurity requirements mandated by industry standards or regulators are taken into consideration. Any identified issues or gaps are evaluated in collaboration with the relevant parties within the bank, and subsequent action to address these issues is taken based on their severity and probability ratings.

Furthermore, once the digital channel or service is launched and in operation, we've incorporated live monitoring and threat detection into our channels. This enables us to identify potential threats or breaches, and a swift response is deployed within a joint forum. All significant issues are reported to the Risk Management Committee, which undertakes appropriate actions and provides mandates if necessary.

Customer Data Privacy

The Digital Business department within Capital Bank is responsible for ensuring customers agree to the Terms and Conditions (T&C) related to digital products and services in accordance with the general legal terms of the bank. More specifically, they agree to terms related to digital usage and rights. These terms undergo regular reviews and are updated as necessary, with ratification by the bank's legal team (and an external legal entity if required). When updates occur, customers are required to accept these terms before using the digital services or products for the first time or upon any subsequent updates.

The Digital Business department also upholds the protection of customer data and confidentiality on digital channels. Customers are also obligated to accept the bank's privacy policy, which includes aspects specific to the collection, usage, sharing, and storage of customer data on digital channels.

For certain digital services, specific customer consents need to be displayed and accepted. These consents may be due to the acceptance of the use of a third-party service (such as JoPACC services) or the sharing of certain customer data with a third party (such as WU).

All T&C and privacy policies are also available on the Capital Bank's public website as well as the Mobile Banking app to ensure transparency and ease of reference.

We maintained our strong record of 0 data leaks, thefts and loss of data for the third year in a row:

Total Number of Complaints received concerning breaches of customer privacy	Units	2021	2022	2023
Complaints received from outside parties and substantiated by the organization	Number	0	0	0
Complaints from regulatory bodies	Number	0	0	0
Total number of identified leaks, thefts, or losses of customer data	Number	0	0	0

SASB Data Privacy:

REPORTING REQUIREMENTS	Units	2021	2022	2023
FN-CB-230a.1. Number of data breaches	Number	0	0	0
FN-CB-230a.1 Percentage involving personally identifiable information (PII)	Percentage	0	0	0
FN-CB-230a.1 Number of account holders affected	Number	0	0	0
FN-CB-230a.2. Description of approach to identifying and addressing data security risks	Number	Data Mapping, Data Protection Impact Assessment, Cyber & IT Risk Assessment, Asset Classification		



Incorporation of ESG Factors into Credit Analysis

Capital Bank has initiated the process of incorporating a Social and Environmental Management System (SEMS) into the credit decision-making process for projects obtaining financing through development finance institutions. This integration includes regular Environmental & Social (E&S) performance assessments following IFC standards, the incorporation of E&S procedures into the credit approval system, and comprehensive training for designated staff. Our collaboration with PROPARCO for technical assistance underscores our commitment to enhancing the Environmental and Social Management System in alignment with our overall sustainability strategy.

Capital Bank has integrated a Social and Environmental Due Diligence (SEDD) screening checklist which applies to projects obtaining financing through development finance institutions. This comprehensive checklist encompasses factors outlined in our credit policy, addressing environmental issues, management systems, project site and community interactions, social concerns, and labor considerations.

Aligned with the Central Bank of Jordan's (CBJ) directives, we actively categorize companies based on their Environmental, Social, and Governance (ESG) performance into A (High Risk), B (Medium Risk), and C (Low Risk). This approach provides us with a detailed understanding of environmental and social risks and impacts. We have measures in place to maintain and control Regulatory Risks, such as Environmental and Climate-related Policies, Regulatory Compliance and Due Diligence, Environmental, Legal, and Governmental Regulations & Initiatives, Green Finance Regulations, and Capital Adequacy Assessments (Stress testing and Scenario Analysis). Stress testing for borrowers will be introduced in 2024, further enhancing our risk assessment practices.

Digitization and Innovation

Capital Bank is actively navigating a path of innovation and digitization, guided by a robust policy that meticulously outlines the creation and operation of our digital banking channels. This policy serves as a cornerstone, delineating the boundaries for our objectives, strategy, scope, and key roles, guiding interactions with internal customers, retail customers, and corporate clients.

Types of customers actively using digital banking services

Type	Corporate	Consumer
Percentage	64%	77%
# of Customers	2,350	71,265

Digital Transformation – To Drive Sustainable Growth

In the pursuit of sustainable growth, Capital Bank embarked on a bold digital transformation strategy housed within the Transformation Office. This strategy aims at elevating clients beyond traditional banking, providing a smarter and more sustainable approach to digital banking services.

Capital Bank's Digital Channels encompass Mobile Banking (+ 1.5 million consumer transactions), Business Online Banking (+ 135,000 corporate transactions), WhatsApp Banking, Chatbot Channel, an extensive ATM network, KIOSK Network, and an IVR solution for phone banking. The bank has seamlessly integrated various technologies like AI, Machine Learning, Robotics Process Automation, and Open Banking into its digital solutions, representing a dynamic and forward-thinking approach.

In addition to combining banking services with non-banking services to create an integrated experience for our customers.

Notable Achievements

Far from marking the culmination of our technological endeavors, the following achievements represents just the beginning of a journey characterized by the strategic adoption of the latest innovations.

Improved Self-Service Capabilities

Capital Bank's digital channels have garnered a remarkable adoption rate, with a growing number of clients choosing these channels over conventional methods for their daily banking needs. This shift is evidenced by the fact that customers can now digitally open any type of account and create Term Deposits directly through the app. The ease of this service has, in turn, contributed to a notable increase in the clients' average savings balance.

Customer Centricity & Experience

The introduction of digital services, including digital boarding, has helped reduce the reliance on human intervention leading to quicker turnaround times and decreased manual work and rework rates resulting in improved customer experience. We also provide diverse digital channels for managing and communicating with customers, including secure messaging via the mobile app's agent chat and a WhatsApp chatbot.

Enhanced Efficiency & Productivity

In 2023, Capital Bank expanded its offerings by introducing over 30 new digital services on the mobile app, including CliQ, Apple Pay, Western Union, opening a Sub-account in different currencies, an online payment plan for credit card transactions, and diversifying payment methods to name a few. These measures have reduced the need for traditional branch visits, streamlined operations, and improved customer satisfaction.

Ecosystem and Partnerships

Seamless integration with Capital Investments has empowered customers to effortlessly link their bank accounts with their investment portfolios. This integration not only streamlines financial management but also enhances the overall banking experience. Furthermore, the improved Capital Bank's Easy Payment Plan (EPP) service now offers customers the convenience of completing their purchases through a more accessible monthly installment option, providing added flexibility and ease in managing their expenses.

In addition to the rewards program that provides customers with instant cash back via the mobile app.

Innovation in Payments

In 2023, Capital Bank introduced Apple Pay, allowing customers to seamlessly link any of the bank's cards to their Apple Wallet for secure and convenient contactless and online payments. For Android users, Capital Bank facilitates contactless payments using its cards on NFC-enabled payment devices. Additionally, the bank innovatively introduced credit card issuance within the app, offering customers further convenience in managing their financial transactions and enhancing the overall banking experience.

Increased Digital Adoption

Capital Bank's introduction of Smart POS had a dual objective, to broaden the merchant network and promote the adoption of non-cash transactions. As a result, there has been a significant surge in card usage and contactless payments. Concurrently, the number of customer logins and daily digital banking transactions has been steadily increasing, underscoring the positive trend of digital adoption, and indicating an enhanced customer experience within the digital banking realm.



Cultivating Innovation

Recognizing the creative potential within our talented workforce, the Cultural Square of Innovation Committee organized an internal competition focused on enhancing our digital retail channels. This event engaged employees across various departments, encouraging them to contribute innovative ideas for optimizing our digital offerings.

During the competition, participants presented creative proposals related to 11 distinct products. The winning idea will then be sponsored by the bank, undergo further development, and potentially be implemented.

Spotlight: Blink (The All Digital Neobank)

Launched in February 2022, Blink is designed to cater to customers in the consumer banking sector in Jordan, aiming to enhance financial services through a seamless digital-only experience while promoting financial inclusion. Blink sets itself apart with a completely innovative user interface and experience, positioning it as a challenger to the established norms and a disruptor reimagining the delivery of financial services to customers. The platform prioritizes simplicity and transparency in banking to foster financial literacy, educate customers, and empower them towards financial freedom.

Blink offers an end-to-end digital onboarding process and electronic Know Your Customer (eKYC) capabilities, providing users with a comprehensive bank account featuring an IBAN.

The platform further extends its services with both virtual and physical debit and credit cards, facilitating convenient online and offline payments. Users also can manage their cards digitally, conduct money transfers, and utilize contactless payments through Apple Pay. E-Vouchers and gift cards are also offered. Blink has forged partnerships beyond the financial services sector to bring lifestyle value-added services to its customers, including promotions, discounts, cashback, and more.



Spotlight:

Capital Bank of Jordan introduced the digital bank account, allowing customers to open a digital bank account in minutes anytime and from anywhere, using Capital Bank's mobile banking app.

The bank's seamless digital onboarding process has transformed customer engagement, offering convenient access to services like free same-day debit card delivery. Streamlined processes and positive feedback contribute to high satisfaction and loyalty.



Appendices



Appendix A: Data Performance Tables

GRI	Environmental Data	2022	2023
GRI 305	EMISSIONS		
	Direct (Scope 1) GHG Emissions (L/tCO2)	325	86
	Energy indirect (Scope 2) GHG Emissions (KWh/tCO2)	2,555	1,952
	GHG Emissions Intensity Ratio (GJ/employee)	2.62	1.55
GRI 302	ENERGY		
	Energy Consumption Within the Organization (GJ)	24,701	34,303
	Renewable Electricity (Solar) (GJ)	9,576	12,493
	Non-renewable Electricity (Electricity) (GJ)	7,813	5,467
	Non-renewable Electricity (Heating) (GJ)	1,439	5,493
	Non-renewable Electricity (Cooling) (GJ)	3,053	9,689
	Non-renewable Fuel (GJ)	2,820	1,160
	Non-renewable Fuel (Gasoline) (GJ)	1,379	871
	Non-renewable Fuel (Diesel) (GJ)	1,441	289
GRI 306	WASTE		
	Tonnes of Paper Recycled	40	5

GRI	Environmental Data	2022	2023
GRI 201	Economic Performance		
	Net Profit	90,850,127	106,592,320
	Total Assets	6,957,771,913	7,592,499,364
	Customer Deposits	4,859,863,577	5,453,111,418
	Total Equity	652,600,455	728,499,068
	Direct Economic Value Generated (Revenues)	210,567,287	346,905,871
	Total Economic Value Distributed (Costs)	138,376,736	219,418,645
	Operating Costs	86,324,000	165,147,632
	Employee Wages and Benefits	49,112,718	54,271,013
	Payments To Government by Country	13,773,947	14,039,143
	Community Investments	1,504,452	2,171,496
	Economic Value Retained (Revenues Less Costs)	72,190,551	127,487,226
GRI 201	Economic Performance		
	Total monetary value of financial assistance received	2,373,329	2,378,398
	Public Investment Fund (PIF) stake	23.97%	23.97%
	Social Security Corporation	7.19%	7.19%

Financial Performance (JOD)

GRI 201-1	Total Equity	652,600,455	728,499,068
	Total Assets	6,957,771,913	7,592,499,364
	Total Shareholders' Equity	617,347,902	657,570,102
	Employee Benefits	41,777,644	46,393,932
	Income Tax	6,085,101	20,894,906
	Capital Adequacy Ratio (%)	13.74%	15.36%
	Return On Equity Ratio (%)	18.7%	17.2%
	Loans	3,512,788,165	3,715,273,618
	Net loans and advances	3,264,579,905	3,431,013,881
	Total deposits	4,859,863,577	5,453,111,418
	Ratio of loans to deposits (%)	67.2%	62.9%
	Net profit after taxes	90,850,127.00	106,592,320.00

GRI

Social Data

2022

2023

New Hires

GRI 401-1	Total number of new hires	268	218
	By gender (Females)	93	72
	By gender (Males)	175	146
	By age (Under 30)	156	121
	By age (Between 30 and 50)	111	95
	By age (50+)	1	2

Turnover

GRI 401-1	Turnover rate (%)	11%	14%
	Total turnover	143	189
	By gender (Females)	50	68
	By gender (Males)	93	121
	By age (Under 30)	43	47
	By age (Between 30 and 50)	89	132
	By age (50+)	11	10

Parental Leave

GRI 401-3	Number of employees who took parental leave: By Gender (Females)	20	28
	Number of employees who took parental leave: By Gender (Males)	42	40
	Returnees from parental leave: By Gender (Females)	20	23
	Returnees from parental leave: By Gender (Males)	42	40
	Returnees from parental leave who were still working for the bank 12 months later: By Gender (Females)	20	29
	Returnees from parental leave who were still working for the bank 12 months later: By Gender (Males)	41	39

Percentage of Individuals within the Organization's Leadership

GRI 405-1	By gender (Females)	25%	28%
	By gender (Males)	75%	72%
	By age (Under 30)	0%	0%
	By age (Between 30 and 50)	75%	74%
	By age (50+)	25%	26%
	By Nationality (Jordanian Employees)	92%	93%
	By Nationality (Non-Jordanian Employees)	8%	7%

Percentage of Employees per Employee Category in each of the following Diversity Categories

GRI 405-1	Under 30 Senior management	0.0%	0.0%
	Under 30 Middle Management	0.2%	0.3%
	Under 30 staff	27.8%	27.5%
	Between 30-50 Senior Management	0.8%	0.9%
	Between 30-50 Middle Management	16.1%	17.7%
	Between 30-50 Staff	50.4%	48.9%
	50+ Senior management	0.5%	0.6%
	50+ Middle management	1.1%	1.1%
	50+ staff	3.1%	2.8%
	Female Senior management	0.4%	0.4%
	Female Middle management	6.1%	6.6%
	Female staff	31.9%	30.7%
	Male Senior management	0.9%	1.2%

GRI 405-1	Male Middle management	11.3%	12.6%
	Male staff	49.3%	48.5%
	Jordanian Senior management	1.2%	1.3%
	Jordanian Middle management	17.1%	18.9%
	Jordanian staff	80.9%	79.1%
	Non- Jordanian Senior management	0.1%	0.15%
	Non- Jordanian Middle management	0.3%	0.2%
	Non- Jordanian Staff	0.3%	0.3%

GRI 405-2	Ratio of Basic Salary and Remuneration of Women to Men		
	By job category (Senior management)	76%	77%
	By job category (Middle management)	84%	85%
	By job category (Staff)	96%	96%

GRI 404-1 GRI 2-4	Training		
	Average Hours of Training Per Employee	15.6	19.2
	By Gender (Females)	15.2	18.4
	By Gender (Males)	14.8	18.6
	By Job Category (Senior Management)	22.9	8.5
	By Job Category (Middle Management)	22.3	17.2
	By Job Category (Staff)	13.2	19.5

GRI 404-3	Parental Leave		
	Performance Review Percentage of Total Staff Who Received Regular Review of Performance	100%	100%

GRI	Governance Data	2022	2023
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GRI 2-9	Board of Directors		
	Percentage of Independent Directors in the Board	31%	31%
	Total Members of The Board	13	13
	Male Members of The Board	10	11
	Female Members of The Board	3	2

GRI 405-1	Percentage of Individuals Within Organization's Governance Bodies By:		
	Gender	23% Women; 77% Men	15% Women; 85% Men

GRI 205	Anti-Corruption: total number of employees that have received training on anti-corruption, broken down by employee category and region:		
	Senior Management	20	36
	Middle Management	236	221
	Staff	1017	1006
GRI 205	Anti-Corruption: total percentage of employees that the organization's anti-corruption policies & procedures have been communicated to, broken down by employee category and region:		
	Senior Management	91%	100%
	Middle Management	100%	100%
	Staff	98%	100%
SASB	Business Ethics		
	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	0	0
GRI 418	Customer Privacy: total number of substantiated complaints received concerning breaches of customer privacy, categorized by:		
	Complaints received from outside parties and substantiated by the organization	0	0
	Complaints from regulatory bodies	0	0
	Total number of identified leaks, thefts, or losses of customer data	0	0
SASB	Data Security		
	Number of Data Breaches	0	0
	Percentage Involving Personally Identifiable Information (PII)	0	0
	Number of Account Holders Affected	0	0
GRI 204	Procurement Practices		
	Proportion of Spending on Local Suppliers	80%	80%

Appendix B: GRI Content Index

Statement of use	Capital Bank of Jordan has reported the information cited in this GRI content index for the period January 1 st 2023 until December 31 st 2023 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	7
	2-2 Entities included in the organization's sustainability reporting	3
	2-3 Reporting period, frequency and contact point	3
	2-4 Restatements of information	No restatements
	2-5 External assurance	No external assurance
	2-6 Activities, value chain and other business relationships	8
	2-7 Employees	8
	2-8 Workers who are not employees	NA
	2-9 Governance structure and composition	38
	2-10 Nomination and selection of the highest governance body	38
	2-11 Chair of the highest governance body	38
	2-12 Role of the highest governance body in overseeing the management of impacts	38
	2-13 Delegation of responsibility for managing impacts	38
	2-14 Role of the highest governance body in sustainability reporting	38
	2-15 Conflicts of interest	40
	2-16 Communication of critical concerns	13, 14, 15
	2-17 Collective knowledge of the highest governance body	38
	2-18 Evaluation of the performance of the highest governance body	38
	2-19 Remuneration policies	Confidential
	2-20 Process to determine remuneration	Confidential
	2-21 Annual total compensation ratio	Confidential
	2-22 Statement on sustainable development strategy	13, 14
	2-23 Policy commitments	13
	2-24 Embedding policy commitments	13
	2-25 Processes to remediate negative impacts	NA
	2-26 Mechanisms for seeking advice and raising concerns	NA
	2-27 Compliance with laws and regulations	13

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-28 Membership associations	34
	2-29 Approach to stakeholder engagement	13
	2-30 Collective bargaining agreements	NA
GRI 3: Material Topics 2021	3-1 Process to determine material topics	14
	3-2 List of material topics	14
	3-3 Management of material topics	14
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	10
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	25
	202-2 Proportion of senior management hired from the local community	25
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	17
	203-2 Significant indirect economic impacts	17
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	21
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	39, 43
	205-2 Communication and training about anti-corruption policies and procedures	39, 42
	205-3 Confirmed incidents of corruption and actions taken	44
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	44
GRI 302: Energy 2016	302-1 Energy consumption within the organization	6, 20
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	21
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	19
	305-2 Energy indirect (Scope 2) GHG emissions	20
	305-3 Other indirect (Scope 3) GHG emissions	NA
	305-4 GHG emissions intensity	49
	305-5 Reduction of GHG emissions	19, 20
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	21
	306-2 Management of significant waste-related impacts	21
	306-4 Waste diverted from disposal	21
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	50
	401-3 Parental leave	29

GRI STANDARD	DISCLOSURE	LOCATION
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	26
	403-3 Occupational health services	27
	403-5 Worker training on occupational health and safety	27
	403-6 Promotion of worker health	28
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	30
	404-2 Programs for upgrading employee skills and transition assistance programs	29
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	6, 23
	405-2 Ratio of basic salary and remuneration of women to men	25
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	33
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	44

Appendix C: ASE Index Table

	GRI Standards	Measurement	Indicators	Location
Environmental	GRI 305: Emissions 2016	E1.1) Total amount, in CO2 equivalents, for Scope 1 (if applicable)	GHG Emissions	19
		E1.2) Total amount, in CO2 equivalents, for Scope 2 (if applicable)		20
		E1.3) Total amount, in CO2 equivalents, for Scope 3 (if applicable)		NA
	GRI 305: Emissions 2016	E2.1) Total GHG emissions per output scaling factor	Emissions Intensity	49
		E2.2) Total non-GHG emissions per output scaling factor		49
	GRI 302: Energy 2016	E3.1) Total amount of energy directly consumed	Energy Usage	49
		E3.2) Total amount of energy indirectly consumed		49
	GRI 302: Energy 2016	Total direct energy usage per output scaling factor	Energy Intensity	49
	GRI 302: Energy 2016	Percentage: Energy usage by generation type	Energy Mix	49
	GRI 303: Water and Effluents 2018	E6.1) Total amount of water consumed	Water Usage	NA
		E6.2) Total amount of water reclaimed		NA
	GRI 103: Management Approach 2016*	E7.1) Does your company follow a formal Environmental Policy? Yes, No	Environmental Operations	Yes
		E7.2) Does your company follow specific waste, water, energy, and/or recycling polices? Yes/No		No
		E7.3) Does your company use a recognized energy management system? Yes/No		No
	GRI 102: General Disclosures 2016	Does your Board/Management Team oversee and/or manage climate-related risks? Yes/No	Environmental Oversight	No
GRI 102: General Disclosures 2016	Does your Board/Management Team oversee and/or manage other sustainability issues? Yes/No	Environmental Oversight	No	
	Total amount invested, annually, in climate-related infrastructure, resilience, and product development?	Climate Risk Mitigation	No	

	GRI Standards	Measurement	Indicators	Location
Social	GRI 102: General Disclosures 2016	S1.1) Ratio: CEO total compensation to median FTE total compensation	CEO Pay Ratio	Confidential
		S1.2) Does your company report this metric in regulatory filings? Yes/No		Yes
	GRI 405: Diversity and Equal Opportunity 2016	Ratio: Median male compensation to median female compensation	Gender Pay Ratio	25
	GRI 401: Employment 2016	S3.1) Percentage: Year-over-year change for full-time employees	Employee Turnover	50
		S3.2) Percentage: Year-over-year change for part-time employees		NA
		S3.3) Percentage: Year-over-year change for contractors and/or consultants		NA
	GRI 102: General Disclosures 2016	S4.2) Percentage: Entry- and mid-level positions held by men and women		25
	GRI 405: Diversity and Equal Opportunity 2016	S4.3) Percentage: Senior- and executive-level positions held by men and women		25
	GRI 102: General Disclosures 2016	S5.1) Percentage: Total enterprise headcount held by part-time employees	Temporary Worker Ratio	NA
		S5.2) Percentage: Total enterprise headcount held by contractors and/or consultants		NA
	GRI 103: Management Approach 2016*	Does your company follow a sexual harassment and/or non-discrimination policy? Yes/No	Non-Discrimination	Yes
	GRI 403: Occupational Health and Safety 2018	Percentage: Frequency of injury events relative to total workforce time	Injury Rate	NA
	GRI 103: Management Approach 2016*	Does your company follow an occupational health and/or global health & safety policy? Yes/No	Global Health & Safety	Yes
	GRI 103: Management Approach 2016*	S9.1) Does your company follow a child and/or forced labor policy? Yes/No	Child & Forced Labor	No
		S9.2) If yes, does your child and/or forced labor policy also cover suppliers and vendors? Yes/No		NA
GRI 103: Management Approach 2016*	S10.1) Does your company follow a human rights policy? Yes/No	Human Rights	No	
	S10.2) If yes, does your human rights policy also cover suppliers and vendors? Yes/No		NA	

	GRI Standards	Measurement	Indicators	Location
Governance	GRI 405: Diversity and Equal Opportunity 2016*	G1.1) Percentage: Total board seats occupied by men and women	Board Diversity	51
		G1.2) Percentage: Committee chairs occupied by men and women		
	GRI 102: General Disclosures 2016	G2.1) Does company prohibit CEO from serving as board chair? Yes/No	Board Independence	No
		G2.2) Percentage: Total board seats occupied by independents		52
	GRI 102: General Disclosures 2016	Are executives formally incentivized to perform on sustainability? Yes/No	Incentivized Pay	No
	GRI 102: General Disclosures 2016	Percentage: Total enterprise headcount covered by collective bargaining agreement(s)	Collective Bargaining	NA
	GRI 102: General Disclosures 2016	G5.1) Are your vendors or suppliers required to follow a Code of Conduct? Yes/ No	Supplier Code of Conduct	No
	GRI 103: Management Approach 2016*	G5.2) If yes, what percentage of your suppliers have formally certified their compliance with the code?		NA
	GRI 102: General Disclosures 2016	G6.1) Does your company follow an Ethics and/or Anti-Corruption policy? Yes/No	Ethics & Anti-Corruption	Yes
	GRI 103: Management Approach 2016*	G6.2) If yes, what percentage of your workforce has formally certified its compliance with the policy?		100%
	GRI 103: Management Approach 2016*	G7.1) Does your company follow a Data Privacy policy? Yes/No	Data Privacy	Yes
		G7.2) Has your company taken steps to comply with GDPR rules? Yes/No		Yes
		G8.1) Does your company publish a sustainability report? Yes/No	Sustainability Reporting	Yes
		G8.2) Is sustainability data included in your regulatory filings? Yes/No		Yes
		G9.1) Does your company provide sustainability data to sustainability reporting frameworks? Yes/No	Disclosure Practices	No
		G9.2) Does your company focus on specific UN Sustainable Development Goals (SDGs)? Yes/No		Yes
		G9.3) Does your company set targets and report progress on the UN SDGs? Yes/No		No
GRI 102: General Disclosures 2016	Are your sustainability disclosures assured or validated by a third party? Yes/No	External Assurance	No	