



بنك الاتحاد
Bank al Etihad

2025

Sustainability Report

Growing with Purpose

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CEO Message

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Message from our CEO

The merger that created today's Bank al Etihad has given us the scale and platform to lead on what actually matters: deciding what we stand for in a region facing rapid change. This is my first year as Chief Executive Officer, and I'm presenting our fifth Sustainability Report during a defining period in our journey.

2025 was a year of significant growth and transformation. Following the merger, Bank al Etihad now operates with total assets exceeding JOD 12.5 billion and delivered net profits of JOD 85.3 million. This stronger platform positions us to scale, compete, and strengthen our position in an evolving banking landscape while we continue investing in innovation, digital transformation, and institutional resilience.

Our customers show us what matters: 78% of customers acquire us through digital channels. 91% actively use our digital platforms. We're delivering accessible, seamless, future-ready banking experiences - not because we chase technology, but because we focus on growing with purpose, driven by operational excellence and strong governance.

On sustainability: During this year, we continued advancing our sustainability and climate-related transformation agenda. We've strengthened governance, enhanced data and reporting capabilities, and are now integrating sustainability and climate-related considerations into our strategic decision-making and long-term planning. This is how we view the work, not as compliance, but as a strategic driver of resilience, innovation, and long-term value creation.

On standards: Building on last year's achievement as the first bank in Jordan to issue an IFRS S1 and S2-aligned Sustainability Report, this second year represents an expanded version of that disclosure, extending the alignment across our Iraq operations. This commitment to rigor and transparency, applied consistently across our markets, is how we earn trust and shape what responsible banking looks like in the region.

The next phase is about completing integration, accelerating growth, and strengthening innovation and digital leadership. We're building a stronger, more resilient institution capable of creating long-term value for our customers, shareholders, employees, and the wider community.

JOD 85.3 MN
recording net profits

JOD 12.5 BN
total assets post-merger

On behalf of the Board and Executive Management, I would like to thank our employees, customers, partners, and shareholders for their continued trust and support as we continue building the next chapter of Bank al Etihad's journey.

“We're building a stronger, more resilient institution capable of creating long-term value for our customers, shareholders, employees, and the wider community.”

Muntaser Dawwas
Chief Executive Officer, Bank al Etihad



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About this report

Bank al Etihad’s fifth Sustainability Report reflects a year of transformation, growth, and continued integration of sustainability and climate-related considerations across the Bank’s strategic direction, governance, operations, and decision-making processes. As the bank enters a new phase following its merger with INVESTBANK, sustainability continues to support our broader ambition of building a more resilient, future-ready institution positioned for long-term growth.

Covering the period from January 1, 2025 to December 31, 2025, this report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards and highlights the Bank’s priorities, progress, and developments across key sustainability and climate-related areas during the year.

As part of the Bank’s ongoing integration journey following the merger with INVESTBANK, certain reporting boundaries, systems, and data consolidation practices continue to evolve. Accordingly, some disclosures may differ from previous reporting periods, and the relevant reporting scopes and boundaries are disclosed throughout the report and annexes where applicable.

Name	Board position
Reporting period	January 1, 2025 to December 31, 2025.
Comparative data	Performance data for 2025, with comparative figures for 2023 and 2024. Restatements are clearly marked as footnotes.
Assurance process	We engage our Audit department, to conduct a risk-based audit of the report’s contents, including data verification and the review of supporting evidence for a sample of main KPIs.
Entities covered	<ul style="list-style-type: none">Bank al Etihad (Jordan and Iraq operations)Etihad Financial Brokerage CompanyEtihad Financial Leasing CompanyINVESTBANK (standalone basis)
Data boundaries	<ul style="list-style-type: none">Unless otherwise stated, disclosures presented throughout the main body of the report cover Bank al Etihad’s Jordan operations, including Etihad Financial Brokerage Company and Etihad Financial Leasing Company.To enhance transparency during the ongoing integration process following the merger with INVESTBANK, separate disclosures for INVESTBANK are presented in the Annex on a standalone basis and exclude its subsidiaries.Although the Iraq branch forms part of Bank al Etihad, certain disclosures are separately presented in the Annex in line with the Central Bank of Iraq’s reporting requirements.In addition, while the acquisition agreement of the Egyptian Arab Land Bank’s operations in Jordan was signed in December 2025, the transaction remained pending completion as of the reporting date and is therefore excluded from the scope of this report.
Monetary values	Presented in Jordanian Dinars (JOD), unless otherwise stated.
Financial performance	Pertains to Bank al Etihad’s Group financial performance on a consolidated basis. Please refer to our Annual Report for more information about our financial performance.
Terminology	The terms Bank al Etihad, the Bank, and the Group are used interchangeably throughout the report and refer to the entities covered therein, unless stated otherwise.

Editorial note

This report presents the story and progress of Bank al Etihad as an institution; its current frameworks, commitments, and aspirations across sustainability and climate. Chapter titles and section headings reflect the bank’s integrated approach to sustainability and do not represent the standalone achievements of individual departments. Where sustainability work intersects with specific functions – such as risk, finance, HR, procurement, compliance, or internal audit – the narrative reflects the bank’s collective progress and direction, told from the perspective of the institution as a whole rather than any single team or department.

Reporting quality principles

To ensure high-quality reporting, we adopted the following quality principles when developing our report.

Principle	Description
Accuracy	Data is collected through defined internal processes, supported by system-based reporting, cross-functional reviews, and internal validation procedures.
Balance	The report presents both progress and areas requiring further development where applicable.
Clarity	The report is published in both English and Arabic and is structured to support clear and accessible disclosure.
Comparability	This report presents performance data for 2023, 2024, and 2025, facilitating year-over-year comparisons to track progress, subject to data availability.
Completeness	The report covers material sustainability-related disclosures and additional areas considered relevant to the bank’s operations and strategic direction.
Sustainability context	Disclosures reflect the bank’s approach to integrating sustainability and climate-related considerations into governance, operations, and decision-making processes.
Timeliness	The report is prepared and published on an annual basis.
Verifiability	Reported data is subject to internal review and verification processes to support accuracy and reliability.

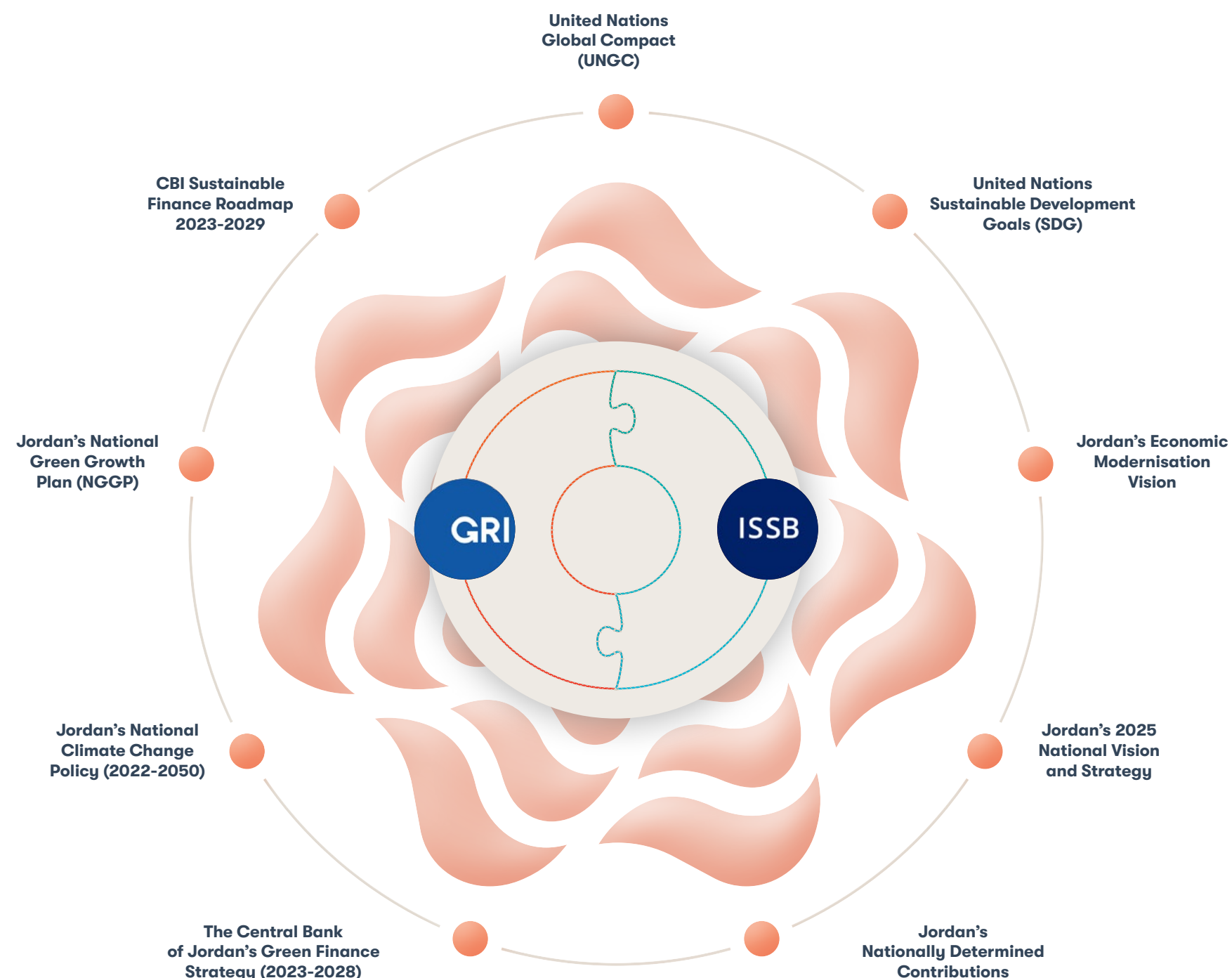
Reporting Approach

At Bank al Etihad, sustainability and climate-related considerations continue to play an increasingly important role in shaping our strategic direction, governance frameworks, risk management practices, and long-term growth priorities. As we continue advancing our broader sustainability and climate-related transformation agenda, we remain focused on **strengthening institutional resilience, enhancing transparency, and further integrating sustainability considerations across our operations and decision-making processes.**

In parallel, we continue to advance the maturity and scope of our reporting and disclosure practices. Since the beginning of our sustainability reporting journey, we have reported in accordance with the Global Reporting Initiative (GRI) Standards. Beginning in 2024, Bank al Etihad started integrating the ISSB Standards into its reporting approach through the issuance of standalone climate reports aligned with IFRS S1 and S2 requirements, becoming the first bank in Jordan to issue an IFRS S1 and S2-aligned report. In 2025, we expanded this approach across our Iraq operations, becoming the first banking group to extend IFRS S1 and S2 alignment across operations in Iraq.

This evolution supports our broader climate-related transformation agenda while strengthening reporting readiness and alignment with evolving regulatory and market expectations, including the Amman Stock Exchange's climate-related disclosure guidance.

In addition to the standards referenced above, we continue to align our broader strategic direction and reporting approach with relevant national strategies, as outlined in “3. Our Sustainability” chapter, as well as international frameworks and global principles that support the creation and measurement of long-term value beyond traditional financial performance. We also continue to support the United Nations Global Compact (UNGC) Principles and the United Nations Sustainable Development Goals (SDG) as part of our broader approach to long-term sustainable value creation.



For any questions about our sustainability reporting or ongoing efforts, please contact us at:

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About Bank al Etihad





Founded in 1987, Bank al Etihad is a leading Jordanian financial institution focused on delivering customer-centric and digitally enabled banking solutions. The bank has established a strong presence in Jordan and continues to expand regionally, including its growing operations in Iraq.

The Group offers a comprehensive suite of financial services through its subsidiaries, including brokerage, leasing, and financial technology solutions. It also maintains a strategic investment in The National Bank (TNB) in Palestine and holds a majority stake in Safwa Islamic Bank, strengthening its position across conventional and Islamic banking segments.

In 2025, Bank al Etihad achieved a significant strategic milestone with the acquisition of 100% of INVESTBANK through a share-based transaction. This merger marks a transformative step in the bank's growth journey, reinforcing its market position, expanding its customer base, and enhancing its product and service offering. The integration is expected to deliver increased scale, operational synergies, and an enhanced banking experience supported by a broader branch and ATM network and advanced digital capabilities.

Today, Bank al Etihad is among the largest banks in Jordan, with a workforce of over 3,034 employees across Jordan and Iraq. The bank's expanded scale reflects two significant milestones – the merger with INVESTBANK and the acquisition of the Egyptian Arab Land Bank (EALB) – which have strengthened its presence, deepened its capabilities*, and broadened its reach across the region. The bank continues to play a key role in supporting economic growth by providing financial solutions to individuals, SMEs, and corporates.

The bank's strategy is centred on digital innovation, customer empowerment, and sustainable growth. It aims to become Jordan's leading digital bank by leveraging technology, data-driven insights, and innovative financial solutions to enhance customer experience and expand access to finance. Sustainability remains a core pillar of its strategy, underpinning its approach to responsible banking, financial inclusion, and long-term value creation.

Our Values	Description
	Endlessly Entrepreneurial We're courageous by nature. We didn't get to where we are today by following the herd. We relentlessly seek new business opportunities, markets, and ideas. When we recognise that spirit in others, we're prepared to back them up.
	Always Learning The financial landscape is in a constant state of flux. We're always looking to expand our knowledge and use new technologies to evolve and grow with it. We're just as passionate about sharing what we learn.
	Championing Creativity We understand art and culture's impact on helping us grow as individuals and communities. The more we embrace them, the more we increase our imagination. This allows us to dig deeper, approach traditional problems from fresh perspectives, and uncover what makes a business or investment truly special.
	Family Values At our heart we are built on family values, and from the moment someone opens an account with us, they become part of that family. Being part of our family allows access to our vast business network, knowledge base, and banking tools to succeed in what matters most to you.

* Please refer to the Reporting Boundary section for details on the scope of entities, data coverage, and the treatment and mergers and acquisitions within this report.



OUR PURPOSE To empower and engage

We're rooted in assisting our clients to flourish and meet their goals by offering banking services that are accessible on their terms, anytime and anywhere. From investing in education, renovating a home, to expanding a business, we're devoted to supporting their journey towards success.



OUR PROMISE Shape your future

We enable our customers to craft their own destiny. Through a commitment to innovation, entrepreneurial spirit, and embracing new technologies, we offer forward-thinking services designed to fulfil individual needs and ambitions. Recognising life's various obstacles, we strive to simplify financial management. Prioritising our customers at every step, we're devoted to assisting them in creating a promising future.



Our DNA



Become Jordan's leading digital bank

We have a clear mission – to be the leading digital bank in Jordan. Our strategy is all about empowering people through digitalisation and making finance accessible to all. We're dedicated to providing efficient and dynamic service while staying ahead of the game with new products and services. Sustainability is at the heart of everything we do, from supporting entrepreneurs and SMEs, promoting diversity and inclusion to paving the way for sustainable finance.



We are agile and innovative

We're passionate about growth and innovation. That's why we take an agile approach, finding the perfect balance between our business and continuous innovation. We encourage our team to think outside the box and bring their ideas to life. We listen to our customers and use technology to serve them better.



We are here for our customers every day

We want to be a part of our customers' daily lives. That's why we strive to provide the best experience through our employees, digital channels, and automated banking services. We're always available, anytime and anywhere.



Efficiency and productivity are key

We're committed to keeping up with the latest developments to serve our customers better. We optimise our resources, reduce costs, and increase efficiency all without compromising the customer experience.



Sustainable growth is our priority

We grow strategically, taking calculated risks and using the latest technologies to protect our environment and comply with regulations. We aim for growth and prosperity while remaining cost-effective.



Data-driven decision-making

We analyse data to design products and services that meet the needs of our customers. We're constantly improving and upgrading to meet market demands. Our aim is to provide unique services and gain our customers' trust.



Building a positive culture

We value diversity and strive to create a safe and encouraging workplace. We're always looking for new talent to join our team and help us innovate. We believe in giving our team the freedom to reach their goals and fulfil their ambitions.



Committed to sustainability

We hold ourselves to high standards of sustainability. We prioritise access to finance, support SMEs, and embed sustainability in every aspect of our business.

Our memberships



Jordan Strategy Forum



UN Women Empowerment Principles (WEP)



Association of Banks in Jordan



Financial Alliance for Women



Endeavour



Institute of Banking Studies



World Economic Forum



Edama



United Nations Global Compact



Partnership for Carbon Accounting Financials

2025 awards

EUROMONEY

Best Bank for ESG (2025)



Outstanding Digital CX – Mobile Banking

GLOBAL
FINANCE

Best Online Product Offerings (2025)

GLOBAL
FINANCE

Best SME Banking/SME Platform (2025)

GLOBAL
FINANCE

Best Information Security and Fraud Management (2025)

THE GLOBAL
ECONOMICS

Best Non-Financial Service Provider for SMEs (2025)

THE GLOBAL
ECONOMICS

Excellence in Sustainable Banking (2025)

INTERNATIONAL
FINANCE

**Most innovative ESG Initiatives
Best ESG Risk Management Framework**

Our Corporate Strategy

Our Strategic Priorities

To realise our vision of becoming Jordan's leading digital bank, we have defined three strategic priorities: expanding our market share and customer base, delivering an exceptional and differentiated customer experience, and positioning the bank as a leading destination for top talent across the Middle East.

In 2025, the bank's strategic focus centred on expanding our market share and customer base, a milestone achieved through our merger with INVESTBANK. This strategic transaction significantly strengthened our market position, reinforcing Bank al Etihad as one of Jordan's largest banking groups and enhancing our scale, customer reach, operational capabilities, and long-term growth potential. As we grew in scale and market presence, we remained firmly committed to reinforcing our digital leadership and embedding sustainability as core elements of our business model.

As a larger institution, we prioritised maintaining robust governance structures, strengthening risk management practices, and enhancing internal controls across all operations. At the same time, we continued to adopt a customer-centric approach, driven by digital innovation, market expansion, improved operational efficiency, and effective and scalable sustainability integration. This enabled us to strengthen resilience across the organisation while ensuring that growth remained responsible, well-governed, and aligned with long-term stakeholder value. Together, these efforts enhanced our adaptability, amplified our impact, and strengthened our position as a leading future-ready financial institution.

The effectiveness of our strategic decisions is reflected by these key metrics.

22.6%

Customer
base growth

18.8%

Market share in
customer deposits

57

Customer
NPS

49%

Total assets
growth

56.6%

Net income
growth

Our strategic pillars



Enhance customer experience

Customer experience sits at the heart of our operating model and drives our decision-making to deliver what really matters to our customers.



Improve efficiency

We are focused on improving operational efficiency by streamlining processes and leveraging the full potential of technology.

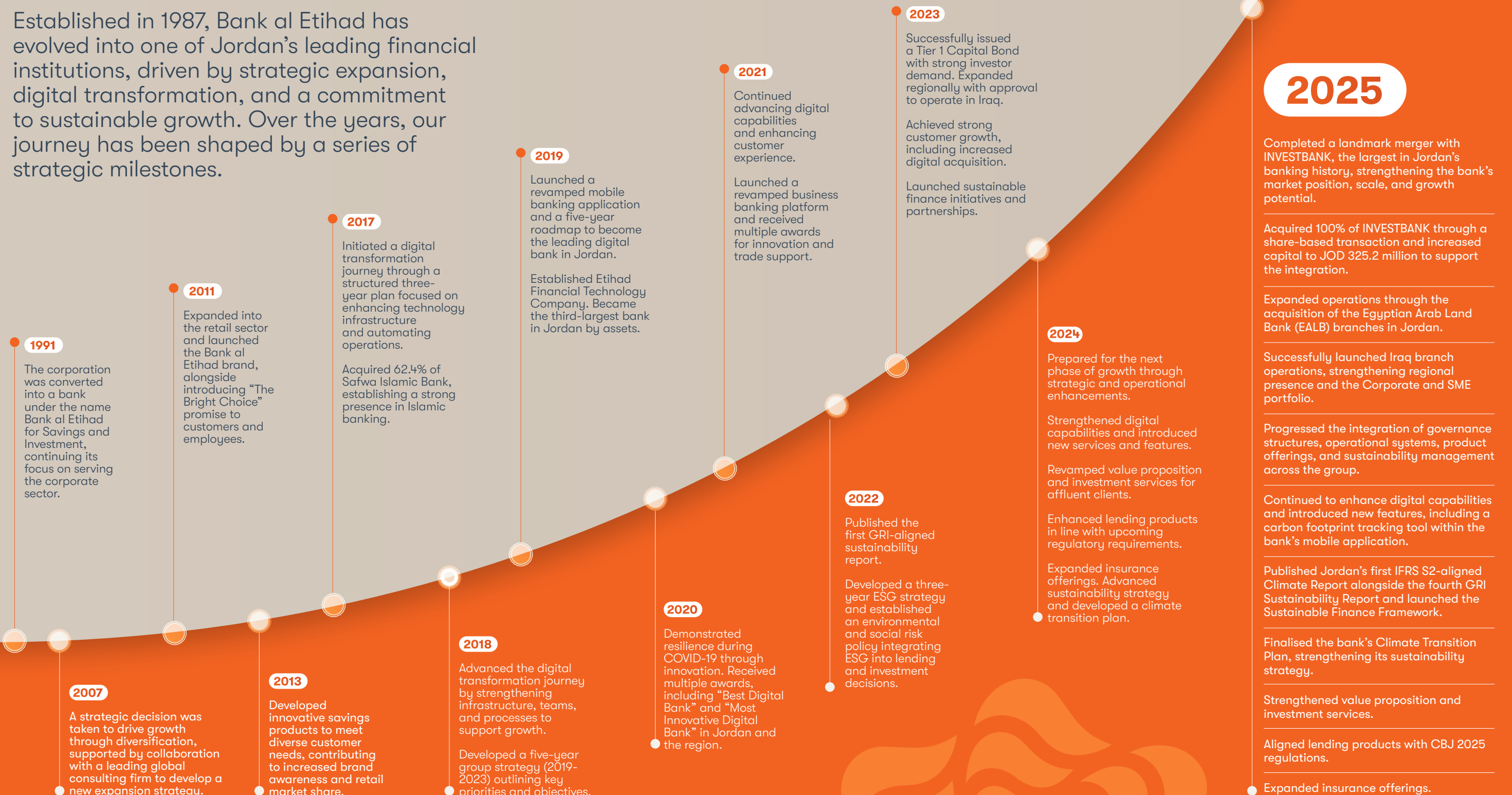


Drive employee productivity

We are committed to enhancing employee productivity by investing in value-added services and equipping our teams with the skills needed for the future of work.

Our Strategic Journey

Established in 1987, Bank al Etihad has evolved into one of Jordan's leading financial institutions, driven by strategic expansion, digital transformation, and a commitment to sustainable growth. Over the years, our journey has been shaped by a series of strategic milestones.



Transforming the banking ecosystem, growing our market share

Local expansion: Bank al Etihad merges with INVESTBANK

2025 marked a transformative milestone for Bank al Etihad, advancing our long-term strategic ambitions through the successful merger with INVESTBANK — the largest share-based banking transaction in Jordan’s history.

This milestone significantly strengthened our scale, positioning the bank as the second-largest in Jordan, with approximately JOD 12.5 billion in total assets and over JOD 1 billion in equity. Beyond scale, the merger expanded our market reach, strengthened our customer base, and accelerated our digital banking and product innovation agenda, enabling us to deliver more advanced and tailored financial solutions.

The merger reflects a shared vision and unified ambition to drive meaningful impact across Jordan’s banking sector, leveraging the combined strengths of both institutions.

Our merger journey: Two entities, one bank

As a larger institution, Bank al Etihad is expected to maintain robust governance, risk management, and internal control frameworks across the bank’s expanded operations.

Progress has already been demonstrated through the successful delivery of a consolidated financial report for the merged entity, reflecting ongoing alignment of financial reporting, regulatory compliance, and internal control processes throughout the ongoing integration process.

The integration has been carefully managed to ensure operational continuity, maintain customer service standards, and support a seamless transition for employees. In line with regulatory expectations, all INVESTBANK employees were retained, reinforcing stability and continuity.

Integration at a glance

The integration is being executed across four key pillars, ensuring alignment across the integrated operations of the bank.

Governance | Governance structures have been aligned to support effective oversight and decision-making, with the Board maintaining 11 members, including independent representation and INVESTBANK shareholder participation. Existing committee structures remain in place, ensuring continuity in risk, audit, and compliance oversight.

People | A unified organisational culture is being fostered by integrating teams and aligning roles, supported by cross-functional task forces established to drive key integration workstreams. Sustainability has also been embedded into executive performance, with a 20% weighting in CEO KPIs.

Operations and systems | Efforts are underway to integrate data, systems, and reporting infrastructure, enabling consistent internal controls and regulatory compliance across the bank following the merger with INVESTBANK.

Products and services | Product offerings, pricing structures, and service levels are being harmonised to create a stronger and more competitive value proposition. This integration enables the bank to offer a broader range of products supported by the combined capabilities of both institutions.

Sustainability integration

Sustainability integration is being advanced within Bank al Etihad’s existing framework, extending governance, policies, and practices across the bank’s expanded operations.

This includes the harmonisation of sustainability policies where applicable, alignment with regulatory frameworks, and the establishment of group-wide governance and oversight mechanisms. Cross-functional collaboration has been strengthened to support sustainability data integration, baseline development, and consistent implementation of sustainability practices throughout the ongoing integration process.

At the strategic level, sustainability has been embedded within executive performance frameworks, reinforcing accountability and supporting the bank’s long-term sustainability objectives.

2026 outlook

In 2026, Bank al Etihad will continue to strengthen its market position by completing integration priorities and delivering enhanced value across its operations.

Key focus areas include finalising governance alignment across the group, advancing integrated reporting, completing systems integration, expanding the sustainable finance portfolio, and embedding a unified sustainability culture across the integrated operations of the bank.

Merger Timeline

- **October 2025**
Launch of the merger integration programme, including internal communications, employee engagement activities, and the establishment of the Integration Management Office (IMO) to coordinate integration workstreams.
- **November 2025**
Initiation of cross-bank collaboration activities and joint engagement initiatives to support cultural alignment and integration readiness across teams.
- **December 2025**
Alignment of key product offerings, pricing structures, and service models, alongside progress in harmonising core functions including risk, compliance, finance, and operations.

Building on the progress achieved in 2025, the bank will continue advancing the integration process throughout 2026, with a focus on completing systems migration, finalising governance and operational alignment, and embedding unified processes across the bank’s expanded operations. Full integration of systems, data, and platforms is expected to be completed by August 2026, supporting a seamless and fully integrated operating model.

EALB acquisition

At the end of 2025, Bank al Etihad signed the final agreement to acquire the branches and operations of the Egyptian Arab Land Bank in Jordan, marking a significant step in the bank’s strategic expansion and reinforcing its long-term growth ambitions. The acquisition supports the bank’s objectives to expand its customer base, strengthen market presence, broaden its operational footprint, and integrate additional capabilities into its banking platform.

The transaction also advances Bank al Etihad’s ambition to enhance its product offering, extend its branch and digital service reach, and further consolidate its position within the Jordanian banking sector. Preparatory integration activities commenced immediately following the agreement, covering governance alignment, systems migration, operational transition, customer account integration, and branch consolidation to support a smooth, structured, and well controlled integration process.

2025 Sustainability Highlights

Climate

291 MN

in green financing
deployed since 2023,
reflecting accelerated
sustainable asset growth

41% YoY Growth
in Green Loan
Originations

Solar
energy
capacity | **3.2** MW

2,365 tCO₂
emissions avoided through solar

Scope 1 and 2 emissions
quantified and disclosed

IFRS S1 and S2-aligned
Climate Report published

Financed emissions
methodology adopted (PCAF)

Financed emissions
measured and disclosed
(Scope 3 - Category 15)
across key portfolios

Climate Governance

Climate and Sustainability
oversight embedded at
Risk Board Committee level

Climate KPIs
integrated into management
performance framework

Group-wide climate data
capture and governance
framework launched

Climate data capture
integrated into core
banking systems

Climate scenario
analysis conducted
(qualitative and quantitative)

Climate Transition Plan
delivered under Corporate
Climate Governance (CCG)
framework

System integration
of financed emissions
calculation framework
initiated

Corporate Governance

36%
Independent
Directors on Board

36% Female
Board
Representation

45% Female
Workforce

13% Female
Executive
Management
Representation

31% Female
Non-Executive
Management
Representation

8.4%
Employee
Turnover rate

Financial Literacy

SME Financial Literacy
programmes delivered to

106
beneficiaries 2025

Non-financial services
support to SMEs

505
participants 2025

654
Money Talk Beneficiaries

33% of green finance
extended to youth

30% of green finance
extended to women

Digital

89% of our
processes
were
automated

AI-enabled
Carbon Calculator
deployed,
estimating carbon
impact from customer
spending patterns

ZERO
data security
breaches for over
7 years

78%
of retail base digitally
acquired in 2025

91%
of retail customers perform
banking digitally through our
application

Note: Data presented covers Bank al Etihad Jordan operations, including Etihad Financial Leasing Company and Etihad Financial Brokerage Company only.

Our Financial Performance

“

We continue to grow with purpose - strengthening our position, expanding our capabilities, and building a more resilient institution for the future.

Our financial results for the fiscal year 2025 reflect a year of continued growth, resilience, and transformation across the bank. As we continue growing with purpose, we remain focused on strengthening long-term value creation, expanding our capabilities, and supporting the evolving needs of our customers and the broader economy. This performance reflects the consolidated financial data of Bank al Etihad and its subsidiaries, as well as INVESTBANK and its subsidiaries, following the completion of the merger.

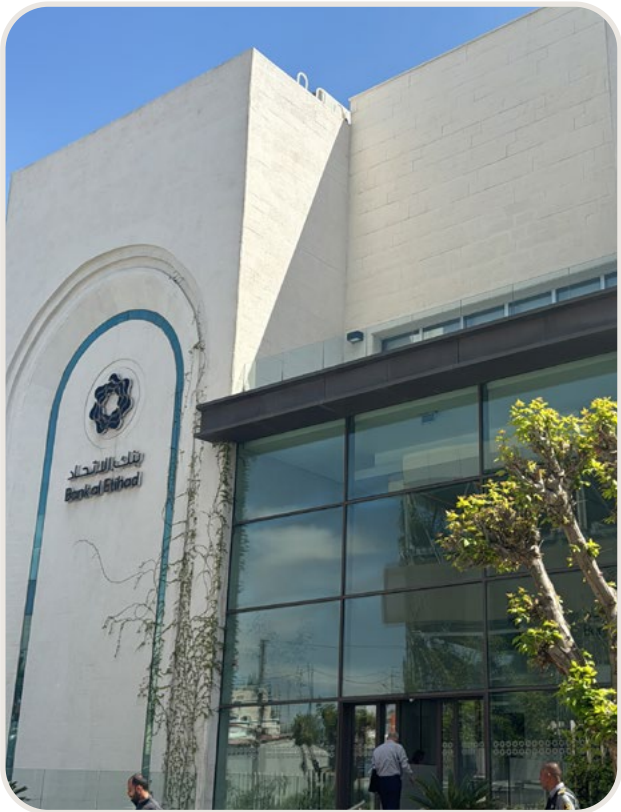
This section displays an overview of the financial performance of Bank al Etihad Group.

For a more detailed analysis of our financial performance, please refer to our [2025 Annual Report](#).



	2025 (JOD)	2025 (JOD)	CAGR (3 yr)	CAGR (5 yr)
Net income	85,284,235	0.565592364	0.161162223	0.093794509
Total assets	12,459,066,306	0.491923872	0.142656131	0.08330147
Customer deposits	9,413,838,733	0.469379202	0.136871282	0.080007516
Profit before tax	83,809,220	-0.022903365	-0.007693493	-0.004623224
Cash margins	599,265,262	117.9%	29.7%	16.9%

	31-Dec-25		For the year ended December 31, 2025							
Company name	Ownership of the bank (%)	Paid-up capital (JOD)	Investment amount (JOD)	Nature of operations	Date of acquisition	Location	Total assets	Total liabilities	Total revenues	Total expenses
Al-Etihad for Financial Brokerage	100	5,000,000	5,000,000	Financial broker	2006	Jordan	11,347,765	1,901,890	1,162,805	-230,778
Al-Etihad for Financial Leasing Company LLC	100	12,000,000	12,000,000	Financial leasing	2015	Jordan	70,371,810	50,091,830	2,991,925	(536,995)
Al-Etihad Islamic Investment Company LLC	58	113,039,028	65,562,636	Acquisition of bonds and shares in companies and borrowing the necessary funds from banks	2016	Jordan	114,562,379	32,640	-2	(6,789)
Al-Etihad for Financial Technology Company	100	0	0	Manufacturing, programming development and supplying programs	2019	Jordan	0	246,607	0	00
Investment bank**	100	125,000,000	234,130,081	Commercial bank	1982	Jordan	2,607,398,579	2,342,437,198	51,666,871	(33,675,642)
Bank al Etihad – Iraq Expansion	100	56,720,000	56,720,000	Commercial bank	2023	Iraq	192,287,000	127,258,157	21,399,775	-8,218,854



**** As of December 31, 2025, INVESTBANK owned the following subsidiaries:**

Company's name	Location	Establishment year	Nature of operation	Bank ownership (%)	Paid-up capital (JOD)	Investment amount (JOD)	Establishment	Location
Tamkeen Leasing Company ***	Jordan	2006	Finance leasing	97.5	20,000,000	19,500,000	2006	Jordan
Al-Imdad Company for Warehouse Management and Operations	Jordan	2010	Management and operation of bonded warehouses	94	3,000,000	2,820,000	2010	Jordan
Misk Pay for Payment Services ****	Jordan	2024	Electronic collection services	100	2,000,000	2,000,000	2004	Jordan
Total					25,000,000	24,320,000		

***** As of December 31, 2025, Tamkeen Leasing Company owned the following subsidiaries:**

		31-Dec-25				
Company name	Bank ownership (%)	Paid-up capital (JOD)	Investment amount (JOD)	Nature of business	Year of ownership	Place of operation
AL TAS-HEELAT	95.4%	16,500,000	15,744,632	Granting loans and facilities	2016	Jordan
Thabat Real Estate Development	95.4%	2,000,000	1,908,440	Financial leasing	2016	Jordan
Bindar Islamic Finance Company *****	96.6%	25,205,677	24,359,516	Granting loans and facilities	2017	Jordan
Total	—	43,705,677	42,012,588	—	—	—

**** Misk Payment Services Company was established during 2024 and officially commenced operations on October 1, 2025. During the final quarter of 2025, the procedures to increase the company's paid-up capital by JOD 1,000,000 were completed, bringing the total paid-up capital to JOD 2,000,000. The authorised capital amounts to JOD 5,000,000, which was subsequently fully paid on January 13, 2026.

***** Based on the Extraordinary General Assembly resolution held on November 19, 2024, approval was granted for the merger of Rubou' Al Sharq Real Estate Company and Rakeen Real Estate Company into Bindar Islamic Finance Company, whereby Bondar Islamic Finance Company became the surviving (merged) entity, while Rubou' Al Sharq Real Estate Company and Rakeen Real Estate Company became the merged entities. The merger procedures were completed during 2025, with finalisation on September 2, 2025.

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Our Sustainability Strategy

Our sustainability strategy is anchored in creating long-term value by integrating environmental, social, and governance considerations across our operations, decision-making, and stakeholder engagement.

Throughout the merger process, our priority has been to extend Bank al Etihad's established sustainability framework, governance framework, risk management practices, reporting processes and expertise to the merged entity. While INVESTBANK did not previously have a formalised sustainability structure, this presented an opportunity to integrate Bank al Etihad's existing framework more easily. This integration includes aligning sustainability related policies, strengthening data collection and management processes, and establishing the necessary governance structures to support effective oversight and decision-making.

Through this approach, the merger has enabled the expansion of Bank al Etihad's sustainability framework across a broader operational platform, strengthening Groupwide consistency, supporting long-term sustainability objectives, and ensuring continued alignment with evolving regulatory and reporting requirements. This is supported by a structured integration framework applied across all entities to guide sustainability alignment throughout the consolidation journey.

Our sustainability vision



Trailblaze in sustainability

Lead the region by pioneering innovative and impactful sustainable finance solutions, driving a positive environmental and social impact through all banking services.



Master sustainability data

Leverage data to drive informed decisions – encompassing CO₂ emissions, EU taxonomy compliance, and climate risk – while minimising financial and environmental risks to ensure business resilience.



Lead by example

Walk the talk by embedding sustainability into every area of our operations.

Our beliefs

These beliefs form the foundation of our strategy and the lens through which we define impact. They guide how we operate, where we direct our efforts, and how we measure success. Grounded in these principles, our sustainability vision is bold, practical, and action oriented.

A sustainable economy depends on responsible practices across all sectors

We recognise that sustainability is an economy-wide effort, and our role as a financial institution places us at the heart of this transition.

Sustainable growth requires deliberate influence and commitment

We integrate ESG risk management into our operations to promote financial stability, resilience, and long-term value.

Lasting impact demands long-term dedication

Our commitment is not short-term or reactive – it is focused on delivering value for our customers, communities, and the environment over time.

Responsible finance drives real-world change

We empower clients and partners to adopt greener, more inclusive models – supporting progress that benefits everyone.

Continuous learning and adaptation are essential

We evolve with purpose – informed by ESG frameworks, global trends, local regulatory shifts, and ongoing stakeholder dialogue – ensuring our strategy remains relevant, responsive, and resilient in a changing world.

Our strategic pillars

To Finance

Mobilising capital for sustainable impact |

We design and deliver financial solutions that enable the transition to a low-carbon, inclusive economy – supporting clients across sectors with sustainable products.

To Manage

Addressing climate risks and managing our footprint |

We manage climate-related risks across our portfolio and operations to ensure long-term resilience. This includes integrating climate risk into decision-making, measuring and reducing our operational emissions, and taking steps to assess and manage financed emissions in line with emerging standards and our transition objectives.

To Innovate

Reimagining sustainability through banking |

We design solutions that blend sustainable finance, non-financial services, and digital tools into a unified offering – empowering clients to take meaningful climate action, enhance ESG performance, and build future-ready business models.

To Engage

Empowering collective action, inside and out |

We engage employees, clients, regulators, and communities to align around shared sustainability goals. Through open dialogue, awareness-building, and capacity development, we foster a culture of sustainability that drives both institutional transformation and national progress.

To Govern

Strengthening sustainability oversight and accountability |

We uphold strong governance to ensure sustainability is integrated into decision-making, risk management, and oversight processes. Through clear roles, policies, and transparent reporting, we strengthen ESG accountability and align with both national regulations and global standards.

In 2024, our sustainability strategic focus centred on accelerating progress as we transitioned from planning to implementation, with commitments beginning to translate into measurable outcomes. Building on this momentum, 2025 marked a new transformative chapter for the Bank following the merger with INVESTBANK.

Our Climate Transition Journey

Building on our 2024 foundations in the development of our Climate Transition Plan, in 2025, we focused on establishing core building blocks, including measuring emissions, identifying climate related exposures, and embedding climate considerations into governance structures and decision making processes across the Bank. These efforts constituted the first phase of our transition planning journey.

In 2025, we advanced to the second phase by developing a comprehensive roadmap for 2025–2030. This roadmap defines short , medium , and long term actions to further strengthen the integration of climate considerations across our operations, financing activities, and risk management processes.

The finalisation of the Transition Plan marks the culmination of Bank al Etihad’s two phase collaboration with the European Bank for Reconstruction and Development (EBRD). It positions the Bank as a leading institution in Jordan, advancing towards Paris alignment, strengthening climate resilience, and accelerating the integration of sustainable finance into its core business model.

Our Approach to Climate Transition Planning

Recognising the growing financial implications of climate change, Bank al Etihad developed and approved its Climate Transition Plan—a strategic framework integrating climate-related considerations across governance, strategy, risk management, sustainable finance, and disclosure. The Plan strengthens the Bank’s long-term resilience by aligning business objectives with emerging climate risks, opportunities, and regulatory expectations. It provides a structured approach to identifying, assessing, managing, and monitoring climate-related risks and opportunities across the Bank’s operations and financing activities, while embedding climate considerations into strategic decision-making, capital allocation, sustainable finance, and risk management.

The Plan reflects both the urgency of climate action and the role financial institutions play in supporting the transition to a more resilient, lower-carbon economy—offering a roadmap to strengthen the Bank’s preparedness while supporting sustainable economic development across the markets it serves.

The Bank’s Climate Transition Plan has been developed in alignment with key national priorities and regulatory expectations, including the Central Bank of Jordan’s climate-related guidance and Jordan’s Green Finance Strategy (2023–2028). The Plan also contributes to the achievement of Jordan’s Nationally Determined Contributions (NDCs) and broader national climate objectives.

Our Transition Framework

BaE’s Climate Transition Plan is built around two complementary objectives:

Identifying and Managing Climate-Related Risks

We integrate climate considerations into our overarching governance, strategy, and risk-management processes. This includes assessing both physical and transition risks, such as drought, heat, water scarcity, and evolving carbon and market regulations, across our lending and investment portfolios. These risks are managed through scenario analysis, risk heatmaps, and integration into the Bank’s Risk Appetite Framework and ICAAP processes.

Assisting Our Clients in Their Transition

We collaborate with our clients to help them navigate the transition to a low-carbon economy. This involves mobilizing sustainable finance, offering sustainability-linked products, and providing advisory and technical support for energy efficiency, renewable energy, and green-building projects.



Pursuing strategic opportunities created by climate change
Increasing the resilience of our business to climate risks



These two focus areas are supported by a dual purpose: pursuing strategic opportunities created by climate change and increasing the resilience of our business to climate risks. Learn more about our Climate Transition Plan, principles and strategic pillars, please refer to our [Climate Report](#).



Our Materiality Assessment

In line with our GRI reporting practices, Bank al Etihad conducted a materiality assessment in 2023 to identify and prioritise sustainability and ESG-related topics that reflect our most significant impacts on the economy, environment, and society, as well as the issues that are most relevant to our stakeholders' decision-making.

As part of the assessment process, the bank expanded its stakeholder engagement efforts to include a broader range of external stakeholder groups. Using existing, stakeholder specific communication channels, we distributed a digital survey to gather structured feedback on identified ESG topics. The results of this engagement enabled us to assess topic significance by considering both the severity of the bank's impacts and the concerns and expectations of each stakeholder group, taking into account their unique relationship with the bank.

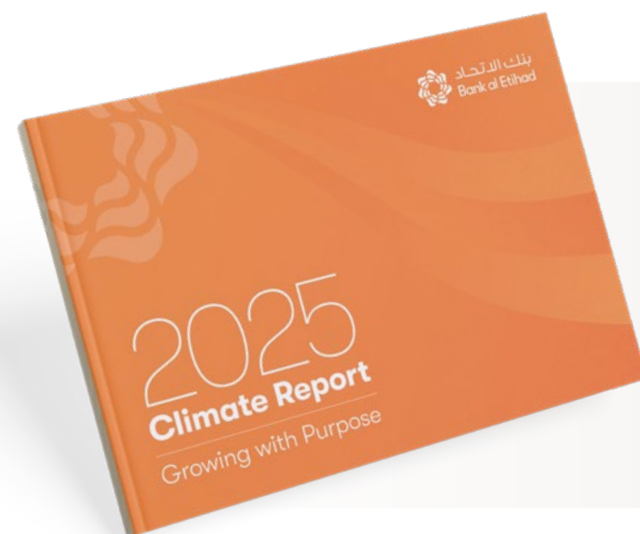
The insights from this process informed the identification of our material topics and continue to guide both our sustainability disclosures and the integration of key ESG considerations into relevant areas of the bank's strategy, governance, risk management, data, and business planning. This ensures that our disclosures remain aligned with stakeholder priorities and GRI requirements, while reflecting how material sustainability topics are considered within decision-making across the bank. Given the significant organisational changes the bank underwent in 2025 as a result of the merger, we plan to refresh our materiality assessment in 2026 to ensure it continues to accurately reflect our most significant impacts, evolving stakeholder expectations, and updated business context.

Engaged stakeholders

- Employees
- Sustainability champions
- Management

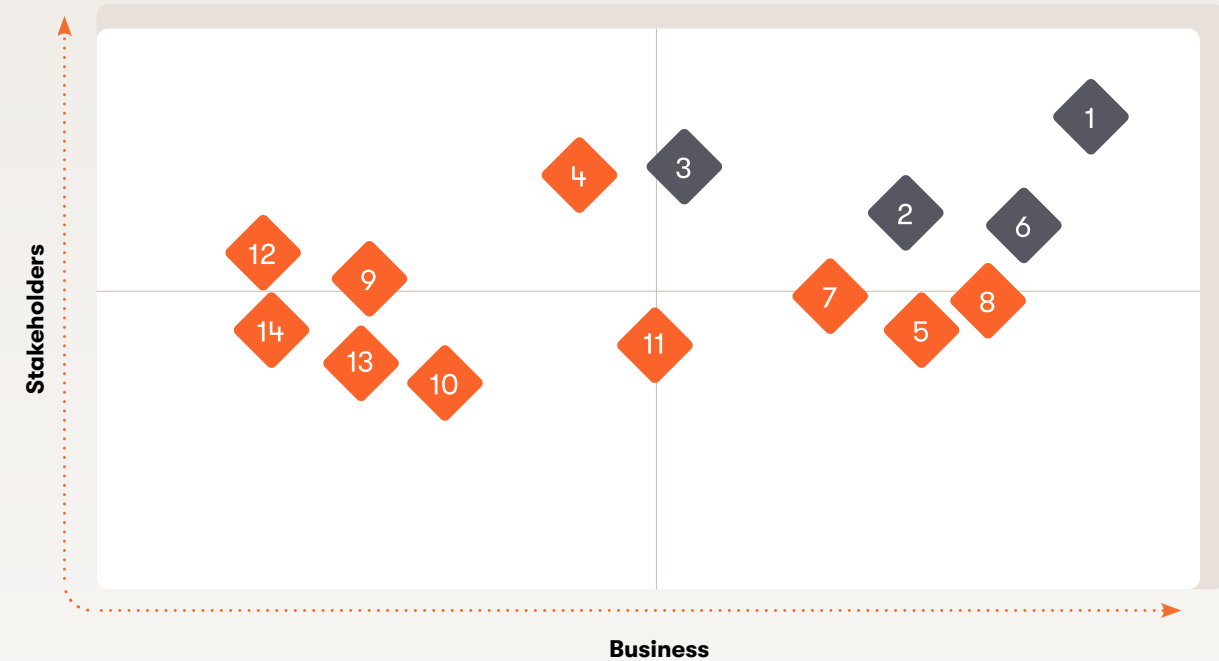
- Corporate clients
- Investors
- SME clients

- Governmental entities
- Retail clients
- NGOs



To learn more about our approach to financial materiality and climate materiality assessments, please refer to our **Climate Report**.

Materiality matrix 2025



Materiality topics*

- | | |
|--|---|
| <p>1 Data security: Protecting customer data and privacy by integrating best technologies.</p> | <p>8 Employee development and wellbeing: Ensure our employees receive fulfilling work opportunities while maintaining a healthy work-life balance.</p> |
| <p>2 Ethical business: Enforce the bank's ethical code, compliance with laws and regulations, to achieve highest ethical standards.</p> | <p>9 Supporting SMEs and entrepreneurs: Facilitating financial resources and services to support SMEs in Jordan.</p> |
| <p>3 Sustainable financing: Consider the environment and society in bank's financing activities and decisions.</p> | <p>10 Diversity and equality: Promote a culture of inclusivity, equality, and women professional empowerment.</p> |
| <p>4 Business continuity: Consider sustainability risks in the bank's risk management and business continuity planning.</p> | <p>11 Human rights management: Respect and protect human rights in all the bank's operations.</p> |
| <p>5 Financial success: Achieve financial growth and success while being sustainable.</p> | <p>12 Community investment: Support and invest in the development of the communities in Jordan.</p> |
| <p>6 Digitalisation and innovation: Investing in technology to offer better products and experiences to our customers.</p> | <p>13 Environmental footprint: Track and reduce the bank's environmental impact.</p> |
| <p>7 Customer experience: Focus on customer experience and high quality satisfaction.</p> | <p>14 Climate change management: Embed climate considerations into our operations and contribute to climate mitigation.</p> |

Our Sustainability Governance

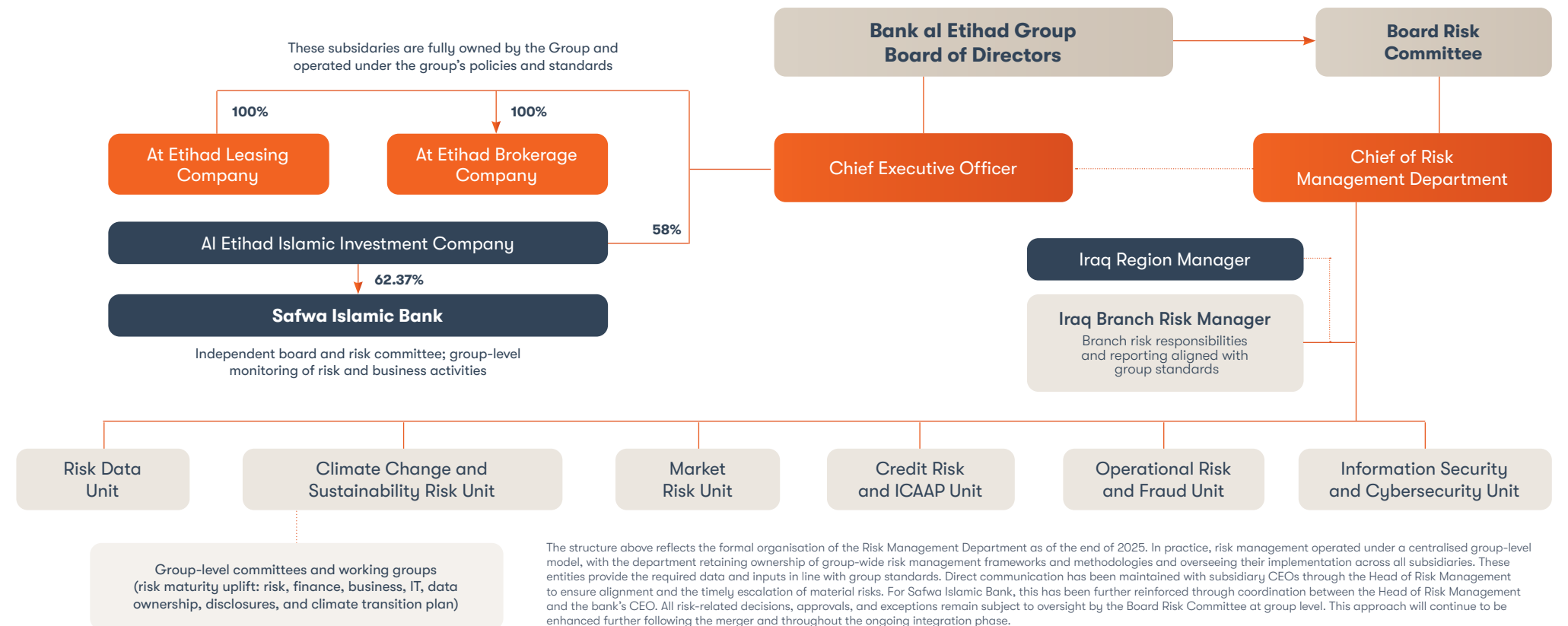
Bank al Etihad's group risk governance structure 2025

We believe strong governance is the foundation for effective and successful sustainability integration. **Our approach embeds climate and sustainability as a risk-led, board-governed function with clear executive ownership, robust controls, and well-defined roles separating strategy, data, technical assessment, commercial engagement, and risk decision-making.**

For Bank al Etihad, establishing a governance structure that embeds sustainability at the highest levels of the organisation, has been essential to ensuring that these considerations are fully integrated into strategic planning, operational decision-making, and long-term risk management. At the top of the governance structure, the Board Risk Committee continues to provide oversight of the bank's sustainability direction, ensuring alignment with strategic priorities and the bank's risk appetite. executive management is responsible for translating this direction into action, embedding sustainability across core business activities and driving implementation across the organisation.

Sustainability responsibilities such as climate KPIs were further embedded at the executive level through the integration of climate and sustainability-related KPIs into executive performance frameworks across key business and risk functions, including the Chief Risk Officer, Chief SME, Chief Corporate, and Chief Credit Officer. This step strengthened senior-level accountability and reinforced the integration of sustainability objectives into leadership oversight and performance management.

As sustainability and climate-related responsibilities remain centralised at the group level during the integration phase, standalone sustainability functions are still being progressively embedded across merged entities. Through this approach, the bank is able to drive effective, targeted integration of the group's sustainability objectives while strengthening alignment and accountability during the integration phase.



The structure above reflects the formal organisation of the Risk Management Department as of the end of 2025. In practice, risk management operated under a centralised group-level model, with the department retaining ownership of group-wide risk management frameworks and methodologies and overseeing their implementation across all subsidiaries. These entities provide the required data and inputs in line with group standards. Direct communication has been maintained with subsidiary CEOs through the Head of Risk Management to ensure alignment and the timely escalation of material risks. For Safwa Islamic Bank, this has been further reinforced through coordination between the Head of Risk Management and the bank's CEO. All risk-related decisions, approvals, and exceptions remain subject to oversight by the Board Risk Committee at group level. This approach will continue to be enhanced further following the merger and throughout the ongoing integration phase.

Climate and Sustainability unit

The Climate and Sustainability unit, previously referred to as Sustainability unit, continued to play a pivotal role in 2025 as a central enabler, driving the implementation of our sustainability vision and embedding institutional changes across the bank.

The Climate and Sustainability unit supports sustainability governance at the group, with governance oversight embedded within the Risk department. The unit sets group-wide sustainability frameworks, methodologies, and disclosure requirements, ensuring consistency and comparability across the group. Implementation is coordinated through designated focal points within business units and subsidiaries through specific taskforces, enabling effective execution while maintaining central oversight.

Key sustainability roles within the unit are structured across specialised functions to support effective management and implementation, with governance oversight provided through dedicated executive-level committees.

Sustainability reporting | Responsible for regulatory reporting and disclosures, ensuring alignment with applicable standards and requirements.

Sustainability data and analytics | Leads sustainability and climate data architecture, supporting data collection, management, and reporting processes.

Sustainable business development | Identifies and advances commercial opportunities aligned with sustainability objectives.

Climate and energy technical assessment | Provides technical expertise on climate and energy-related matters to support decision-making.

Environmental and social (E&S) risk due diligence | Conducts environmental and social risk assessments within transactional and financing activities.

For further details on our climate and sustainability governance, please refer to our Climate Report.

Our Alignments

As we progressed through 2025, we continued to align our strategies and initiatives with both globally recognised and locally relevant frameworks. This approach enables us to remain aligned with international best practices while responding effectively to the evolving priorities of the communities we serve. Our efforts throughout 2025 reflect our continued commitment to these frameworks and our intention to collaborate meaningfully in advancing our sustainability objectives.



Economic Modernization Vision Unleashing potential to build the future

Jordan's Economic Modernisation Vision (EMV 2033)

Launched in 2022 and updated in 2025, Jordan's Economic Modernisation Vision (EMV) 2033 is the Kingdom's primary long-term national roadmap for sustainable economic growth and improved quality of life. Built around two strategic pillars – economic growth and quality of life – the vision places strong emphasis on private sector development, job creation, investment attraction, digital transformation, green growth, and inclusive social development. As a leading financial institution, we play a vital role in advancing this vision through our financing and investment activities, support for SMEs, expansion of access to financial products and digital banking, promotion of sustainable finance, attraction of foreign investment, and contributions to community development.

To learn more about how the Bank contributed to the goals of the Economic Modernisation Vision in 2025, refer to Chapter 7 “Our Corporate Social Responsibility” and our Climate Report.



United Nations Sustainable Development Goals

We recognise the importance of the Sustainable Development Goals (SDG) at both the local and global levels. As a bank, we have taken action on the SDGs through various avenues, including embedding sustainability considerations into our strategy development, business decisions, financing activities, and social development investments.

Each chapter of this report highlights the SDGs most relevant to the topics covered, making it easier to see how our work contributes to specific goals. Throughout the report, we link our initiatives, performance, and impacts to the SDGs across areas such as governance, sustainable finance, employee development, customer engagement, and community investment. This helps provide a clear and practical view of how sustainability is embedded in our day-to-day operations and overall approach to creating long-term value.

We integrate the Ten Principles of the United Nations Global Compact (UNGC) by fostering a culture of trust, fairness, and ethical conduct across our operations. Through our Code of Ethics, compliance and anti-corruption training, and robust policies, we uphold workers' rights, prevent discrimination, and promote diversity, inclusion, and female empowerment.



Jordan's National Climate Change Policy (2022-2050)

We acknowledge the importance of aligning with this national directive and continue to integrate climate considerations across our strategy, governance, and operations.

Through our climate risk management approach, sustainable finance activities, and emissions reduction initiatives, we contribute to Jordan's long-term climate resilience ambitions.

To learn more about how our bank aligned with and contributed to Jordan's National Climate Change Policy, refer to Chapter 3 “Our Sustainability” and our Climate Report.



Jordan's Nationally Determined Contributions

As a leading financial institution, we recognise the critical role we play in supporting national climate goals. While our core business is rooted in banking, we view sustainability and climate action as shared responsibilities. Several of our strategic initiatives and digital advancements contribute directly to the priority areas outlined in Jordan's NDCs. To learn more about how our Bank aligned with and contributed to Jordan's NDCs, refer to Chapters 3, 4, 5, and 6 and our Climate Report.

Jordan's NDC Priority Areas

Energy efficiency and emissions reduction

Circular economy and resource efficiency

Climate governance, capacity building and awareness

Climate resilience and adaptation

Green innovation and digital transformation

Sustainable finance



The Central Bank of Jordan's Green Finance Strategy (2023-2028)

Three overarching objectives

Strengthen capacity and governance, operationalise systems, and implement policies for green financing and climate-risk management.

Enhance resilience of financial institutions to climate-related and environmental risks.

Increase mobilisation of green finance: green finance volume in financial sector increases by 30% in the next five years.

We support these objectives through our continued alignment with national regulatory expectations, progressive sustainability practices, and a growing focus on inclusion, governance, and risk resilience within our operations. As climate-related financial risks become increasingly embedded into regulatory expectations, we continue strengthening our governance structures, sustainable finance frameworks, and disclosure practices. To learn more about how our bank aligned with and contributed to Jordan's Green Finance Strategy, refer to Chapter 3 “Our Sustainability” and our Climate Report.

VISION

To transform Jordan's financial sector, into a leading force for green finance mobilisation and enhanced resilience against climate-related and environmental risks while also enabling Jordan to become a regional leader in sustainable finance.

Our Governance

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Governance is not just about oversight - it's about building systems that empower action, embed trust, and prepare institutions to lead through change.

Our Corporate Governance

Ensuring strong and effective governance was a critical component of our merger process. As a bank, we have long recognised that sound governance is fundamental to achieving our objectives with integrity, accountability, and purpose.

Throughout the merger, our robust governance foundations and well-established processes proved essential in guiding decision-making and maintaining organisational stability, guaranteeing that strategic priorities were executed in a controlled, transparent, and risk-informed manner.

Our governance framework promotes transparency, accountability, and informed oversight, while ensuring full regulatory compliance and effective risk management. Regular internal and external audits are conducted to safeguard the reliability, efficiency, and integrity of our operations, strengthening trust across our stakeholder base all while reinforcing a strong internal control environment designed to support consistent and high-quality decision-making across the organisation.

Beyond outcomes, we place equal importance on how those outcomes are achieved. Our workforce operates under well-defined internal guidelines and ethical standards, all anchored in our core values of integrity, respect, and fairness. These principles guide responsible conduct across every level of the organisation and reinforce a culture of doing what is right, not just what is required.

Board of Directors

Our Board of Directors provides strategic oversight, ensuring robust regulatory compliance and effective risk management to safeguard the interests of all stakeholders. Comprising 11 experienced and diverse members, the Board brings a wide range of industry expertise and perspectives, enabling the bank to navigate the evolving financial landscape with confidence and agility.

Following the merger, the Board of Directors maintained 11 members, including the same four independent Board members, with the Chairman continuing in his role. The Board also includes two representatives of the merged bank's majority shareholders, with one appointed as Deputy Chairman. Throughout this transformational journey, the bank has upheld its commitment to a transparent and inclusive nomination process that promotes diversity across gender, ethnicity, and professional background.

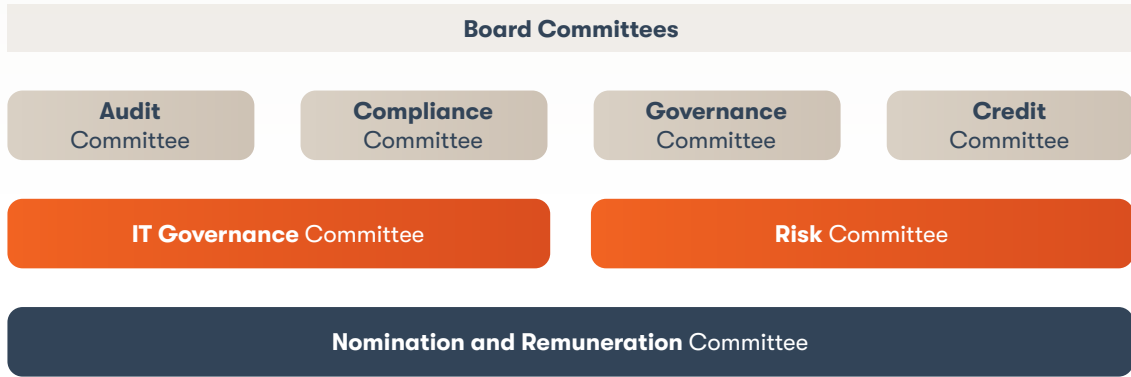
Name	Board Position
Basem Isam Haleem Salfiti	Chairman (Starting from 25/04/2024)
Fahmi Abu Khadra	Vice Chairman (Starting from 13/07/2025)
Tareq Rajaei Haleem Salfiti	Member
Social Security Cooperation	Member
Nadia Ahmad Abdulmuhsin Alanani	Member
Waddah Isam Hasan Albarqawi	Member
Munther Zeidan	Member
Lana Ghanem	Member
Shaden Ziyad Nabih Darwish Alhaji	Represents the Social Security Corporation
Moussa Alhassan Atiq Ali	Represents the Libyan Foreign Investment Company
Ali Mahmoud Hassen Mohammed	Represents the Libyan Foreign Investment Company
Lina Nizar Abd Al Rahim Jardaneh	Represents Abdelraheem Jardaneh and son's company

We are committed to meeting the Central Bank of Jordan's target of at least 20% female representation on bank boards by 2026, and we are pleased to report that we have exceeded this benchmark for the past three years. Since 2022, we have experienced a 27% surge in women's Board representation, reaching 36% in 2025. We are also actively engaged in discussions to establish a formal Board diversity policy and hope to achieve this goal in the foreseeable future.



	2023	2024	2025
Percentage of Board seats occupied by men	72%	72%	63%
Percentage of Board seats occupied by women	28%	28%	36%
Percentage of Board seats occupied by independent directors	36%	36%	36%
Executive members of the Board of Directors	0	0	0
Non-executive members of the Board of Directors	11	11	11
Independent members of the Board of Directors	4	4	4
Non-independent members of the Board of Directors	7	7	7

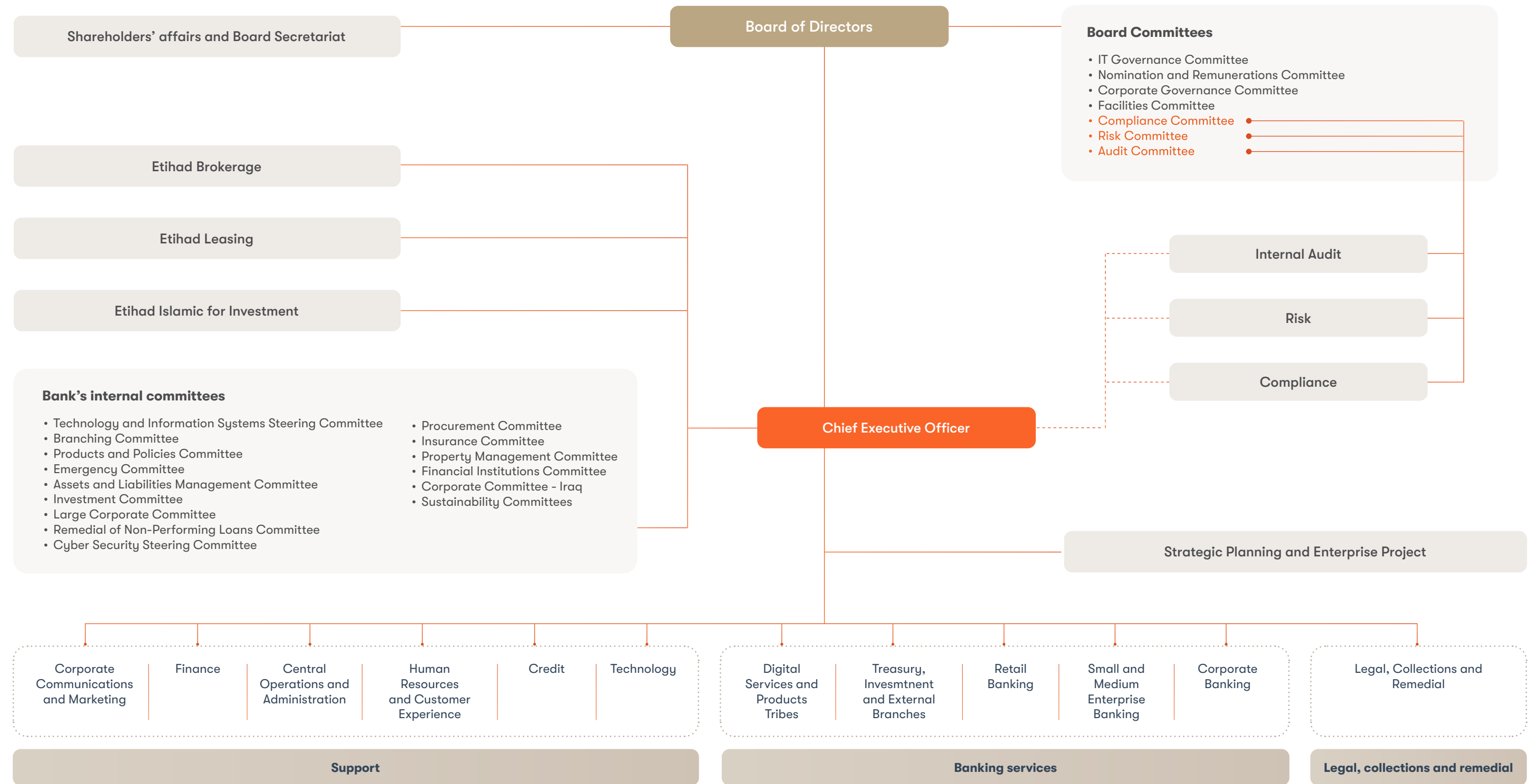
The Board of Directors is supported by several committees, each with a defined role and responsibility to ensure the smooth operations of our bank. These committees provide the Board with findings and recommendations in their respective areas, enabling them to make more informed decisions. Following the merger, the existing Board Committee structure remains unchanged, including the Risk Committee, Audit Committee, and Compliance Committee.



For more details on the roles and responsibilities of our committees, refer to our [Annual Report](#).

Our Organisational Structure

Bank al Etihad



Compliance

Our Compliance department oversees the bank's adherence to applicable laws, regulations, and regulatory instructions issued by the Central Bank of Jordan, the Amman Stock Exchange, and the Central Bank of Iraq. Operating in alignment with the bank's broader governance framework, the department monitors regulatory developments, ensures the implementation of compliance policies and procedures across the bank, and maintains the bank's corporate governance framework. Compliance oversight is further strengthened through the Compliance Committee, which operates at Board level and provides independent review and escalation of key compliance risks.

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Strong compliance is built on strong foundations; and we are continuously strengthening ours. As sustainability and climate-related requirements reshape the regulatory landscape, our framework moves with the same precision and discipline that defines everything we do.

Tamer Barakat
Chief Compliance
Officer



As sustainability and climate-related regulatory requirements continue to evolve – across national frameworks and international standards – the bank ensures these obligations are monitored, interpreted, and embedded within its broader compliance framework. The bank adheres to the following sustainability regulations and standards.

National regulatory requirements

- Bank al Etihad complies with regulatory guidance issued by the Central Bank of Jordan related to the integration of climate-related and environmental risks into banking governance and risk management frameworks. These requirements support the incorporation of climate risk considerations into institutional governance structures and risk management practices.
- The bank aligns with Jordan's National Green Taxonomy, which provides a classification framework for environmentally sustainable economic activities and supports the development and identification of sustainable finance products within the Jordanian financial sector.
- As a listed entity, the bank follows the climate-related disclosure guidance issued by the Amman Stock Exchange, which outlines expectations for listed companies regarding climate-related governance, strategy, risk management, and disclosure practices.

International disclosure sustainability standards

- The bank aligns with the International Sustainability Standards Board (ISSB); IFRS S1 – General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 – Climate-related Disclosures. These standards, particularly IFRS S2, form the foundation for the bank's climate-related financial disclosure practices and ensure transparency regarding sustainability-related risks and opportunities.
- The bank aligns with the Global Reporting Initiative (GRI) Standards. The GRI serves a blueprint for our sustainability disclosure upon which we continue to enhance the quality and depth of our reporting by adopting updates to the standards and using them alongside other complementary frameworks.
- As a signatory to the Partnership for Carbon Accounting Financials (PCAF), the bank is committed to measure and disclose financed emissions from its lending and investment portfolios using the PCAF methodology.

Bank al Etihad continues to prepare for emerging sustainability and climate-related disclosure expectations from regulators. This includes strengthening internal reporting processes, enhancing internal controls supporting sustainability-related financial disclosures, and ensuring that the bank's reporting frameworks remain aligned with both domestic regulatory developments and international reporting standards.



Beyond sustainability, our compliance function was further strengthened during the reporting period through the following implementations.

Our international compliance management certification | The bank obtained ISO 37301 certification for Compliance Management Systems, becoming the first bank in Jordan to receive this international accreditation. The certification reflects the bank's structured approach to compliance governance, including compliance risk assessment, policy management, monitoring mechanisms, and continuous improvement processes.

Strengthening our financial crime risk management | The bank enhanced its AML/CFT framework through updates to policies and procedures, improvements to transaction monitoring systems, and the introduction of additional monitoring scenarios aimed at detecting emerging financial crime risks.

Our advanced sanctions screening capabilities | The bank implemented a new sanctions screening system designed to improve name-matching accuracy and significantly reduce false positive alerts through enhanced algorithmic screening technology. Real-time sanctions screening was also expanded to additional transaction types to strengthen preventative controls and reduce exposure to sanctions-related risks.

Strengthening our group-wide compliance oversight | The bank continued to strengthen compliance oversight across its operations, including the implementation of transaction monitoring and sanctions screening systems at its Iraq branch, alongside specialised training programmes to ensure alignment with group compliance policies and international regulatory standards.

Strengthening our customer protection frameworks | The bank enhanced its customer complaint management framework, ensuring that the majority of complaints were resolved within regulatory timelines. Customer onboarding processes were also strengthened through updates to account opening policies and automation of approval workflows, improving operational efficiency while maintaining strong compliance controls.

Enhancing our compliance culture and employee capability | The bank continued to invest in strengthening its compliance culture through bank-wide training programmes covering AML/CFT, sanctions compliance, FATCA requirements, whistleblowing mechanisms, consumer protection, and ethical conduct. Several employees also obtained internationally recognised certifications in financial crime compliance.

The bank continues to operate in a regulatory environment characterised by increasing complexity and evolving financial crime risks. The merger expanded the compliance function's scope significantly, requiring the alignment of policies, systems, and standards across a larger and more complex operating environment; a transition that continues to be managed in a controlled and structured manner.

During the reporting period, the bank incurred a limited number of minor regulatory fines related to operational compliance matters. These were not material and were addressed through enhancements to relevant processes and controls.

Looking ahead, the bank remains committed to maintaining the highest standards of regulatory compliance across all operations, continuously adapting its framework to meet evolving requirements and sustain the trust of its regulators, customers, and stakeholders.

Our Internal Audit

Bank al Etihad has taken a structured and progressive approach to embedding sustainability verification and review within its governance framework, reflecting the growing materiality of climate and sustainability-related risks across the organisation.

Internal Audit's role in sustainability has evolved in line with the bank's broader sustainability journey and the Central Bank of Jordan's requirements on E&S risk management. Initially focused on disclosure-level review – covering the accuracy, consistency, and credibility of sustainability reporting from a reputational risk perspective – the scope has since expanded to encompass full third line of defence responsibilities on E&S and climate-related risks. Internal Audit assesses the design and operating effectiveness of relevant frameworks, including climate risk management and data processes, without involvement in their development.

In 2025, Internal Audit conducted a risk-based audit of the bank's 2024 sustainability report, identifying material KPIs and providing independent verification over their measurement and grading. This spans two distinct dimensions: the bank's strategic commitments, including how sustainability objectives are set, governed, and tracked through executive performance frameworks; and the bank's reporting obligations, covering the accuracy, consistency, and completeness of sustainability disclosures.

The integrity of both dimensions is subject to independent verification, given their significance to governance, accountability, and public credibility. Progress was reported quarterly to the Board Audit Committee, ensuring ongoing board-level visibility of the bank's sustainability performance.

The Sustainability and Climate unit, embedded within Risk Management, is responsible for developing and implementing the frameworks, methodologies, and integration work that underpins Internal Audit's scope. This work is being carried out proactively and ahead of regulatory activation; IFRS S1 and S2 become mandatory effective 1 January 2027, with 2026 as the first reportable year. Rather than reacting to that deadline, the bank is deliberately building review-ready data, controls, and governance now, ensuring that when the standards come into full effect, the infrastructure to support credible and consistent disclosures is already embedded across the organisation. During the merger, the bank ensured Internal Audit maintained visibility of overall sustainability progress, with updates presented through Board Audit Committee meetings.

Looking ahead, sustainability verification and review will transition from a standalone exercise to an integrated component of the bank's broader internal audit framework. We aim for sustainability-related considerations to be embedded as a structured and recurring component within existing audit tracks across different functions, transitioning from ad hoc consideration to systematic coverage within each track's scope. In parallel, a dedicated sustainability audit track is planned covering two distinct dimensions: strategic direction, including sustainability objectives, KPI measurement and grading, executive performance linkages, and public commitments; and reporting, covering regulatory submissions, disclosure accuracy, climate-related technical calculations, and consistency of statements across all public-facing outputs.

The Board Audit Committee will continue to be informed of material progress and relevant regulatory developments, **maintaining board-level oversight of the bank's sustainability governance and performance.**



Data Privacy and Cybersecurity

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Privacy remains a promise - and as our digital presence and operations continue to grow, so does our responsibility to protect the trust placed in us every day.

At Bank al Etihad, safeguarding our customers’ personal and financial data is a fundamental priority. As we advance our ambition to become Jordan’s leading digital bank, within an increasingly digital and evolving financial landscape, we place strong emphasis on continuously strengthening our cyber resilience through a robust and comprehensive cybersecurity framework. This framework spans governance and risk management, continuous monitoring, access controls, incident response capabilities, and regular employee awareness and training programmes, ensuring data protection is embedded across both technology and people.

During 2025, our cybersecurity efforts focused on supporting the bank’s expansion by securely integrating acquired entities and strengthening control across an increasingly complex operating environment. This included integrating and aligning security controls, standardising policies, and ensuring consistent governance across systems and environments. As part of this process, access controls, monitoring frameworks, and infrastructure-level protections were consolidated to maintain system security throughout the transition. In parallel, the bank strengthened its approach to emerging risks, particularly those related to artificial intelligence. Measures were introduced to guide the use of AI technologies, supported by awareness initiatives aimed at improving employee understanding of AI-related risks and potential threat scenarios.

These efforts ensured that cybersecurity controls remained consistent and effective despite the expansion in scale and complexity. As a result of our sustained and proactive efforts, we recorded **zero data breaches for the seventh consecutive year**, reflecting the effectiveness of our data protection framework, cybersecurity controls, and ongoing risk management practices. In 2025, Bank al Etihad was proud to receive the “Cybersecurity and Financial Fraud Awareness Campaign for the Financial and Banking Sector”, recognising our continued focus in enhancing cybersecurity awareness and protecting customers from fraud.

Cybersecurity Merger Highlights

We are advancing several initiatives to further strengthen and standardise cybersecurity across the bank. As we continue to grow and expand our operations, we are focusing on further enhancing API security to better protect integrations and digital services, as well as advancing security orchestration, automation, and response (SOAR) capabilities to strengthen incident detection, coordination, and response efficiency.

Looking ahead, these initiatives will support stronger effectiveness, accelerate response times, and support a more integrated and resilient cybersecurity framework across the bank as we scale.

Cyber Governance

Cybersecurity governance and practice

Independent governance structure | Regulatory alignment | Standards | Fraud detection | Customer awareness

Board Risk Committee
Board-level oversight

Cybersecurity Committee
Dedicated governance body

Cybersecurity management function
Independent from IT operations | Reports to both oversight bodies

Information and cybersecurity operations
Monitoring and threat detection | Incident response
Forensic analysis

Information Security Governance
Governance, risk and compliance (GRC) | Policy development
Regulatory alignment | Identify and access management (IAM)

Information security and cybersecurity manual
Comprehensive policy and procedures framework

Access controls

Monitoring and alerts

Incident management

Risk assessment

Reporting and remediation

Coordination with IT governance

Implementation

Infrastructure management

System level controls

Regulatory alignment Standards applied during 2025

During 2025, cybersecurity practices were aligned with evolving regulatory requirements, including updates to internal policies, control frameworks, and monitoring practices.

Frameworks applied

Jordan PDPL

NIST 2.0

CBJ CSF

Cybersecurity standards Internationally recognised frameworks

The bank implements internationally recognised standards guiding information security governance and risk management GDPR principles are integrated proactively, including privacy-by-design and data subject rights.

Standards and frameworks

ISO 27001

PCI DSS

COBIT

NIST 2.0

GDPR (aligned)

Fraud detection and prevention Approach across all banking channels

A layered approach combining advanced monitoring systems, preventive controls and continuous transactional analysis protects customers across all banking channels.

Detect
SIEM |
Monitoring
rules | Alerts

Investigate
Fraud and
cyber team
coordination

Respond
Remediation
and
reporting

Key systems

VAAVRM

NetGuardians

Fraud Trap

SIEM

Customer awareness First line of defence against fraud

We actively promote customer awareness through targeted communications and education across all engagement channels, empowering customers to recognise and respond to suspicious activity.

Channels and initiatives

Social media

Dedicated campaigns

Direct messaging

Awareness videos

Focus areas

Social engineering

Digital fraud

Social banking practices

The bank **recorded ZERO** data breaches for the **seventh consecutive year**



Enhancing employee competence in data security

To protect the privacy and security of sensitive information, we focus on equipping employees with the awareness, guidance, and tools needed to manage data responsibly. This includes regular training, clear password and access requirements, defined bring-your-own-device guidelines, and structured identification and access procedures for employees handling sensitive information. All employees are required to formally acknowledge and comply with the bank's Code of Ethics and data protection requirements, reinforcing accountability and adherence to approved policies.

For a detailed breakdown of training programmes, including cybersecurity awareness initiatives, please refer to Chapter **Developing Our People**.

Operational Risk Management

Recognising that effective operational risk management is fundamental to organisational resilience, the bank has a comprehensive operational risk management framework designed to identify, assess, mitigate, and monitor operational risks across all areas of its operations. The framework is applied consistently across departments and units to support strong controls, informed decision-making, and ongoing risk oversight.

Key elements of the framework include structured risk assessment methodologies such as the Control Risk Self-Assessment (CRSA) process. Through CRSA, risks and associated control procedures are systematically identified, reviewed, and assessed, enabling the bank to detect control gaps, evaluate the effectiveness of existing controls, and address areas requiring improvement.

In addition, the framework incorporates robust fraud detection and prevention management, supported by advanced technologies and strict internal controls to identify, prevent, and deter fraudulent activity. Together, these measures strengthen the bank's operational resilience and contribute to a well-controlled risk environment. In 2025, we experienced a total of JOD 397,915 fraud losses in 2025 with social engineering as the primary driver.

Further details on the bank's risk management approach are available in the **Climate Report**.

Business Continuity

For a bank, maintaining service continuity is critical to protecting customers, preserving trust, and ensuring the stability of the financial system during times of disruption. We therefore recognise business continuity management as a core component of our risk management framework. As part of our commitment to delivering reliable and uninterrupted services, even during crises or unforeseen events, we have implemented a comprehensive Business Continuity Plan.

Business continuity at Bank al Etihad is managed through a structured Business Continuity Management (BCM) framework, anchored by a comprehensive Business Continuity Plan (BCP) aligned with international standards, including ISO 22301 and ISO/IEC 27001. The framework defines how the bank manages disruptive incidents to ensure the recovery of critical activities within predefined timeframes, maintaining the impact of disruptions within acceptable levels.

The bank's approach is underpinned by a structured methodology that includes risk analysis, business impact analysis (BIA), and the definition of recovery requirements such as recovery time objectives (RTO) and recovery point objectives (RPO), ensuring prioritisation and alignment of recovery efforts across all critical functions.

Business Continuity Governance

Business continuity governance is embedded through clearly defined roles, responsibilities, and escalation protocols. During disruptive events, an Emergency Committee, led by senior management and including the Chief Risk Officer, oversees the activation of the Business Continuity Plan, key decision-making, and coordination across business, technology, and support functions. This is supported by dedicated crisis management and specialised response teams to ensure an effective and timely response.

The framework integrates incident response procedures, communication protocols, and recovery planning, enabling coordinated action, effective containment of incidents, and the structured restoration of operations. Activation and deactivation of recovery plans are centrally governed, ensuring responses are controlled, proportionate, and aligned with the severity and duration of the disruption. Recovery performance is continuously monitored, with gaps between required and actual recovery capabilities identified and actively addressed.

This structured approach reflects a shift from traditional business continuity planning towards a resilience driven operating model, where the focus extends beyond post incident recovery to maintaining operational stability under stress, absorbing shocks, and ensuring the continuity of critical services across the bank. The framework is supported by scenario-based exercises that evaluate response effectiveness and recovery capabilities.

From a sustainability perspective, this strengthens the bank's long-term operational resilience and enhances its ability to operate reliably amid increasingly complex and interconnected risks, including environmental, technological, and systemic disruptions.

To learn more about our business continuity and sustainability efforts, please refer to our **Climate Report**.



Banking with Purpose

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5

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Growth is most meaningful when it creates lasting value. Through stronger partnerships, responsible growth, and forward-looking financial solutions, we continue to support the evolving ambitions of the customers and businesses we serve.

Beyond Finance

Empowering Clients and SMEs

Non-financial Services for SMEs

As our Bank continues to transform and expand its customer base, supporting our clients beyond traditional financial services has become a defining pillar of our institutional identity. By offering a comprehensive suite of solutions that address both conventional and evolving needs, our focus on non-financial services (NFS) plays an integral role in delivering truly holistic solutions to individuals and businesses.

Through these services, we aim to unlock the potential of individuals, startups, and SMEs throughout their growth journeys. This not only enhances the experience of existing clients but also contributes to stronger customer retention and the acquisition of new ones. This strategic approach strengthens our position as the preferred bank for SMEs, women in business (WiB), and startups.

Furthermore, our non-financial services (NFS) initiatives are designed to directly support national priorities, enabling the bank to contribute to Jordan's economic ambitions by helping businesses drive meaningful transformation within their operations. Our approach is closely aligned with the pillars and objectives of Jordan's Economic Modernisation Vision, ensuring that our initiatives deliver both economic and societal value by focusing on:



Promoting financial inclusion



Supporting job creation and youth engagement



Accelerating the transition to a green economy

Throughout 2025, the bank strengthened its advisory offering, receiving 70 applications, of which 64 companies were deemed eligible, reflecting a high level of demand and trust in the bank's ability to support SME growth. At the same time, we expanded our digital support to SMEs and freelancers through strategic collaborations, enabling access to discounted digital tools and solutions. This initiative reached 664 users and generated strong engagement, demonstrating the relevance of digital enablement in enhancing SME competitiveness and operational efficiency.



To learn more about sustainable and green banking, please refer to our **Climate Report**.

Training and capacity building

Throughout 2025, NFS programmes delivered a wide range of high-impact trainings and workshops designed to strengthen the capabilities of SMEs and self-employed professionals across Jordan. The sessions covered key areas such as digital marketing, export readiness, taxation, HR, and innovation.

These programmes were delivered across multiple locations, including Amman, Irbid, and Aqaba, as well as through virtual platforms, ensuring broad accessibility and nationwide reach.



Quarter	Activity	Type	No. of sessions	No. of hours	No. of applicants	No. of attendees	Hours of training
Q1	Digital Marketing	Physical	2	6	136	74	444
	Income and Sales Tax	Virtual	1	3	109	89	267
	Export Readiness Services – Training	Physical	5	6	103	66	396
	Export Readiness Services – Content Development	Virtual	1	4		25	100
	AI in Human Resources	Virtual	1	5	70	41	205
	Digital Marketing*	Physical	4	3	23	21	63

*The Digital Marketing sessions focused on different topics such as technology and innovation, manufacturing, health, and wellness, and agriculture and sustainability.

Quarter	Activity	Type	No. of sessions	No. of hours	No. of applicants	No. of attendees	Hours of training
Q2	Digital Marketing training	Virtual	1	1.5	20	21	31.5
	Unlocking Your Numbers	Physical	3	6	39	17	102
	Intellectual property – Pros and Cons	Virtual	1	3	54	42	126
	HR training	Physical	2	6	36	28	168

Quarter	Activity	Type	No. of sessions	No. of hours	No. of applicants	No. of attendees	Hours of training
Q3	Digital Marketing training	Virtual	2	3	295	73	219
	HR training	Virtual	1	3	84	36	108

Quarter	Activity	Type	No. of sessions	No. of hours	No. of applicants	No. of attendees	Hours of training
Q4	HR Strategies for Growth and Scaling	Physical	2	6	28	16	192

Bank al Etihad SME Awards

Bank al Etihad 10th SME Award

Bank al Etihad hosted the 10th SME Award at Business Park, reaffirming its commitment to supporting high-potential Jordanian businesses and strengthening the SME ecosystem. Our SME Award's annual theme is determined in alignment with our Bank's yearly priorities.

This year's award featured two categories – Startups and Scale-ups – with winners selected based on **impact, financial strength, creativity, and sustainability**. The award attracted 172 applications, including 36 female-owned businesses, reflecting the diversity, innovation, and growing strength of Jordan's entrepreneurial landscape.

In the **Startup** category, the prize value was JOD 15,000, awarded to Jawla Recycling, a business that transforms polyester waste from textile factories into recycled PET pellets for industrial use, contributing to waste reduction, circular economy practices, and lower carbon emissions. The second and third finalists in the Startup category were OrganicG, which converts organic waste into sustainable fertilizers and natural pesticides for farmers, and Ablers, a social enterprise focused on empowering people with disabilities through training, inclusion, and employment support.

In the **Scale-up** category, the prize value was JOD 35,000, awarded to Virtual Creative Technologies LLC, a company developing smart hardware and software solutions to improve occupational safety and productivity, including wearable safety devices and AI-driven hazard detection tools. The second and third finalists in the Scale-up category were Tops Chocolate, a manufacturer recognised for innovative health-conscious chocolate products, and Al-Diken Brothers, a business active in automotive and general trade, including motorcycles, spare parts, and related services.

Through the SME Award, Bank al Etihad continues to recognise and celebrate **businesses that combine innovation with resilience, while creating meaningful economic and social impact in Jordan.**



SME Awards key figures

172+
applications

100
eligible companies

6
finalists

2
winners

Female Empowerment

Our commitment to **female empowerment** extends beyond our internal people practices to creating meaningful opportunities for female customers and the wider society. This focus is reflected in the initiatives outlined in this section, **which aim to support women's economic participation and independence, growth, and leadership.**

Shorouq Programme

Continuing our commitment to advancing women's economic participation, Bank al Etihad sustained the Shorouq Programme in 2025, marking its eleventh consecutive year of empowering women through tailored financial and non-financial support.

Shorouq is designed to empower women by providing access to knowledge, networks, and opportunities through a range of tailored non-financial services, supporting their personal and professional growth at different stages of their careers.

In 2025, we organised more than 20 events, including workshops, as well as virtual and in-person mentoring and guidance sessions, delivered in collaboration with our partners. These activities benefited over 500 women. During the year, we also launched the seventh edition of the Shorouq Career Comeback Programme, supporting women seeking to return to the workforce after a voluntary career break. The programme focuses on bridging skills and knowledge gaps, equipping participants with the tools, confidence, and guidance needed to re-enter the workforce smoothly and contribute meaningfully across various sectors. From over 1,300 applicants, 37 women were selected to participate.

To further extend our impact, we partnered with nine institutions that share our commitment to advancing women's economic empowerment, including the Crown Prince Foundation, Jordan River Foundation, Al Hussein Technical University, Umniah, Talabat, Better Business, Ipsos Jordan, Flat6Labs, and ITG Solutions. These partnerships reflect a collective effort to support women's career advancement and strengthen their economic role in Jordan.

Career Comeback Programme | This six-week programme is aimed at women who have taken a voluntary career break for at least four years and want to re-enter the workforce. We support them through tailored workshops, mentorships, and opportunities for hand-on experience to regain their confidence and help them unlock their potential. After the six weeks, we provide participants with access to Shorouq network, a community of inspiring women.

Shorouq Connect | This initiative provides non-financial opportunities to inspire, empower, and connect like-minded women to break boundaries and blaze a path toward true success. This is achieved through coaching and mentorship needed to guide females through their finances, business, and career to forge a secure financial future.



Advancing gender-inclusive finance for women

At Bank al Etihad, we maintain a strategic focus on empowering women in business by designing products and services that support their growth, independence, and leadership. Our objective is to provide both financial and non-financial solutions that enable women-led businesses to thrive, innovate, and lead within their industries.

We have developed a tailored suite of offerings specifically for female entrepreneurs, designed to address their unique needs and challenges. Through these solutions, we aim to remove financial and structural barriers, enabling women to access the funding, tools, and knowledge required to grow their businesses and contribute meaningfully to the national economy.

Women's business loans

Specialised financing with reduced interest rates and flexible repayment plans

Women-led business green financing

Loans for energy-efficiency saving technologies to reduce costs and support sustainability business goals

Women-led business credit card

Tailored limits with low and flexible payment plans

Women's startup account

Fee-free banking for 365 days for startups under two years old

Bundles for women-owned businesses

Monthly transfer bundles designed to save costs and reduce transfer fees

Non-financial services

Workshops, advisory services, SME awards, exclusive discounts and a dedicated podcast "Malak Bi Aamalak"

JLGC Guarantee Programme

Facilities to lower collateral requirements for Women SMEs Loan guarantee of up to 80% through JLGC improving access to financing for WSMEs.

Supporting resilient entrepreneurs and youth

We believe that young entrepreneurs are a key driver of innovation and future economic growth. At Bank al Etihad, we are committed to supporting youth through tailored financial and non-financial services that respond to their specific needs. Our objective is to catalyse innovation and growth among startups and youth-led businesses by addressing their unique challenges and unlocking their full potential.

Through targeted support, we empower young entrepreneurs to bring their ideas to life, access financing more easily, and scale their businesses with confidence, contributing to a more dynamic and resilient economy.

Startup and youth financing

Loans of up to JOD 250,000 with flexible terms and competitive interest rates

Startup and youth green financing

Financing for energy-saving technologies to support sustainability goals

Startup and youth credit cards

Business credit cards with flexible limits and multiple payment options

Startup and youth account

A 365-day fee-free banking plan for startups under two years old

Bundles for startups

Monthly transfer bundles designed to reduce costs

Non-financial services

Group trainings, tailored advisory support, discounted business solutions, SME awards, and podcast

JLGC Guarantee Programme

Facilities to lower collateral requirements for startups and youth-led ventures. Loan guarantee of up to 85% through JLGC improving access to financing for startups



Customer-centred Banking

Customer experience

At Bank al Etihad, we are dedicated to empowering people to shape their futures and lead better lives. We fulfil this promise by offering innovative products and services, and by delivering exceptional customer service through the expertise of our employees, ultimately building strong trust and lasting loyalty with our customers.

Our customer experience strategy is guided by the Customer Experience Professionals Association (CXPA) six-pillar framework, which guides how we design and deliver world class service journeys to our customers. The framework informs how we engage with customers at every touchpoint and ensures consistency, relevance, and quality across the customer experience.

The pillar framework

Customer Experience (CX) Strategy

Customer Understanding

Experience Design, Improvement, and Innovation

Measurement and KPIs

Organisational Adoption

Culture



Our specialised Customer-Centric (CC) team works closely with departments across the bank to embed customer-centric practices and drive continuous service enhancement. Their responsibilities include:

- **Developing customer centricity:** Building a customer-centric approach by focusing on tailored interactions and personalised services.
- **Implementing a customer experience management process:** Establishing and maintaining processes that improve customer satisfaction and loyalty through continuous service improvement.
- **Initiating culture programmes:** Launching initiatives that promote a customer-orientated culture among employees, emphasising customer satisfaction and engagement.
- **Aligning KPIs and incentives:** Coordinating short- and long-term performance indicators and incentives that support our commitment to customer excellence.

Customer experience metrics

The Customer Experience Index provides a comprehensive view of customer experience quality across our channels and products. It brings together key metrics, including the Net Promoter Score (NPS), Customer Satisfaction (CSAT), First Contact Resolution (FCR), Customer Effort Score (CES), and Service Standards Adherence (Mystery Shopping) to deliver a high level, balanced assessment of performance and customer needs and expectations.

We act on all customer feedback through both immediate and systemic follow-up mechanisms. Through the “**small loop**”, negative feedback is addressed within 24 hours via ticket escalation to relevant frontline managers, with response times tracked through internal dashboards. We also monitor response times across contact centres, live chat, social media, and branches against defined SLAs to ensure timely and consistent support. Through the “**big loop**”, customer feedback is analysed collectively using AI-enabled tools to identify trends, uncover root causes, and drive continuous, organisation wide service improvements.

Customer Experience Index



Net Promoter Score (from -100 to +100)



In 2025, we achieved a Net Promoter Score (NPS) of 57%, marking an increase of over two-percentage points from 2024, and maintained a steady Customer Satisfaction (CSAT) score of 85.2%, both exceeding industry benchmarks despite the slight 3.8% decrease in our CSAT score from 2024.

These results reflect our continuous investment in the human and digital dimensions of banking, enabling us to meet the evolving needs of our customers and distinguish our position as a leader in delivering high-quality, meaningful experiences.

Complaint resolution and transparency

It is important for us that our customers clearly understand their rights and obligations when engaging with our bank, and that our employees consistently act in their best interests. To support this commitment, we have established a robust governance framework that guides the management of customer experience and day-to-day operations. This framework ensures fairness, transparency, and accountability across all customer interactions and is built around the following key elements.

Customer code

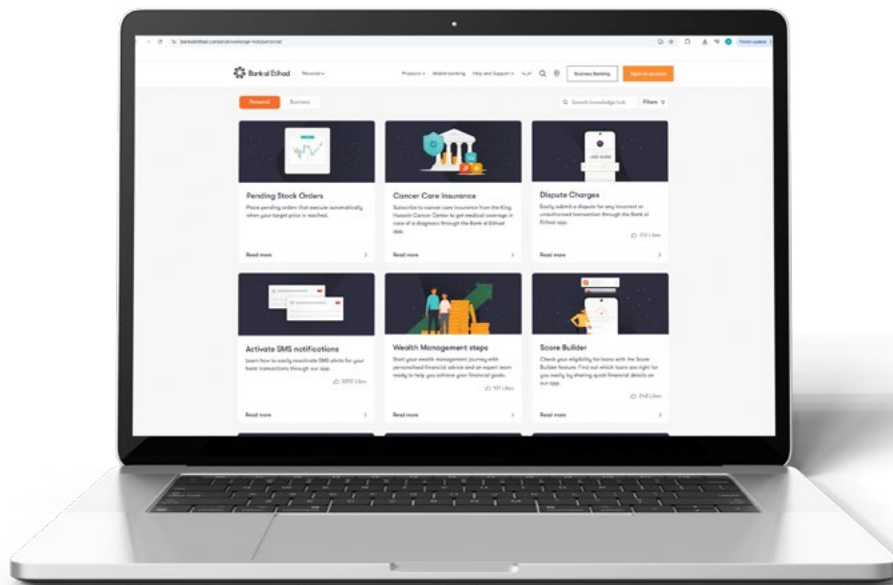
Establishes our values in dealing with customers, from understanding their needs to solving their problems. It offers guidance on how we present ourselves, nurture relationships, communicate clearly, build and maintain trust, and simplify financial management so customers can bank on their own terms.

Service standard guidelines

Defines how employees interact with customers in detail. It includes standards for communication across all channels, employee appearance and behaviour, the look and feel of our premises, and overall service expectations.

Code of Ethics and Culture Code

Outlines the principles that guide how employees work together and the values they are expected to uphold. These principles are directly reflected in how we serve our customers and create a consistent and respectful service culture.



Customer grievance process

Bank al Etihad has a comprehensive Customer Complaints Handling Policy designed to ensure complaints are managed fairly, efficiently, and consistently. The policy applies across all branches and subsidiaries of the bank, both within the Kingdom and internationally, and sets out clear principles and procedures for addressing customer concerns in line with regulatory requirements and best practice.

For branches and subsidiaries operating outside the Kingdom, the bank complies with local laws, regulations, and supervisory instructions. Where local requirements differ, we apply the highest applicable standard for complaints handling, ensuring consistent service quality and fair treatment for all customers, regardless of location.

Communicating the policy to customers

We are committed to ensuring that customers are well informed about their rights and the available complaint resolution channels. The Customer Complaints Handling Policy is communicated clearly and accessibly through multiple touchpoints, including:

- **Signed contracts:** The policy is referenced in account opening documentation and loan agreements, ensuring customers are informed from the outset of their relationship with the bank.
- **SMS notifications:** Customers receive messages outlining the complaints process and how to submit a complaint.
- **Bank website:** Detailed information on the complaints handling process is published online for easy access.
- **Branch materials:** Informational flyers are displayed in all branches to support customers during in person visits.
- **Complaint boxes:** Physical complaint boxes are available in branches, providing a simple and direct submission channel.

Together, these communication channels ensure that customers understand how to raise concerns and can access the complaints process through the method most convenient to them, reinforcing transparency, accountability, and customer trust across the group.

Internally, we apply strict communication guidelines to ensure that all customer facing materials are clear, accurate, and fully compliant with Central Bank of Jordan and other jurisdictions' regulations. These guidelines cover the presentation of product information, the disclosure of fees, promotion validity periods, and references to applicable terms and conditions.

To support transparency and consistency, all relevant information is made accessible through our website's [Knowledge Hub – Products & Services Guides](#).



Digitalisation and Innovation

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The real value of digital is not in the channels; it is in what you do with the data. Once data becomes accessible and actionable across the business, it changes how decisions are made, how customers are approached, and how the bank grows.

Khaled Gharaibeh

Head of Business and Data Intelligence
Technology Department

In 2025, we continued to lead the digital banking landscape in Jordan, advancing with purpose and impact towards our ambition of becoming the Kingdom’s leading digital bank. Our digitalisation and innovation continued to focus on enabling business growth, improving operational efficiency, and enhancing the customer experience.

Throughout the year, the bank strengthened its digital and technology capabilities across two core dimensions: client-facing digital platforms and internal digitisation and enterprise systems. Our approach focused on building a structured operating model in which digital channels enhance and simplify the customer experience, while improved internal systems and data capabilities reinforce stronger execution, controls, and more informed decision-making across the organisation. The bank is beginning to incorporate AI-enabled capabilities within its digital and data ecosystem, with further developments planned as part of its ongoing transformation journey.

Digital awards in 2025

GLOBAL
FINANCE

Best Online Product Offerings (2025)

THE
DIGITAL
BANKER
Digital CX
AWARDS 2025

Outstanding Digital CX – Mobile Banking

GLOBAL
FINANCE

Best SME Banking/ SME Platform (2025)



Product Innovation for Retail and Business Customers

During 2025, Bank al Etihad’s product innovation efforts focused on enhancing the accessibility, flexibility, and relevance of its financial solutions, supported by strengthened digital platforms and advanced data capabilities.

A key priority was introducing greater flexibility into product design, enabling offerings to better reflect individual customer profiles and preferences. This included the adoption of pricing mechanisms linked to customer behaviour and relationship depth, such as loan pricing based on documentation quality, income profile, and the overall banking relationship, as well as more adaptable product terms across both retail and SME segments. Together, these enhancements mark a shift towards more customer-responsive product structures, moving away from fixed, one-size-fits-all solutions and enabling more personalised and relevant banking experiences.

78% of retail customers were digitally acquired in 2025

91% of retail customers bank digitally through our application

Client-facing digital platform capabilities enhancements

Digital platform expansion

The bank continued to strengthen its mobile application as a central customer interface, expanding its functionality beyond traditional banking services to include:

- Equity investments, including fractional shares
- Digital trading of gold and silver, alongside access to physical bullion
- Subscription-based packages combining banking and non-banking services

These enhancements represent a significant step towards building a comprehensive multi-service financial platform, increasing our customer engagement and expanding the bank’s role in customers’ broader financial activities.

Digital onboarding and lifecycle management

The bank continued digitising the customer lifecycle through:

- End-to-end onboarding for sole establishments
- Digital activation of dormant accounts (CIF and CASA)
- Continuous optimisation of onboarding and servicing journeys

These enhancements have supported faster customer acquisition, improved service delivery, and reduced reliance on physical channels, reinforcing a more efficient and accessible banking experience.

Data-driven customer intelligence and targeting

The bank strengthened its use of transactional and behavioural data as a core driver of customer engagement and product alignment. By analysing customer activity across accounts, payments, and digital channels, including utility and bill payments, fuel and mobility-related spending, transaction patterns, and channel usage, the bank generates actionable insights into customer needs and behaviours.

These insights enable:

- More precise customer targeting
- Improved alignment of products and services
- Enhanced cross-selling and engagement strategies

Reflecting a clear shift towards an intelligence-led engagement model, where customer interactions are increasingly informed by behavioural signals and data-driven insights.

Payment ecosystem expansion

The bank expanded its digital payments ecosystem by extending wallet integrations beyond Apple Pay to include Google Pay, enabling seamless and secure contactless transactions. Resulting in a broader ecosystem coverage and increased daily usage of digital channels.

AI-enabled customer interaction

A virtual assistant was introduced within the bank’s mobile application to support customer queries and service requests, with seamless escalation to customer service teams where required. Leading to an improved accessibility for customers and greater efficiency in service delivery.

Embedded compliance within digital channels

Compliance requirements were further embedded into the bank’s digital journeys, strengthening compliance execution within the customer experience. This included:

- In-app KYC updates
- Introducing automated compliance triggers and notifications
- Implementing rules-based customer flows that guide customers through required actions

Together, these enhancements help ensure regulatory requirements are met seamlessly and consistently.

Products are increasingly designed to be accessed, applied for, and managed directly through digital channels, significantly reducing reliance on physical processes. This approach ensures that product innovation extends beyond design alone to encompass how products are delivered and experienced by customers in a fully digital environment.

Supporting SME and Business Customer Needs

Innovation efforts also focused on strengthening the bank's offerings for SMEs and business customers, with solutions designed to support day-to-day operations and effective cash-flow management. This included the introduction of business credit cards and related tools, practical financial solutions to support routine business expenses, and targeted campaigns and engagement initiatives tailored specifically to SME customers.

These efforts reflect our focus on delivering practical, usage-driven financial tools that align closely with how SMEs operate and manage their businesses.

SME-focused innovations

Digital SME onboarding | Introduction of digital onboarding capabilities for sole proprietors and SMEs, enabling remote account opening aligned with business requirements and reducing onboarding friction and processing time.

SME business credit solutions | Expansion of credit card offerings tailored to SMEs, supporting operational expense management, payment flexibility, and working capital optimisation.

Sustainable transport finance (SME segment) | Development of financing structures supporting fleet transition for SME clients, aligned with EIB, GEFF, and CBJ frameworks, resulting in executed transactions and an active pipeline.

Data-driven SME targeting | Use of transaction and behavioural data to identify SME client needs and align financial products with operational activity, improving targeting and pipeline development.

Sustainable Innovations

Embedding sustainable behavioural insight into the customer experience

A key milestone in 2025 was the launch of Carbon Calculator, representing Jordan's first fully integrated digital sustainability product within a banking application. The calculator leverages transaction data to generate meaningful insight into the environmental impact of customer spending behaviour. By translating payment activity into structured, easy-to-understand information, the tool enables customers to better understand their consumption patterns and make more informed choices through customer-facing dashboards, creating a foundation for future behavioural nudging and green product targeting.

Beyond visibility, the carbon calculator has delivered measurable impact through:

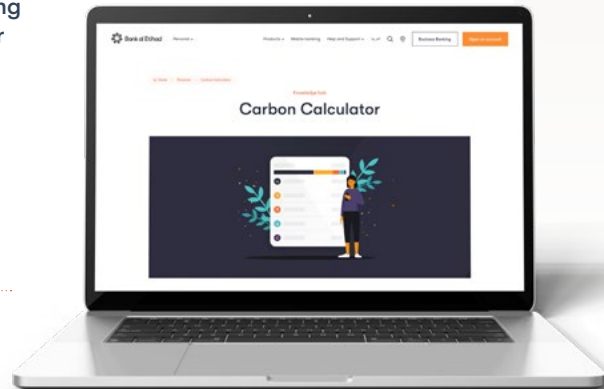
Increased
engagement with
digital channels

Higher transaction
activity and
value per user

Observable shifts
in spending
behaviour

This initiative demonstrates the bank's ability to move beyond data collection towards active behavioural influence, positioning data as a practical tool to inform customer decisions and strengthen engagement.

Learn more about our Carbon Calculator on our [website](#).



Operational Efficiency and Process Automation

Following the merger, the bank's operational scope expanded significantly, which required a shift towards a group-wide digital and data architecture to support scale, consistency, and effective integration. In response to the merger impacts, several key actions were undertaken, including the alignment of systems and data flows across entities, the standardisation of workflows and processes, and the expansion of reporting and dashboard capabilities. At the same time, cross-functional coordination was strengthened across Digital, Technology, Risk, and Business teams to support consistent execution and oversight.

While meaningful progress has been achieved, several priorities remain as part of the next phase of integration. These include full data harmonisation across entities, the development of a unified digital architecture, the establishment of a single customer view, and the extension of automation capabilities across subsidiaries. Together, these efforts will support greater efficiency, consistency, and scalability across the group.

With a strong focus on efficiency, the bank prioritised embedding automation across core operational and commercial processes, with an emphasis on scalability, strong controls, and integrated data flows; moving beyond isolated efficiency gains towards more sustainable, end-to-end process improvement. Key milestones are presented below.

Internal digitisation and enterprise systems efficiency enhancements

Employee service management through enterprise resource planning (erp)

The bank continued to digitise employee-related processes through its ERP system, creating a centralised platform for workforce management and internal services. The platform enables employees to manage a wide range of activities directly and efficiently, including:

- Leave, vacation, and per diem requests
- Benefits administration and internal service requests
- The issuance of official letters and documentation
- KPI tracking and performance monitoring with assigned weightings
- Employee loan management

These enhancements have improved the overall employee experience, reduced administrative burden, and strengthened visibility, control, and consistency across workforce-related processes.

Internal digitisation through service tribes

Service tribes play a central role in driving internal digitisation across the bank, with a strong focus on process optimisation, automation, and system-driven execution. Their work includes:

- Redesigning internal workflows to reduce manual intervention
- Embedding automation across key processes
- Enabling seamless, system-based coordination between departments
- Managing workflow platforms, particularly for customer loan processing and approvals

The service tribes' efforts have resulted in faster processing times, improved consistency, and stronger operational control across both internal and customer-facing workflows.

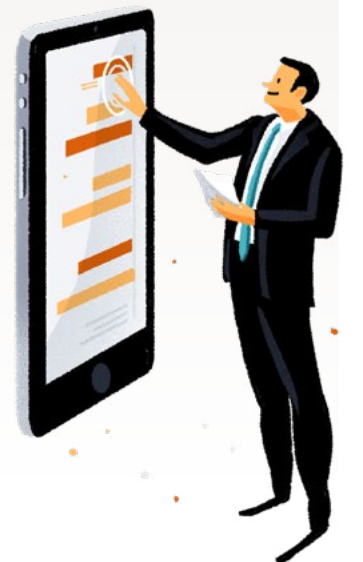
Procurement digitisation and supplier payments

Procurement and supplier payment processes are fully digitised through ERP-linked systems from 2022, and procurement dashboards were updated annually. This includes:

- System-based procurement workflows
- Digital processing of supplier payments
- Enhanced visibility over procurement activities and spending to enable emission tracking infrastructure across the supply chain

These enhancements have strengthened governance, improved transparency, and increased efficiency across procurement operations.

89% of the Bank's processes are automated in 2025.



Enterprise data, reporting and performance management enhancements

Enterprise reporting and dashboard management (Power BI and MIS enhancements)

The bank operates a centralised data and reporting environment that supports management, business, and control functions through structured dashboards and analytics.

These dashboards provide visibility across:

- Business performance and profitability
- Portfolio composition and trends
- Customer activity and segmentation
- Risk and operational indicators
- Sustainability performance metrics

Used across management and executive levels, these tools support effective monitoring, planning, and decision-making. Together, they have enabled the establishment of a data-driven management environment in which performance is continuously tracked, and decisions are informed by consistent, timely, and reliable insights.

Data-driven performance management

We established a more integrated and transparent performance management model, strengthening accountability and execution across the bank. This was achieved by embedding data into performance measurement at both business unit and individual employee levels, supported by:

- Dashboard-based performance tracking
- Clear alignment between individual, functional, and organisational performance

Reporting, governance and decision support

The bank's data capabilities underpin internal reporting, regulatory compliance, audit processes, and management decision-making by delivering structured, reliable, and consistent information. Hence, in 2025 we focused on strengthening our control environment, and improving our readiness for reporting and governance requirements.



Sustainability in Digitalisation and Technology

Digitalisation is often positioned as an enabler of more sustainable practices, for example through reduced paper use. However, it also carries an environmental footprint, particularly in relation to energy consumption associated with servers, data processing, and digital systems. At Bank al Etihad, we are highly conscious of this impact and are committed to managing our digital operations responsibly, with the aim of minimising their environmental footprint as much as possible especially while expanding our bank and digitalisation practices.

Digital infrastructure and energy use

The bank has established clear visibility over the environmental impact of its internal digital infrastructure. This includes monitoring electricity consumption from on-premises data centres and servers based on actual usage data, as well as energy demand driven by system activity such as data processing, storage, and transaction volumes. These impacts are captured within the bank's Scope 2 emissions, reflecting electricity consumption across owned and operated facilities.

The bank also relies on external cloud and technology providers, primarily including Amazon Web Services, Microsoft Azure, and Google Cloud, as well as other third-party service providers. For outsourced digital infrastructure and cloud services, direct energy consumption data is not always available at a sufficiently granular level. As a result, the bank relies on publicly available provider disclosures and proxy methodologies where appropriate to estimate associated emissions. The emissions associated with these services are reported under Scope 3 emissions (purchased goods and services), in line with recognised greenhouse gas accounting practices.

The bank is working to enhance visibility over emissions associated with outsourced digital infrastructure, including cloud service providers, as part of its broader Scope 3 data enhancement plan. We recognise that increased digital adoption may lead to higher underlying energy demand and therefore focus on improving measurement, transparency, and operational efficiency, rather than assuming net environmental benefits from digitalisation alone.

Operational efficiency and resource optimisation

Digitalisation has contributed to reducing the bank's operational environmental impact through the expansion of paperless workflows and system-based execution across key functions. This includes digital lending workflows covering application intake, approvals, and contract generation, ERP-enabled employee services and procurement processes, digital onboarding journeys, supplier payment processing, and workflow automation across internal approvals and customer servicing. These improvements have reduced reliance on manual handling and physical documentation, while improving operational efficiency, auditability, and visibility over resource use across the bank.

At the same time, certain regulatory requirements (including consumer protection regulations) continue to necessitate the use of physical documentation. As a result, the bank adopts a balanced approach that advances digitalisation where possible while ensuring full compliance with applicable regulatory obligations.



Our People, Our Purpose

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“

Behind every stage of the Bank’s growth is the strength of our people, driving transformation, shaping culture, and building a more resilient and future-ready institution together

Empowering our People



At Bank al Etihad, we believe our people are the foundation of our success. Our purpose “to empower individuals to lead fulfilling lives” starts from within: by cultivating a workplace that promotes humility, dignity, and belonging.

Rooted in family values, we encourage interconnectedness among our employees while attracting and retaining top talent to deliver world-class banking experiences. In everything we do, we strive to create an environment where everyone regardless of gender, age, background, or ability feels supported, respected, and empowered to succeed.

Our Code of Conduct

The code serves as a practical guide for day-to-day decision-making, helping employees navigate complex situations and reinforcing a shared culture of integrity and accountability at all levels of the Bank. It is central to our commitment to long-term sustainability and to maintaining public trust, both internally with our teams and externally with the communities we serve. All employees are expected to uphold these standards in practice as well as in principle, ensuring consistency, transparency, and professionalism in every interaction.

Our Code of Conduct emphasises:

- Complying with laws and regulations
- Upholding values among employees
- Protecting the bank’s resources
- Establishing clear standards
- Avoiding conflicts of interest
- Maintaining confidentiality
- Raising awareness
- Employee grievance



Championing Diversity, Equity and Inclusion

At Bank al Etihad, we believe that a thriving organisation is one that welcomes every voice and reflects the full diversity of the society it serves. Diversity, equity and inclusion (DE&I) are not only values we uphold, but they are also essential drivers of resilience, innovation, and long-term performance.

We consistently make conscious efforts to create a workplace where everyone feels seen, heard, and respected, regardless of age, gender, ethnicity, religion, or disability. We firmly believe that the bank’s long-term success is driven by unlocking the full potential of our people. Through DE&I, we create room for new ideas, richer discussions, and stronger outcomes. We are proud to be one of the leading banks in Jordan in embedding diversity and inclusion through policy integration, leadership, and measurable progress.

We uphold a zero-tolerance approach to discrimination, supported by our Internal Equal Opportunity and Anti-Harassment Policy, ensuring fairness and dignity across the employee experience. Our external hiring practices further support this commitment by actively encouraging applications from diverse candidates through a transparent, merit-based selection process. This commitment has enabled us to maintain a zero record of discrimination incidents.

Empowering Women

As a financial institution that defines itself as being “built on family values”, our bank stands apart from the persistently low levels of women’s participation in Jordan’s workforce, which has remained at around 14% over the past decade, and the country’s low ranking on the World Economic Forum’s Global Gender Gap Index (where Jordan ranked 122nd out of 146 countries in 2023). Against this backdrop, the bank continues to exceed the Central Bank of Jordan’s targets for female representation on the Board. Since 2022, women’s participation at Board level has increased by 27%, reaching 36% in 2025, marking an achievement of our 2026 target one year ahead of schedule.

Our ambition goes further, we are committed to empowering women across all levels of the bank, from entry-level positions to senior leadership reinforcing our ongoing dedication to fostering a culture where women feel empowered, recognised, and supported throughout their careers.

Category ¹	Total	Female employees	% Female representation
Board of Directors	11	4	36%
Executive management	13	2	13%
Non-executive management	214	67	31%
Non-management	1,156	574	49.6%

¹ Employee figures in this chapter include all employees of Bank al Etihad’s 100% owned subsidiaries and the Iraq branch.

Following the merger and other organisational changes undertaken in 2025, the bank experienced a temporary shift in its female-to-male pay ratio. This change reflects the transitional and integration phase the bank continues to navigate as part of its broader transformation. It also reflects the large-scale transition of employees from both INVESTBANK and EALB, with the majority of workforce integration taking place during the second half of the year.

Pay equity remains a core priority for Bank al Etihad and a key indicator of fairness and female empowerment within our people practices. We are committed to closely monitoring this metric and taking the necessary actions to rebalance the ratio, with the objective of restoring and sustaining pay equality across the organisation.



Our Bank has a
ZERO
record of
reported
discrimination
incidents



**At Bank al Etihad,
empowering women
is not just a goal,
it is a commitment
that shapes our whole
organisational culture.**

	2023	2024	2025
Pay ratio*	1:1	1:1	1:1.24

* Pay ration does not include Iraq branch.

The bank is also focused on achieving gender-balanced talent acquisition and retention. Our recruitment and people strategies are closely aligned with our commitment to promoting gender equality across all levels of the organisation. We actively seek to attract and retain female talent at every career stage, supporting a diverse and inclusive workforce that reflects our values and contributes to long-term, sustainable success.



*Employee figures in this chapter include all employees of Bank al Etihad's 100% owned subsidiaries and the Iraq branch.

Advancing Youth Talents

At Bank al Etihad, we recognise that the energy, creativity, and ambition of young professionals are essential to shaping the future of banking. Our commitment to youth development and age diversity is grounded in the belief that inclusive growth is driven by the combination of fresh perspectives and experienced leadership.

Youth empowerment is embedded across our culture, talent strategy, and leadership pipeline. We actively attract and develop young talent and ensure they are meaningfully involved in decision-making across the bank where they are driving innovation, shaping our sustainability agenda, and leading product development for a new generation of clients. This approach supports a dynamic, forward-looking workforce that is well aligned with the evolving needs of our clients and communities.

As of 2025, 72% of our employees are under the age of 40, a reflection of our ongoing investment in Jordan's young talent. We are proud to be a youth-driven organisation, offering meaningful career paths through structured onboarding, rotational programmes, and leadership development designed specifically for early career professionals.

To further support youth leadership, we track age representation across senior roles ensuring that young professionals have a voice in decision-making and strategy-setting.



These figures reflect our commitment to inclusive leadership and our belief that the future of banking should be shaped by those who will live it. We remain dedicated to cultivating a workplace where age is never a barrier to opportunity, and where young professionals are empowered to lead with confidence and purpose.

Supporting Employees with Disability

At Bank al Etihad, we continue to be committed to creating a fully inclusive environment where everyone can thrive regardless of your age, gender, background, or physical abilities. While we currently employ three individuals with disability, two in Jordan and one in Iraq, we are proud that 100% of our premises are fully accessible, providing a barrier-free workplace that enables all employees to perform at their best and achieve their potential regardless of their physical abilities.

Beyond regulatory compliance, we are dedicated to providing every employee with the support, tools, and resources needed to succeed, while cultivating an inclusive culture that accommodates diverse needs. This ensures equal access to opportunity, career development, and advancement for all employees, including those with disabilities.

Full-time employees	2023	2024	2025
Full-time employees	1,430	1,407	1,417
Employees with a disability	2	2	3



Developing our People

Guided by our core value of *Always learning*, our approach to learning and development goes beyond performance enhancement to focus on long-term growth and employee empowerment. We design and deliver targeted programmes that support professional and career development, equipping our people with the skills needed to thrive in an evolving banking environment.

In a rapidly changing financial sector shaped by ongoing volatility, building talent and organisational capability remains essential to sustaining resilience and long-term success. To support this, we introduced a structured competency framework in 2022, built around three pillars: **Knowledge, Delivery, and Culture**. The framework provides a clear development pathway for each employee and serves as an engine for continuous competency growth and career progression.



Reflecting this strategic focus on people development, we invested **JOD 336,960** in learning and development in 2025, delivering an average of **23 training hours per employee**.



Knowledge

This pillar assesses the level of knowledge of each employee, which may vary depending on the department.



Delivery

This pillar evaluates performance and goal delivery against department-specific targets.



Culture

This pillar evaluates adaptability, alignment with values, and cultural fit. It is a 360° review incorporating self-reflection, peer and manager feedback, and is applied consistently across all departments.



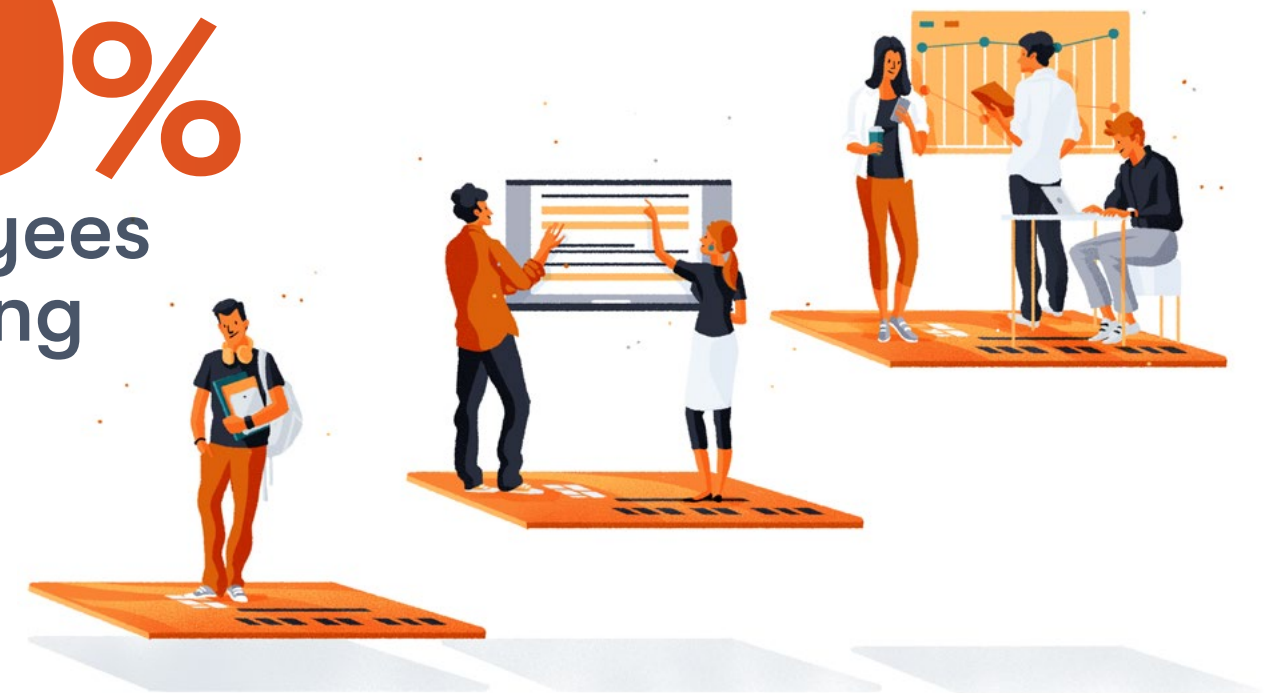
	2023	2024	2025
Number of courses and trainings completed by employees	14,427	9,928	6,358

	2023	2024	2025
Total cost of training (JOD)	456,000	461,487	336,960
Average cost of training per employee (JOD)	317	570	237.8

Our talent development programmes

Programme	Description	Participants		
		2023	2024	2025
Aspire Programme	Designed for junior employees with high potential, this programme equips them with essential skills for career advancement, including problem solving, business writing, psychology of achievement, and emotional intelligence (EQ).	235	230	Postponed
Digital Academy	Launched in 2025, the Digital Academy was created to support our ambition of becoming Jordan's leading digital bank. It aims to strengthen our digital culture and help us work in smarter, more innovative ways.	-	-	222

100%
of our employees
receive training
annually



In 2025, we launched several programmes aligned with the Bank's evolving talent needs. These programmes were designed with target audiences in mind, each focused on developing specific skill sets required to support business performance, leadership capability, and long-term organisational growth.

Spark Talks



Launched in 2025, Spark Talks is a new learning initiative designed to enrich both our personal and professional lives. Each month, we host a panel featuring speakers from within and outside the Bank to explore trending topics. Spark Talks aim to foster continuous learning, inspire fresh perspectives, and strengthen connections across our community.

207 Participants

Elevate Academy



The Client-Centric Advisory Academy is Bank al Etihad's first dedicated academy, designed to develop RM employees' skills and expertise to deliver superior service to affluent customers, in direct support of the bank's business strategy.

20 relationship managers

Credit Academy



The first academy in Bank al Etihad for employees in retail. The aim of this academy is to enhance knowledge related to banking credit and to increase awareness of best practices in credit management, helping to improve employee competence and strengthen the quality of credit decisions within the Bank.

59 Participants

Essential Skills for Business Success Programme



This programme is specially designed for contact centre employees to equip them with the essential skills needed to elevate service standards and enhance the overall quality of customer experience. We covered five topics from internal and external trainers.

60 Contact Centre Employees

Foundations and Strategies of Wealth Management Programme



This unique programme supports professional growth and equips employees with the tools to confidently deliver wealth management solutions, driving both personal success and the Bank's growth.

29 Participants

Leadership programmes



Effective leadership is essential to building strong teams and becomes especially critical during periods of change, where it serves as a key driver of successful transformation. In 2025, we placed a strong focus on leadership development through targeted programmes designed to equip middle management with the skills and mindset needed to lead effectively. These programmes focused on strengthening communication, enhancing decision-making, improving team performance, and fostering collaboration.

39 Participants

Cybersecurity Awareness Programme



This programme is designed to strengthen employees' awareness of cybersecurity risks and promote safe digital behaviours across the Bank. We focused on building a strong culture of cyber awareness through targeted initiatives, including four phishing simulation campaigns and 10 structured awareness assignments, supported by ongoing internal communications and educational content. These efforts aim to equip employees with the knowledge and practical skills needed to recognise potential threats, respond effectively, and contribute to maintaining a secure banking environment.

Bank-wide (all employees)

Culture Programme*



Reinforces our corporate culture through awareness and brainstorming sessions on our Values and Culture Code, a culture tour across branches, coffee talks with the CEO, e-learning content, and the Culture Ambassadors' Academy.

301 Participants

Training on Customer Experience



This programme is designed to strengthen employees' ability to deliver exceptional customer experiences and embed customer-centric values across the Bank. We focused on building a consistent service culture through structured training initiatives led by our Customer-Centric (CC) team, including onboarding sessions, service standards training, and targeted awareness programmes. These efforts aim to equip employees with the knowledge, tools, and skills needed to effectively engage with customers, respond to evolving expectations, and ensure consistency across all customer touchpoints. Training covered key areas such as product knowledge, system utilisation, emotional intelligence, leadership, and inclusive customer interactions, including engaging with customers with disabilities. In 2025, this programme was delivered through multiple initiatives, including direct sales training, orientations, and branch manager awareness sessions.

238 Participants

Accessibility Training



This programme is designed to strengthen employees' awareness of accessibility and promote inclusive and respectful interactions with people with disabilities across the Bank. We focused on building a culture of inclusion through structured training initiatives delivered as part of onboarding and to frontline employees, particularly in branch roles where customer interaction is critical, equipping employees with the knowledge and confidence to communicate effectively, engage appropriately, and contribute to a more accessible and welcoming environment. Training covers key areas such as inclusive communication, disability awareness, and appropriate interaction practices.

84 Participants

*The participants reflect only those who completed the full Culture Programme in their respective years. All existing employees had already been onboarded into the programme when it was first introduced. Continued engagement is maintained through regular email reminders and our annual culture event.

Climate-related Competency
and Capability Building

From the early stages of our sustainability journey, we recognised that having the right knowledge and capabilities was essential to advancing our sustainability and climate ambitions. As a result, we invested in identifying the skills required to support these goals and focused on building this expertise within the right teams and individuals across the bank.

We embed climate and sustainability considerations into our operating model through our structured competency framework, ensuring these capabilities are integrated into how roles are defined, assessed, and performed across the bank. The framework defines the technical knowledge, skills, and behaviours required across functions, embedding climate-related competencies into job requirements rather than treating them as standalone training activities.

65% of roles have sustainability
and climate-related competency
incorporated into their learning plans,
with a target to reach
80% by the end of 2026.

Our approach is built on distributed capability across the Bank, recognising that sustainable finance cannot be delivered by a single function alone. Business teams identify and structure opportunities, risk functions define the relevant frameworks and parameters, and credit teams embed sustainability considerations directly into financing decisions.

This model ensures that climate and sustainability considerations are integrated into day-to-day decision-making across business, risk, credit, and support functions, enabling consistent implementation across the organisation rather than reliance on isolated expertise. Supported through targeted capability-building, it enables teams to interpret customer data, assess financial and climate-related risks, and structure relevant financing solutions.

These capabilities enable informed engagement on complex sustainability and transition topics and support the effective structuring of sustainability-linked and transition focused financing solutions. By the end of 2025, sustainability and climate-related competency tracks have been incorporated into 65% of roles, with a target to reach 80% by the end of 2026.

Our 2025 training programmes

In 2025, we strengthened our ESG and climate capabilities as a key delivery enabler, with a strong focus on practical application within core banking activities rather than standalone learning. We prioritised building technical depth across several critical areas, including climate risk and transition analysis, financed emissions methodologies and data quality, sustainable finance frameworks and eligibility assessment, and sector-specific sustainability metrics for high-emitting and climate-sensitive industries.

To support this, we delivered structured training programmes across key functions, ensuring sustainability and climate considerations are effectively embedded into day-to-day decision-making and operations. The delivered sessions include:

Programme	Participants	Total training hours (2025)
Credit Assessment for Green Finance Supporting credit teams in integrating sustainability considerations into lending decisions	8	96
Green Finance Strategies Strengthening understanding of sustainable finance approaches across business and support functions	15	90
Product Design for Green Finance Enabling teams to structure financial products aligned with sustainability frameworks	9	135
Sustainable Wealth Management Supporting development of sustainability-linked investment offerings	6	60
Empowering Women Entrepreneurs in Green Sectors Linking sustainability with inclusion and SME development	13	78
Sales and Relationship Management for Women-led Businesses Strengthening engagement with underserved segments	10	75
Gender Awareness for Financial Institutions Building awareness across the organisation	12	60
Women in Leadership Supporting representation and leadership capability	12	213
Training of Trainers (ToT) Developing internal capability to scale knowledge across teams	19	665
Individual Coaching Providing targeted support to selected employees	10	20
Sustainable In-Direct Finance and Supply Chains Supporting understanding of sustainability considerations across indirect finance and supply chain activities	14	70

Cross functional enablement

We embedded sustainability and climate-related capabilities across business lines by focusing on practical, cross functional application. This included training relationship managers to identify and structure green, transition, and sustainability-linked financing opportunities, supporting credit and risk teams in integrating climate considerations into lending decisions, and embedding sustainability guidance within product, credit, and investment committee processes.

This approach enables distributed origination, enhances client responsiveness, and strengthens the quality and consistency of sustainability-linked transactions across the bank.

Following the expansion of the group structure, we will extend our sustainability capability model across all entities to ensure consistency in capability, governance, and accountability. Planned actions include rolling out sustainability standards and screening frameworks across subsidiaries, delivering structured training programmes for business, risk, and investment teams, providing executive and Board level briefings to support effective governance, and establishing groupwide coordination and escalation mechanisms.

Together, these actions will ensure sustainability capabilities scale consistently across the group, supporting coherent implementation and effective oversight.

Coverage and 2026-2027 targets

Capability development is supported by structured coverage targets across the group, ensuring accountability and measurable progress. These include:

Board-level training through targeted sessions covering climate fundamentals, governance, and risk

Dedicated audit training to support climate-related audit and assurance

Executive management completion of required climate-related training by the end of 2026

Group-wide e-learning on climate-related topics by end 2027

Business and sales team, focused on practical application in client engagement

Supporting Employee Wellbeing



We are committed to safeguarding and promoting the mental, physical, and financial wellbeing of our employees.

Guided by our core value of *humanity*, we strive to create a workplace where people feel safe, valued, and fulfilled. This commitment is reflected in the breadth of wellbeing initiatives outlined in this section, each designed to foster a healthy, inclusive, and engaging work environment that supports both personal and professional wellbeing.

Initiative	Description	Participants
Work from home (WFH)	We integrated WFH into our people management model and increased our parental support initiatives to promote better work-life balance for our employees.	WFH arrangements are available to all employees, except frontliners and customer-facing teams.
	We engage employees throughout the year through various activities and initiatives, such as:	
Edutainment calendar and employee activities	<ul style="list-style-type: none">Health-focused initiatives to encourage better mental and physical habits, alongside awareness campaigns such as breast cancer awarenessEvents that promote community involvement, including blood donation drives and marathonsFamily Matters programme, which addresses topics relevant to employees and their families – such as relationships, pregnancy, parenting, and elder care – based on staff needs and interests	All employees are engaged in these initiatives.

In line with applicable safety regulations and our strong commitment to employee wellbeing, we continued to deliver targeted training focused on essential health and safety skills.

Employees trained on health and safety

Public safety		Fire safety		First aid	
2023	17	2023	19	2023	55
2024	24	2024	19	2024	99
2025	84	2025	0	2025	0

Employee Satisfaction Score

We measure employee satisfaction through our annual engagement survey, which serves as a key tool for understanding how our people experience the workplace. To assess overall sentiment, we ask employees how likely they are to recommend Bank al Etihad as a place to work to friends or family members. This feedback provides valuable insight into how effectively our culture, leadership approach, and people-focused initiatives resonate across the organisation.

Our commitment remains clear: to ensure our growth is inclusive, people-first, and sustainable.

	2023	2024	2025
Employee NPS	74%	64%	62%

Employee Retention

In a competitive and fast-moving banking environment, long-tenured employees play a vital role in ensuring continuity, strengthening customer relationships, and delivering consistently high-quality service. Their experience supports a stable and cohesive work environment while preserving institutional knowledge, expertise, and organisational culture. Strong employee retention also reduces recruitment and training costs, maintaining sustainable growth and long-term profitability.

At Bank al Etihad, we recognise that retention is not driven by a single initiative or owned by one function. It is the result of ongoing, collaborative efforts across leadership, human resources, and employees. We maintain strong retention rates by actively engaging with our people, offering competitive compensation and benefits, fostering an inclusive culture that supports performance, wellbeing, and work-life balance, and most importantly by staying rooted in our core value of *Humanity*.

	2023	2024	2025*
Turnover rate	6.4%	5.8%	8.4%

*Turnover rate includes Bank al Etihad and wholly owned subsidiaries only. For Iraq branch and INVESTBANK data, refer to the appendix section

Employee Benefits

In a competitive employment market, we review our compensation and benefits annually to ensure continued relevance and to reinforce our position as an employer of choice.



Employee benefits | Employees receive preferential loan terms, competitive deposit rates, and other financial facilities. Additional benefits include insurance coverage, fuel cards, and mobile phones provided to executives and sales staff.



Provident fund scheme | A key long-term benefit, the Provident Fund Scheme includes a 5% monthly employee contribution matched by a 10% contribution from the bank. The Fund currently holds a 1.45% equity stake in Bank al Etihad, making employees indirect shareholders while supporting long-term savings and shared value creation through dividends.



Parental leave | We provide 70 days of paid maternity leave and three days of paid paternity leave. Our 100% retention rate among new parents reflects our supportive approach to work-life balance. We also partner with nurseries near our headquarters and branches to offer subsidised, high-quality childcare options.



Reward and recognition | Introduced in 2022, our Long-Term Incentive Programme targets executives and key N-2roles. Aligned with our five-year North Star vision, the programme strengthens performance management, supports long-term value creation, and enables shared wealth generation.

Parental leave by gender | All employees



Parental leave by gender | **MALE**

	2023	2024	2025
Number of employees entitled* to parental leave	444	460	456
Number of employees who actually took parental leave	55	50	49
Number of employees who came back to work after completing parental leave	55	50	49
Number of employees who returned to work after parental leave and were still employed 12 months after their return	55	50	49
Retention rate for employees who went on parental leave	100%	100%	100%



Parental leave by gender | **FEMALE**

	2023	2024	2025
Number of employees entitled* to parental leave	315	338	338
Number of employees who actually took parental leave	56	52	46
Number of employees who came back to work after completing parental leave	56	52	46
Number of employees who returned to work after parental leave and were still employed 12 months after their return	56	52	46
Retention rate for employees who went on parental leave	100%	100%	100%

*All married male and female employees are entitled to parental leave in accordance with company policy. This benefit is designed to support employees as they embark on the journey of starting or growing their families.

Living our Cultural Values



At Bank al Etihad, we know that behind every achievement stands a team driven by purpose and shared values. Our culture is not just something we talk about, it is something we live every day.

Our culture is built on six core standards that shape how we work and grow together:



E

Empathetic: We respect each other, our customers, and our partners. We see things from other people's perspectives and are committed to developing a deep understanding of the needs of our community.



T

Transparent: We gain power by sharing knowledge and data. When everyone has access to information, we make better decisions. We trust our colleagues and work together to create the best outcomes.



I

Innovative: We are ambitious, forward-thinking, and courageous. We use creativity to inspire fresh perspectives to traditional problems and take pride in our ability to delight our customers. We love making mistakes because they are an opportunity for us to learn and grow.



H

Humble: We believe authentic interactions are key to building strong and lasting relationships. We are honest, inclusive, and relatable. We share successes and take responsibility for the decisions we make.



A

Agile: We are always learning, asking the right questions, and seeking the right information. We take intelligent risks and are constantly changing to deliver the best possible employee and customer experience. We are entrepreneurs at heart, so we fail fast and learn faster.



D

Driven: We make the impossible possible and we are always looking for ways to make things happen, especially when it is hard. We always do what is best for our customers: because what's best for them is what's best for us.

Culture ambassadors

Our culture ambassadors play a key role in fostering a strong, values-driven culture at Bank al Etihad. Representing every department and unit, they are carefully selected to ensure our values are lived consistently and authentically across the organisation.

A new cohort is appointed every three years through a structured nomination process led by Human Resources, Marketing, and departmental leadership, ensuring diverse representation and the inclusion of individuals who exemplify our values in their daily work. Culture ambassadors lead and support key cultural initiatives, including the culture tour, chief outings, and the annual culture event, while strengthening communication and engagement across teams.

This rotating model enables **sustained impact, introduces fresh perspectives, and broadens participation**, ensuring our culture continues to evolve and remain relevant.



Culture activities

Culture tour

At Bank al Etihad, the culture tour was introduced to encourage open and meaningful dialogue beyond formal meetings. Held across branches and departments, it creates space for employees to reflect on how our values shape the way we work and how they can be lived through everyday actions.

More than a simple check-in, the culture tour provides clarity on the Bank's strategic direction and helps employees see how their individual contributions connect to the bigger picture. It also serves as the starting point for an ongoing conversation about our shared values, collaboration, and continued efforts to strengthen a unified, purpose-driven culture.

Culture Hero

At Bank al Etihad, we believe that culture is best embedded through leading by example. The culture hero initiative was created to recognise employees who consistently bring our core values to life through their everyday actions and behaviours.

Through peer nominations and spot voting, the programme celebrates individuals from across the Bank who go above and beyond in their roles. By highlighting these everyday role models, we foster pride, ownership, and inclusion, reinforcing our commitment to living our values in practice, not just in principle.

Annual culture event (Etihad Day)

Since 2022, Bank al Etihad has hosted an annual culture event, Etihad Day, bringing together employees from the southern, northern, and central regions to celebrate our shared identity and values. The event reflects the Bank's six core values of empathetic, transparent, innovative, humble, agile, and driven, and reinforces what unites us as one organisation.

Through team-building activities, leadership talks, and moments of celebration, Etihad Day fosters connection, unity, and a shared sense of purpose, strengthening our culture across the bank.



Our Employee Social Committee



At Bank al Etihad, our Employee Social Committee plays a pivotal role in cultivating engagement, enhancing employee wellbeing, and strengthening the sense of community across the organisation. Composed of volunteers from various departments, the committee is tasked with creating memorable, enjoyable experiences that contribute to a positive workplace culture.

Every employee contributes 1 JOD per month to support the committee's efforts, enabling the planning and delivery of a comprehensive annual calendar of activities that promote wellbeing, social connection, and team spirit.

Every two years, employees are invited to apply for committee membership. An internal vote is conducted, with the top five candidates selected as official members and the sixth-ranking candidate designated as a backup. This process ensures broad representation and encourages active participation from across the bank.

The committee meets bi-weekly to plan and organise a range of activities that promote collaboration, engagement, and work-life balance. Their yearly calendar includes a blend of sports, social, and team-building events designed to strengthen our culture of belonging and support.

Annual events and activities organised by the committee:



Monthly sports-focused events



Quarterly social outings



Annual travel trip for Bank al Etihad employees



Employee benefits



Celebrations for personal and professional milestones

Through these initiatives, the Employee Social Committee helps ensure that Bank al Etihad remains a positive, inclusive, and connected workplace. These activities offer employees opportunities for employees to bond, recharge, and feel valued, key elements of our broader strategy to support employee satisfaction and wellbeing.

In 2025, the committee introduced new opportunities for employees seeking to pursue postgraduate education by offering discounted enrolment rates for Master's programmes, including an MBA, Business Analytics, and an MSc in Risk Management, at reputable institutions. The committee also demonstrated strong support and solidarity with employees during challenging times by calling for blood donations for the relatives of colleagues in need. This collective effort reflected the Bank's culture of care, compassion, and mutual support.

Our Corporate Social Responsibility

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7

“

The value of CSR comes from how targeted and relevant it is. Generic initiatives do not move the needle, but well-structured programmes tied to real needs can have meaningful impact

At Bank al Etihad, our customers and communities are family. We are deeply committed to helping the people and places around us thrive, whether by championing the next generation of leaders and entrepreneurs, supporting the arts and culture that make Jordan unique, or investing in education and skills development to help individuals reach their full potential.

We believe strong communities are the foundation of a resilient and prosperous future. Our corporate social responsibility (CSR) efforts reflect this belief through long-term, structured, and impact-focused programmes designed to address real community needs and not one-off actions. We see CSR as a way to extend our role beyond financial services, particularly in areas where awareness, access, and engagement still need to be built at the community level. This allows us to better understand evolving societal needs and design initiatives that are both relevant and impactful.

In 2025, following a comprehensive review of local and international sustainability practices, identifying national needs, better understanding our communities' challenges and opportunities and considering stakeholder feedback, we launched a new identity for our corporate social responsibility programme under the name **Bassmet al Etihad**. Through this process, we defined three core CSR pillars aligned with the needs of our community: **Enabling people**, **Enriching communities**, and **Environmental stewardship**.



Enabling people

We are passionate about continuous learning and financial inclusion. That is why we provide the knowledge and tools future generations need to shape a better tomorrow for themselves and their communities.



Strengthening communities

We support community and charity initiatives that drive growth and development. We also invest in arts and culture, preserve heritage, and encourage creativity in all its forms.



Environmental stewardship

We care about the environment, promote sustainability, and work on innovative solutions to reduce our carbon footprint.

These pillars are rooted in our values, aligned with stakeholder priorities, and support key national and global development goals. To ensure a structured and targeted approach, each pillar focuses on a distinct area of impact, reflecting the Bank's priorities across education, community development, and environmental sustainability.

Our approach to corporate social responsibility is built on strong partnerships, community collaboration, and active employee and customer engagement. We work alongside leading institutions, support grassroots initiatives, and encourage our employees to give back, recognising that meaningful and lasting impact is achieved through collective effort.

Our impact | While each initiative is anchored within a primary pillar, many programmes create value across multiple areas. For example, education and financial literacy initiatives not only empower individuals but also contribute to stronger communities by improving long-term economic resilience, while environmental programmes often create social and economic benefits through green jobs, circular economy practices, and local community engagement.



Enabling People

Our focus on enabling individuals is centred on expanding access to education, financial literacy, and economic opportunity, particularly for youth, women, and underserved communities. Through targeted programmes, we aim to equip individuals with the knowledge, skills, and tools required to build more resilient and self-sustaining futures.

Our scholarship programmes, educational partnerships, and financial literacy initiatives help create pathways for long-term social mobility and life-quality improvement, while entrepreneurship and women empowerment programmes support economic participation and financial independence.

The Enabling People and Enriching Communities pillars are closely interconnected, as both focus on improving people's wellbeing, resilience, and long-term development. By investing in education, skills development, and financial inclusion at the individual level, we also contribute to stronger families, more resilient communities, and broader social and economic progress across society.

A key example of this approach is our partnership with the Queen Rania Foundation for Education and Development through initiatives such as Madrasati, alongside our support for the Al Aman Fund for the Future of Orphans. Together, these partnerships strengthen education, empowerment, and inclusive social development by supporting quality learning environments and creating pathways to independence and employability for vulnerable youth.



Key initiatives and impact

Focus	Initiative	Key impact	UN SDG alignment
Education for future generations	Scholarships (Jordan and Palestine)	31 scholarships awarded to outstanding students, enabling access to higher education	4 Quality Education, 10 Reduced Inequalities
	Raneen Audiobook Initiative	Trained 23 facilitators and reached 220 students across multiple regions	4 Quality Education, 10 Reduced Inequalities
	Jubilee School Support	Sponsored girls' dormitory; improved infrastructure, safety, and living conditions	4 Quality Education, 5 Gender Equality
	Queen Rania Foundation for Education and Development – Madrasati Initiative	Supported student clubs and teacher development; benefited 69 teachers and 100 students	4 Quality Education, 17 Sustainable Cities and Communities
	Queen Rania Foundation for Education and Development – Al Aman Fund for the Future of Orphans	Supported 11 beneficiaries through stipends, housing, and training	1 No Poverty, 4 Quality Education, 10 Reduced Inequalities
Promoting financial literacy for a resilient future	Rise Academy	Trained 120 individuals through courses and workshops	4 Quality Education, 8 Decent Work and Economic Growth
	Money Talks Campaign	Reached 654 students across 7 schools	4 Quality Education, 8 Decent Work and Economic Growth
	Waseel Foundation Partnership	Supported 20 youth; 7 startup ideas adopted by incubators	8 Decent Work and Economic Growth, 9 Industry, Innovation and Infrastructure
	Partnership with Jordan River Foundation and IKEA	Supported 18 female artisans through training and employment opportunities	5 Gender Equality, 8 Decent Work and Economic Growth
	Financial blog	Active since 2020 to promote financial awareness	4 Quality Education, 8 Decent Work and Economic Growth
	"Mali w Maluk" Podcast	Expanded in 2025 to deepen financial literacy and customer awareness	4 Quality Education, 8 Decent Work and Economic Growth

Enriching Communities

Enriching communities remains a core priority, with a focus on delivering support through healthcare, social initiatives, and cultural investments. These efforts are designed to address immediate community needs while contributing to long-term social development and cohesion across the communities we serve.

Our partnerships with healthcare institutions, charitable organisations, and social support programmes help provide essential services to vulnerable groups, while our investments in arts, culture, and heritage strengthen social identity and community connection. Through these initiatives, we aim to create lasting social value that extends beyond direct financial support.
















The Enriching Communities and Enabling People pillars are closely interconnected, as both focus on improving people's wellbeing, resilience, and elevated life quality. By supporting healthcare access, food security, education, and inclusive community programmes, we not only respond

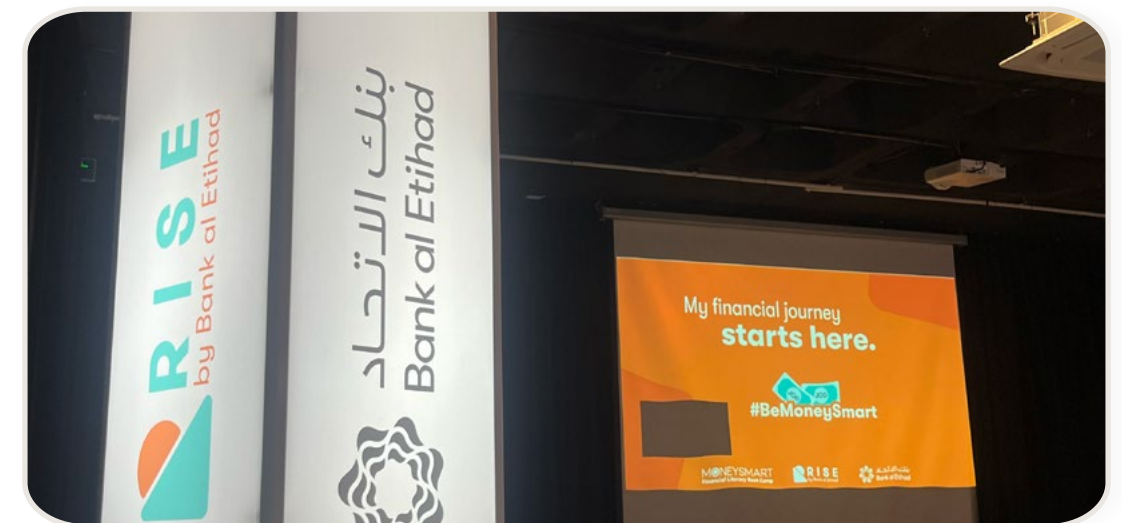
to immediate social needs, but also help create stronger, more self-sustaining communities over time.

A key example of this approach is our continued support for sustainable tourism and local community development through our partnership with Jordan Trail Association. Through the rehabilitation of the tourism trail from King Talal Dam to Rmemeen, we contribute to environmental preservation, local economic development, and employment opportunities for surrounding communities, while promoting responsible tourism and strengthening Jordan's position as a sustainable tourism destination.

Our strategic partnerships with institutions such as King Hussein Cancer Center, Tkiyet Um Ali, and SOS Children's Villages Jordan help us address urgent healthcare and social welfare needs, while our cultural sponsorships, supported in part through Bank al Etihad Foundation, preserve heritage, encourage creative expression, and strengthen community wellbeing through arts and culture.

Key initiatives and impact

Focus	Initiative	Key impact	UN SDG alignment
Community engagement	Happiness Bus	Reached 1,061 beneficiaries across 3 governorates during Ramadan	 
	Braille Ramadan Calendar	Inclusive initiative for visually impaired individuals; received international recognition	 
Partnerships for impact	King Hussein Cancer Center	Supported initiatives benefiting approximately 40,000 individuals	 
	Medical Aid for Palestinians	Treated over 5,000 patients; provided more than 200 hearing aids and supported one cochlear implant procedure for a child, and identified 62 cases requiring surgical interventions, with procedures covered in collaboration with specialised surgeons	 
	Tkiyet Um Ali	Supported 7 families with monthly food assistance	 
	SOS Children's Villages Jordan	Provided full support to a family of 7	
	Supporting Sustainable Tourism and Community Development	Continued support for the rehabilitation of the tourism trail from King Talal Dam to Rmemeen, contributing to local employment, responsible tourism, and sustainable community development	  
	Cultural Sponsorships	Sponsored concerts, performances, and creative platforms	
	Palestinian Arts and Film	Supported cultural initiatives and cinema projects	
	Children's Festivals and Heritage	Promoted cultural identity through festivals and traditional performances	 



Environmental Stewardship








Our environmental initiatives focus on promoting sustainability awareness, supporting climate action, and advancing circular economy practices. Through partnerships and targeted programmes, we aim to contribute to environmental resilience while encouraging responsible practices across the communities we engage with.

A number of these initiatives create economic and social benefits by generating green jobs, supporting women-led livelihoods, and strengthening environmental awareness among youth.

This reflects our belief that environmental sustainability and community development must progress together.

The Environmental stewardship pillar is closely interconnected with both Enabling People and Enriching Communities, as caring for the environment directly supports the wellbeing, livelihoods, and long-term resilience of people and communities. The table below highlights how these environmental initiatives contribute to our broader CSR impact across multiple pillars.

Key initiatives and impact

Focus	Secondary contribution	Key impact	UN SDG alignment
Green Jobs Fair	Enabling People	1,285 participants; 360 employment and training opportunities created	 
Plastiqua Initiative		Recycled over 20,000 cards into usable products; empowered 25 women	  
i-sustain Design Award		Engaged 79 students in sustainable design solutions	 

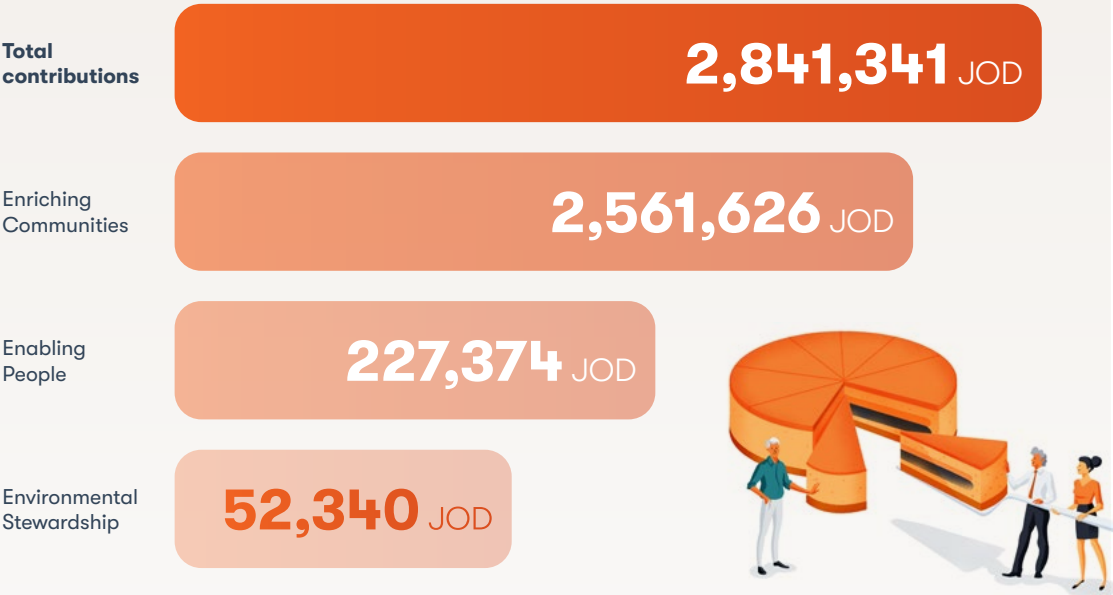


CSR Investments

Our CSR investments are aligned with our three core pillars, ensuring resources are directed towards initiatives that deliver meaningful and measurable impact across our priority areas.

In 2025, our total CSR contributions amounted to **JOD 2.84 million**, reflecting a strong focus on community development, social support, and targeted interventions across Jordan. This allocation highlights the bank's strategic prioritisation of high-impact community initiatives, particularly in areas such as healthcare, education, and social welfare, while continuing to expand investments in environmental and individual empowerment programmes over time.

Financial contributions by pillar (JOD)



Major Contributions (>50,000 JOD)

A significant portion of the bank's CSR investments is directed towards long-standing strategic partnerships that address key national priorities and deliver large-scale community impact including education, healthcare, and broader social development, reinforcing the bank's role in supporting long-term community resilience.

	Amount (JOD)
Queen Rania Foundation for Education and Development	80,000
King Hussein Cancer Centre	165,500
Association of Banks in Jordan	1,896,106
Total	2,141,607

Volunteering at Our Core

Volunteering gives us a direct connection to the communities we serve. It's one of the few areas where impact is immediate, visible, and shared.

As part of our commitment to fostering a culture of volunteerism as a core pillar of positive and sustainable community impact, we expanded volunteering opportunities in 2025 to include both employees and customers. Through Bassmet al Etihad, our volunteering initiatives support financial literacy, education, food security, environmental stewardship, and community wellbeing, enabling participants to contribute directly to meaningful community-driven initiatives across Jordan.

In 2025, a total of 375 employees and customers contributed 1,117 volunteering hours through 57 initiatives implemented across several governorates, reaching 10,684 beneficiaries. During the year, we also formally launched our customer volunteering programme, receiving 1,233 requests by year-end, reflecting growing engagement and a shared commitment toward creating positive community impact.

Our volunteering programmes are designed to create both immediate support and long-term value for communities. By involving employees and customers directly in community initiatives, volunteering has evolved beyond a corporate activity into a more collaborative and impactful experience that strengthens social connection, encourages active citizenship, and reinforces a shared sense of responsibility toward the communities we serve.

During 2025



375

Employees and customers participated



1,117

Volunteering hours contributed



57






Initiatives delivered



10,684

Beneficiaries reached

Key volunteering initiatives during 2025

Focus	Initiative	Key impact	Contribution	SDGs
Enabling People	Global Money Week – “Money Talks” Tour	Delivered financial awareness sessions across seven schools in Amman focused on budgeting, saving, and responsible financial decision-making	Reached 654 students	 
	Injaz Volunteering Programme	Employees volunteered through Injaz programmes focused on entrepreneurship and career guidance in public schools	Supported youth development and employability skills	 
Enriching Communities	Tkiyet Um Ali Volunteering Activities	Employees participated in preparing food parcels containing essential items for distribution to underprivileged families during Ramadan	Supported vulnerable families during Ramadan	 
	Happiness Bus Initiative	Annual Ramadan initiative implemented across nine locations in three governorates to support community engagement and spread joy during the holy month	Reached 1,061 beneficiaries	 
	Homes Program Volunteering Initiative	In partnership with LOYAC, employees and customers participated in renovation activities at Al Tayara Public School to improve the learning environment	Benefited approximately 100 individuals	 
	Waqf Thareed Volunteering Activities	Employees and customers participated in eight volunteering activities supporting one of Jordan's largest permanent feeding programmes	Contributed to the preparation and distribution of 44,000 meals	 
	World Volunteering Day Activities	Decentralised volunteering initiatives implemented across multiple branches and governorates based on local community needs	Included food parcel distribution, environmental cleanup, beautification projects, and activities with children	 
Environmental Stewardship	Forest Opening Volunteering Activity	Employees and customers participated in tree-planting activities during the opening of Bank al Etihad Forest on World Environment Day	Planted 200 trees and expanded green spaces	 
	World Cleanup Day Activities	Volunteers participated in cleanup activities at Abu Al Sous Forest to support environmental preservation and improve surrounding natural areas	Contributed to forest cleanup and environmental awareness	 
	Go Green Volunteering Activities	In partnership with King Hussein Cancer Center through the Go Green X Cancer campaign, employees participated in underwater cleaning activities in Aqaba	Supported marine conservation efforts in the Red Sea	 



Through these initiatives, volunteering continues to play an important role in strengthening community engagement, supporting vulnerable groups, promoting environmental awareness, and creating opportunities for employees and customers to contribute directly to meaningful and measurable social impact.

INVESTBANK's approach to CSR

Following the integration of INVESTBANK, our CSR platform has been further strengthened through the addition of its long-established impact initiatives, strategic partnerships, and community engagement programmes. With a legacy spanning more than four decades, INVESTBANK has built a strong social footprint across education, healthcare, environmental sustainability, and community development, creating meaningful and lasting value for individuals and communities across Jordan.

This legacy complements Bank al Etihad's CSR approach and contributes to expanding the scale, reach, and effectiveness of our collective impact. INVESTBANK's programmes and initiatives are now aligned with our three CSR pillars of Enabling People, Enriching Communities, and Environmental Stewardship, supporting a more integrated and impactful approach to sustainable social development.

INVESTBANK's social responsibility approach is rooted in economic and social empowerment, with a strong focus on identifying urgent community needs and directing support towards high-impact initiatives capable of delivering effective and sustainable solutions. Through continuous assessment of social and environmental priorities, initiatives are designed to respond to real community challenges while contributing to long-term development outcomes.

Its donations and support framework also reflects a strong commitment to ethical practices, community engagement, and sustainable development. In parallel, employee volunteering continues to play an important role in strengthening community participation and encouraging active involvement in humanitarian and social initiatives.

As part of this contribution, InvestBank continues to support structured social investment through two dedicated funding mechanisms:

Green Environment Fund

Through the Green Environment Fund, the InvestBank supports initiatives focused on environmental protection, preservation of natural resources, biodiversity conservation, and addressing the negative effects of climate change.

Invest Al-Khair Fund

Through the Invest Al-Khair Fund, InvestBank supports social and community initiatives aligned with national priorities for sustainable social development. These programmes focus on education, healthcare, social welfare, food security, and economic empowerment, ensuring direct support reaches vulnerable and underserved communities.



Employee volunteering continues to play an important role **in strengthening community participation and encouraging active involvement in humanitarian and social initiatives.**

Together, these initiatives strengthen our collective ability to deliver meaningful social impact while expanding support for vulnerable groups, **empowering local communities, and advancing sustainable development priorities across Jordan.**

Bank al Etihad Foundation

Advancing arts, culture, and creative expression

At Bank al Etihad, we believe that arts and culture play an important role in strengthening communities, preserving identity, and creating spaces for dialogue, creativity, and connection. Through Bank al Etihad Foundation (BAEF), we continue to support initiatives that contribute to the development of Jordan's cultural and creative landscape while expanding access to artistic experiences and opportunities for emerging talent.

As the Bank's cultural and artistic arm, the Foundation focuses on supporting performing arts, cultural engagement, and creative development through educational programmes, public performances, artistic collaborations, and community-based initiatives. Through this work, we aim to create lasting social and cultural value while encouraging greater participation in arts and culture across different segments of society.

Our purpose

At Bank al Etihad Foundation, our purpose is to support initiatives that strengthen cultural identity, encourage creative expression, and contribute to stronger community connection through arts and culture.

We believe cultural and artistic experiences play an important role in fostering dialogue, inclusion, creativity, and social wellbeing. Through our partnerships, sponsorships, and community initiatives, we aim to create accessible cultural experiences that enrich Jordan's cultural landscape while supporting emerging and established creative platforms.

By supporting music, performing arts, heritage, cinema, and community-based cultural initiatives, **we continue working towards a more vibrant, inclusive, and connected cultural ecosystem across Jordan.**



Expanding access to arts and education

We are laying the foundation for inclusive access to arts education through sustained programmes in music, drama, and dance. By offering scholarships and community-based workshops, we help bridge barriers to creative learning. Our long-term goal is to make quality arts education accessible to youth across Jordan.

Empowering youth through creative development

BAEF provides young people with pathways to develop their artistic skills and leadership through performance opportunities and public presence. We believe creativity is a powerful tool for youth empowerment and social contribution.

Contributing to community wellbeing through cultural engagement

We view artistic experiences as essential to both individual and social wellbeing. By hosting public performances, lectures, and workshops, we create shared spaces for inspiration and dialogue. Our programmes bring people together, building stronger, more connected communities.

Transforming how Jordan experiences music and dance

We are building a new standard for live performance in Jordan through the work of the Amman Chamber Orchestra and Sarab Dance Collective. These platforms showcase original, world-class productions that blend regional and global styles in music and contemporary dance. By making these experiences present in public life, we aim to inspire, connect, and expand the creative horizons of our communities.

Supporting cultural identity and creative expression

Throughout 2025, we continued supporting a diverse range of musical, artistic, cultural, and heritage initiatives aimed at strengthening community identity, preserving cultural heritage, and encouraging creative expression across Jordan and the wider region. Our support focused on creating accessible cultural experiences that celebrate artistic diversity while contributing to the growth of contemporary and traditional creative platforms.

This included supporting initiatives across music, performing arts, cinema, children's cultural engagement, and heritage-focused events in collaboration with local, regional, and international artists, cultural organisations, and creative platforms. Through these initiatives, we continued contributing to the promotion of cultural dialogue, artistic expression, and broader community participation in arts and culture.

We also continued supporting initiatives that celebrate regional heritage and cultural identity through performances, festivals, and artistic events that highlight the richness and diversity of traditional and contemporary cultural expression across the communities we serve.

This included sponsoring the Mosaica Choir concert "TV Series Songs", as well as the performance of Palestinian comedian Alaa Abu Diab in support of contemporary performing arts and alternative creative platforms. We also expanded our cultural support by sponsoring the Palestinian Folklore Group performance "Ya Saheb Al Tayr wa Asheera", which aimed to revive Palestinian folk performances and traditional dance. In addition, we supported the "Cinema Days" project organised by Palestine Film Lab to strengthen cinema as a platform for cultural expression and support greater visibility for Palestinian creatives and filmmakers. As part of our strategic partnership with Young Minds Development for Cultural and Entertainment Events, we hosted the Alwan Children's Festival 2025 for the third consecutive year, featuring activities, performances, and international artists dedicated to children and families. We also sponsored a concert by Palestinian artist Nai Barghouti as part of our continued support for regional music and artistic expression.

Our support for heritage initiatives also included sponsoring the Diamond Jubilee celebration of Modern Generation Club, which featured artistic performances and traditional Circassian dances celebrating the richness and diversity of Circassian cultural heritage.

These initiatives reflect our continued belief that arts and culture play an important role in **strengthening community connection, promoting inclusion, and preserving cultural identity, while contributing to a more vibrant and accessible cultural landscape that encourages creativity, dialogue, and shared experiences across society.**



Creating lasting social and cultural value

Through continued support for cultural initiatives, artistic platforms, and heritage-focused programmes, Bank al Etihad Foundation continues to contribute to strengthening Jordan's cultural and creative landscape while creating opportunities for community engagement through arts and culture.

By supporting both established and emerging cultural initiatives, we aim to encourage creativity, preserve heritage, and create shared cultural experiences that contribute to a more inclusive, connected, and vibrant society. For further information please refer to the [BAEF website](#).

Resource Management

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Resource Consumption

As the Bank continues to expand its market share and customer base, its physical footprint grows accordingly. While embedding sustainability into our strategy and financing decisions, we remain equally focused enhancing our operational efficiency. In 2025, we continued to apply a targeted approach by implementing initiatives aimed at reducing energy, fuel, and water consumption, particularly in newer facilities. These efforts reflect our ongoing commitment to responsible resource management and improved operational efficiency.

Fuel consumption

In 2025, the Bank’s total fuel consumption included 34,429 litres of petrol and 10,053.9 litres of diesel, primarily used by the operational vehicle fleet. In addition, 32,784 litres of fuel were consumed for stationary uses, including heating at headquarters, operations of backup generators, as well as branch and business park activities. Our fuel consumption in 2025, witnessed a 20% increase that was mainly driven by renovations carried in our branches.

The Iraq branch recorded 78,228 litres of diesel consumption for stationary combustion, along with 9,000 litres of kerosene. For mobile combustion, fuel use was limited, with 1,701.2 litres of petrol consumed by a single operational vehicle.

Fuel Consumption (litres)	2024 ²	2025 ¹
Total petrol consumption	33,389.98	36,130.18
Total diesel consumption ³	12,206.31	10,053.87
Fuel purchased for other purposes (heating & standby generators)	19,200	111,011.99 ⁴
Total fuel consumption	64,796.29	157,196.03

¹ Fuel Consumption for 2025 includes Bank al Etihad, its 100% owned subsidiaries, and Iraq branch. For a consumption breakdown and InvestBank’s consumption data please refer to the Annex on page 58.
² Fuel consumption for 2024 does not include the Iraq branch.
³ Diesel consumption refers to diesel purchased and used for vehicles owned or leased by Bank al Etihad.
⁴ Diesel consumption for Iraq branch include kerosene consumption.

In 2025, we continued our commitment to fleet decarbonisation by increasing the share of electric and hybrid vehicles. While certain operational needs continue to require the use of fuel and diesel, we have taken deliberate steps to reduce overall consumption and optimise usage through the transformation of our vehicle fleet.

The Bank’s fleet currently comprises 37 vehicles, of which **14% are fully electric, 3% are hybrid, and 24% are plug in hybrid**, in addition to **10 scooters**. To enable more accurate monitoring, we installed fuel consumption tracking systems across all Bank owned vehicles. This allows us to better manage fuel use and identify efficiency opportunities.

Fully electric and plug-in hybrid vehicles are assigned to executive management and are used daily. The remainders of our fleet serve essential operational functions:

- 10 scooters are used for delivering client cards, mail, and legal documentation
- 4 vehicles support employee use, logistics, and administrative work
- 1 vehicle is a remote branch

The rest are used for logistics, internal movement, and facility-related tasks

Energy consumption

To enhance our operational footprint, the Bank has, from an early stage, placed a strong focus on improving energy efficiency and increasing the use of renewable energy as a core priority across operations. We have historically maintained a high reliance on clean energy, and while recent growth has introduced additional energy demands, our commitment remains firm. We continue to prioritise the integration of energy smart solutions across our network to manage growth responsibly.

Over the years, we have implemented a range of practical upgrades across our branch network to reduce electricity consumption. These measures include transitioning to LED lighting, installing timer controlled systems, progressively replacing older air conditioning units with high efficiency models, and integrating Variable Refrigerant Volume (VRV) systems in newly opened branches. Together, these improvements enhance energy efficiency while supporting more effective and sustainable heating and cooling across our operations.

In 2025, we continued to expand the deployment of our Energy Monitoring System (EMS) across the branch network. By year end, the system had been installed in 20 branches, and we plan to extend EMS coverage to all remaining branches in 2026. The primary objective of this initiative is to gain detailed visibility into energy consumption patterns at each location. By analysing this data, we can identify efficiency opportunities, such as distinguishing between technical issues and energy use outside of working hours and take targeted corrective actions to optimise energy performance and reduce overall consumption.

At our headquarters, the Siemens Building Management System (BMS) continues to play a key role in environmental monitoring and energy governance. The system has also been implemented at our new Abdoun Branch, enabling centralised monitoring and control of facilities, utilities, and equipment. Through the use of automated scheduling, the BMS has helped reduce energy misuse, streamline preventive maintenance, and lower both energy consumption and operational costs, supporting more efficient and sustainable building operations.

Electricity Consumption	2023 ¹	2024 ¹	2025 ²
Total (MWh)	6,142	6,638	6,779
Per employee ²	4.4	4.76	4.78

¹ Consumption includes Bank al Etihad’s facilities only, Etihad Leasing and Etihad Brokerage are not included in this scope. Consumption per employee number is calculated using total employees excluding Etihad Leasing and brokerage employees, equalling 1,394.
² The number of employees used for 2025 includes Iraq, making the total number of employees used in the calculation 1,417. Previous years calculations include only Bank al Etihad employees.
³ Consumption for 2025 includes Bank al Etihad, its wholly owned subsidiaries and Iraq branch.

In 2025, the Bank’s total electricity consumption reached **6,779 MWh**, whilst Iraq recorded a 313 MWh consumption, representing a slight increase compared to the previous year. This rise was primarily driven by business growth- growth in customer base and systems energy needs- and operational expansion. Electricity consumption per employee also increased, reflecting the combined effect of a marginal reduction in total headcount and the increase in overall energy consumed during the year.

Expanding Sustainably - Abdoun Branch | The Abdoun Branch was designed and constructed from the ground up with sustainability at its core. The branch achieved **LEED Platinum certification**, the highest rating awarded by the U.S. Green Building Council, reflecting exceptional performance in energy efficiency, water conservation, indoor air quality, and sustainable materials. In addition, the branch received a **Grade A certification from the Jordan Green Building Council**, the highest local recognition for green building standards, making it the first Bank branch in Jordan to achieve this level of environmental performance.

This milestone represents more than operational expansion, it is a clear statement of Bank al Etihad’s commitment to future proofing its physical infrastructure and aligning growth with its long term sustainable vision. Achieving both international and local certifications positions Bank al Etihad at the forefront of sustainable design and construction within Jordan’s financial sector and reinforces our leadership in responsible, forward looking development.



Digitalisation | Digitalisation plays an important role in improving operational efficiency and reducing resource use, particularly through paperless workflows. However, the Bank recognises that digital infrastructure also carries an operational footprint, mainly driven by energy consumption from servers, data processing, and digital systems. At Bank al Etihad, we actively manage this impact by monitoring energy use across internal systems, capturing these impacts under Scope 2 emissions, and reporting emissions from outsourced digital services under Scope 3 using available provider disclosures and proxy methodologies.

As digital adoption expands, the Bank focuses on improving data visibility, transparency, and operational efficiency rather than assuming automatic environmental benefits. At the same time, digitalisation has reduced reliance on paper, manual handling, and physical documentation across key functions and internal workflows. To get more details on our greening our digitalisation please refer to the **“Digitalisation and Innovation”** section under the chapter **“Banking with Purpose”**.

Renewable energy

As part of our long standing commitment to energy conservation, we have deployed solar photovoltaic (PV) systems across both on site and off site locations, including solar farms, branch rooftops, and our headquarters with a total installed capacity of **3.2 MW**, generating an average of **4,838 MWh** of renewable electricity per year since installation.

The portfolio comprises 15 net metering sites across branches, headquarters, and governorates, in addition to wheeling farms located in Al Sokhneh and Wadi Al Esh. Energy performance is continuously monitored through advanced systems to ensure optimal utilisation, efficiency, and operational transparency. In 2025, 13 out of 15 installations exceeded their projected performance levels, reflecting strong operational efficiency and effective asset management.

This investment supports our efforts to reduce reliance on conventional energy sources, lower Scope 2 emissions, and increase the share of clean energy across our operations.

	2023 ¹	2024	2025
Overall Capacity (MWp)	3.2	3.2	3.2
Average Output (MWh/year)	4,918	4,918	4,684
Average CO ₂ Reduction (tonnes/year)	2,487	2,235	2,365

¹ Installed capacity was reported as 3.2 MW in 2023. This refers to the peak capacity (MWp) of the solar PV systems.

As a result, the Bank avoided approximately **4,684 MWh** of grid electricity consumption during the year, contributing to a verified reduction of around **2,365 tonnes of CO₂** emissions. In parallel, these initiatives generated approximately **JOD 1.238 million** in cost savings, strengthening operational efficiency and demonstrating the long term financial and environmental value of our renewable energy investments.

	2023	2024	2025
Average CO ₂ Emission Reduction (tco2)	4,918	2,486	2,365
Financial Impact per year	1,387,696.9	1,290,005.4	1,238,200.2
Renewable Energy % of the Bank’s Consumption	80%	74%	69%

During the reporting period, we observed a 5% decrease in the percentage of renewable energy consumption. This decline reflects external market and regulatory factors, including increased electricity tariffs and evolving energy pricing and regulatory conditions, as well as constraints on further renewable energy expansion.

Water consumption

At Bank al Etihad, our freshwater supply is sourced from municipal networks and is primarily used for sanitation and essential operational needs across our offices and branch network. In selected locations with in branch coffee bars, reverse osmosis (RO) systems are installed and connected directly to coffee machines to support safe and efficient water use.

In addition, some branches feature landscaped gardens equipped with timed irrigation systems, designed to minimise water consumption and reduce unnecessary water waste. This approach supports responsible water management while maintaining functional and welcoming facilities.

Water consumption increased during the reporting period, influenced by routine renovation works across a number of existing branches alongside branch network changes. Water consumption is expected to increase further in the 2026 reporting period, reflecting the inclusion of the merged and acquired banks’ branch network within the reporting boundary and the planned headquarters renovations in 2026. A restated baseline will be established to accurately reflect the expanded scope, against which future performance will be measured.

Waste management

At Bank al Etihad, we continue to take targeted steps to minimise waste across our operations, with a particular focus on reducing paper use. In 2025, total paper consumption increased by **5% to 58,720 kg**. This marginal rise is caused by the operational changes experienced during the year, which required additional documentation.

To manage paper waste responsibly, we partnered with a certified recycling company to ensure the regular collection and recycling of shredded paper. During the year, **27,015 kg** of paper was recycled, representing a **46% recycling rate**. These efforts support our ongoing commitment to responsible waste management and continuous improvement in resource efficiency.



Utility Water Consumption (m ³)	2023 ¹	2024 ¹	2025 ⁴
Total	8,819	8,177	11,590
Per employee ²	6.3	5.8	8.17
Total water discharge ³	N/A	7,358	10,431

¹ Consumption includes Bank al Etihad’s facilities only, Etihad Leasing and Etihad Brokerage are not included.

² The number of employees listed for 2023 and 2024 does not include Etihad Leasing and Etihad Brokerage, making the total number of employees used in the calculation 1,394.

³ Bank al Etihad began tracking this indicator in 2024. Therefore, no data is available for 2023.

⁴ 2025 data include bank and Etihad, its owned subsidiaries and the Iraq branch.

Water Audit and Efficiency | Following a water audit conducted in the previous year, we identified several opportunities to improve water efficiency across our facilities. As a result, we began installing aerators on faucets and water sprays to reduce consumption while maintaining functionality. Once the headquarters renovation is completed in 2026, we plan to conduct a follow up water audit to assess performance and identify additional efficiency measures that could further optimise water use.

Waste ¹	2023	2024	2025
Total paper used ² (kg)	59,635	55,692	58,710
Paper use (kg/employee)	41.7028	39.5820	43
Paper sent for recycling (kg)	23,725	27,770	27,015
Recycling (kg/employee)	16.59	19.73	19.82
Recycling rate (%)	39.8%	49.9%	46%
E-waste donations (units) ³	N/A	449	88
General waste sent to landfill (kg) ⁴	N/A	103,940.24	94,641.27

¹ Waste data cover Bank al Etihad only.

² Paper used is calculated based on the assumption that a standard single ream of A4 paper weighs 2.5kg and a standard single ream of A3 weighs 5kg.

³ E-waste donations were not tracked in 2023. Data collection began in 2024 as part of our expanded electronic waste management efforts.

⁴ General waste sent to landfill was not recorded in 2023. Tracking was introduced in 2024 to improve monitoring and set future reduction targets.

Our footprint

Our approach to managing our operational carbon footprint is anchored in robust data, systems, and measurable impact, with a clear objective to reduce emissions across our operations as effectively as possible.

In 2025, we continued to apply our carbon emissions management framework to measure and monitor our operational footprint. This framework supported the Bank in navigating the operational changes experienced during the year, including growth in our customer base, increased systems utilisation, and expanded data requirements, while ensuring consistent tracking of emissions across Scope 1, Scope 2, and relevant Scope 3 categories.

In addition, we expanded our Scope 3 reporting coverage to include Category 5 – Waste Generated in Operations, enhancing the completeness of our emissions inventory and strengthening transparency in our environmental disclosures.

Most notably, for this year our reporting scope has also expanded to include Bank al Etihad, its wholly owned subsidiaries, and our Iraq branch, whilst previous years included only Bank al Etihad. For a breakdown of each entity’s emissions, please refer to the annex section of this report.

Emissions ¹ (tCO ₂ e)	2023 ¹	2024	2025
Direct emissions ² – Scope 1	155	173.2	405.8
Indirect emissions ³ – Scope 2	2,663.4	2,692.2	2,899.5
Indirect emissions ⁴ – Scope 3 - Category 6 – Business Travel ⁵	Na	125.9	81.5
Indirect emissions – Scope 3 – Category 1 – Purchased Goods and Services ⁶	Na	505.3	169.55
Indirect emissions – Scope 3 – Category 5 – Waste Generated ⁷	Na	Na	47.2

¹Emission data for Scope 1 and 2 in 2025 includes Bank al Etihad, its 100% owned subsidiaries, and Iraq branch. Emission data for 2023 and 2024 includes Bank al Etihad only.

²Scope 1 GHG emissions are calculated based on all direct energy consumption from sources owned and controlled by Bank al Etihad. The emission factors are derived from the 2006 IPCC Guidelines for National Greenhouse Gas Inventories.

³Scope 2 GHG emissions are indirect emissions from the generation of purchased energy (electricity) by Bank al Etihad. The emission factor applied is sourced from the Carbon Database Initiative: CaDI (2025), Greenhouse Gas Emission Factors for International Grid Electricity (calculated from fuel mix), published by Carbon Footprint Ltd. Retrieved from www.carbondi.com.

⁴Data for all Scope 3 categories includes only Bank al Etihad and its 100% owned subsidiaries.

⁵Scope 3 GHG emissions under Category 6 (Business Travel) represent indirect emissions resulting from air travel undertaken by employees for business purposes. Emission factors are based on the methodology provided by myclimate.org, which aligns with internationally recognised GHG accounting standards, including the GHG Protocol.

⁶Scope 3 GHG emissions under Category 1 (Purchased Goods and Services) represent emissions resulting from the purchase of E-assets (laptops, monitors, and tablets) by the bank in 2025. Emissions are calculated using emission factors drawn from each asset’s manufacturing company’s ESG reporting.

⁷Scope 3 GHG emissions under Category 5 (Waste Generated in Operations) represent indirect emissions arising from the treatment and disposal of waste generated through the Bank’s operations. Emission factors were derived from the UK Government Greenhouse Gas Reporting Conversion Factors 2025



“Understanding our footprint is the foundation of reducing it. We are building the data, systems, and standards that will turn measurement into meaningful action.”

Procurement

“Responsible operations start with responsible choices - local suppliers, SME partnerships, and procurement decisions that reflect our values as much as our needs.”

ambitions to reduce energy and resource consumption. Moving forward, the Bank is actively exploring a phased approach to embedding ESG requirements into supplier selection and evaluation processes over time.



Voice of Partner Initiative

Bank al Etihad conducted its annual **Voice of Partners (VoP)** survey to gather structured feedback from suppliers and business partners. The survey was distributed through email and phone channels and achieved a strong engagement rate of **89%**. The insights collected through this initiative continue to enhance our understanding of partner expectations and satisfaction across key areas of our operations, supporting stronger collaboration, transparency, and continuous improvement within our supply chain.

Partner Satisfaction Achievements:

The 2025 results reflected a consistently high level of satisfaction, with a procurement score of **76%**.

Professionalism and Operational Excellence:

Our partners have repeatedly praised our professionalism and the ease of conducting business with us, affirming our commitment to maintaining strong, supportive, and mutually beneficial relationships.

Local Procurement

At Bank al Etihad, we place strategic importance on empowering local suppliers as part of our commitment to supporting the national economy and fostering inclusive growth. Wherever possible, we prioritise sourcing from local vendors and consider local presence and capabilities as part of our supplier evaluation process.

Suppliers	2023	2024	2025
Total number of suppliers	1,056	500	843
Number of local suppliers	608	476	803

In 2025, the number of suppliers engaged by the Bank increased by 69%, with 95% of these being local suppliers. This strong local sourcing profile reflects our commitment to supporting local value creation, strengthening the domestic supply base, and contributing to the long term resilience of the national economy.

The year-on-year change in supplier numbers reflects a refinement in our procurement methodology, including updates to GL mapping of expenses and the definition of material suppliers. The 2025 figures are presented on the basis of this revised approach, which provides a more accurate and comprehensive picture of the bank’s supplier base. Prior year figures are not directly comparable on a like-for-like basis as a result of this change.

Appendix

Appendix | Our People

	Total Reported Entities	BaE & Subsidiaries	Iraq	InvestBank
Types of Employees				
Full-time employees	1,939	1,363	54	522
Employees with a disability	5	2	1	2
Full-time employees by years of service				
0 – 4 years of service	762	465	54	243
5 – 9 years of service	458	385	0	73
10 – 14 years of service	453	347	0	106
15+ years of service	266	166	0	100
Full Time Employees by Gender				
Number of male full-time employees	1,087	741	34	312
% of male employees out of the total workforce	56%	54%	63%	60%
Number of female full-time employees	852	622	20	210
% of female employees out of the total workforce	44%	46%	37%	40%
Gender breakdown – newly hired employees				
Total number of all newly hired employees	154	61	33	60
Number of newly hired male employees	98	37	24	37
Number of newly hired female employees	56	24	9	23
Gender breakdown – top management employees				
Number of male employees in executive management	13			8
% of male employees in executive management	87%			73%
Number of female employees in executive management	2			3
% of female employees in executive management	13%			27%
Total number for all employees in executive management	15			11
Employees categories - by gender				
Non-executive management employees	330	209	5	116
Non-executive management female employees	98	65	2	31
Non-management employees	1,523	1,107	49	367
Non-management female employees	745	555	19	171
Support employees	61	31	2	28
Support female employees	5	0	0	5
Turnover rate by gender				
Turnover rate for all employees	Turnover rates are calculated on an entity level, not Group.	8.37%	3.64%	6.10%
Turnover Rate for Male employees		9.32%	5.71%	4.80%
Turnover Rate for female employees		7.23%	0	1.30%

Message from Our CEO	Introduction	Our Sustainability	Our Governance	Banking With Purpose	Our People, Our Purpose	Our Corporate Social Reponsibility	Resource Management
			Total Reported Entities	BaE & Subsidiaries		Iraq	InvestBank
			Turnover rates are calculated on an entity level, not Group.	12.00%		4.55%	1.90%
				7.00%		3.03%	3.60%
				22.00%		0%	0.60%
				6		0%	0
				301		21	xx
				1011		32	xx
				51		1	xx
			Pay Ratio will be calculated on Group level in 2026.	1:1.24		xxxxx	1:2
			5	4		0	1
			369	291		54	24
			Turnover rates are calculated on an entity level, not Group.	93%		75%	46%
				98%		62%	35%
				96%		66%	81%
			This metric is calculated on an entity level	32.5		3.6	xx
				21.2		11	xx
			This metric is calculated on an entity level	25.76		18	18
				22.38		13	15
				23.3		16	16
aE level)							
			7				xxx
			19				xxx
			9				
			481,527	331,211		5,749	144,567
			248	243		160	342
			6,382	6,358		24	xxx
			97	84		0	13

	Total Reported Entities	BaE & Subsidiaries	Iraq	InvestBank
Safety Training Hours				
Public safety	104	84	0	20
Fire safety	0	0	0	0
First aid	12	0	0	12
Parental leave by gender – all employees				
Number of female employees who were entitled to parental leave	Parental leave is calculated on an entity level, not Group.	338	8	114
Number of female employees who took parental leave		46	0	13
Number of female employees who returned to work after completion of parental leave		46	0	13
Number of female employees who returned to work after parental leave ended and were still employed 12 months after their return to work		46	0	13
Retention rate for female employees who went on parental leave		100%	0%	100%
Number of male employees who were entitled to parental leave		456	17	222
Number of male employees who took parental leave		49	0	29
Number of male employees who returned to work after completion of parental leave		49	0	29
Number of male employees who returned to work after parental leave ended and were still employed 12 months after their return to work		49	0	13
Retention rate for male employees who went on parental leave		100%	0%	100%

Appendix | Environmental

	Unit	Total Reported Entities	BaE & Subsidiaries	Iraq	InvestBank
Fuel Consumption					
Petrol purchased/used for vehicles owned or leased	Litres	41,330	34,429.00	1,701.18	5,200.00
Diesel purchased/used for vehicles owned or leased	Litres	10,054	10,053.87	0	0
Diesel or Petrol purchased for other purposes	Litres	104,023	32,784.00	69,227.99	2,011.00
Electricity Consumption					
Electricity Consumption	KwH	7,943,201.73	6,520,200.73	313,092	1,109,909
Heating consumption	KwH	44,118.00	44,118.00	NA	NA
Cooling consumption	KwH	214,944.00	214,944.00	NA	NA
Water Consumption					
Chilled Water Consumption	m3	0	NA	Water consumption data for Iraq operations is currently being enhanced. During 2025, water expenditure data was available; however, the Bank was unable to independently verify the applicable tariff structure and therefore did not convert expenditure data into volumetric consumption figures.	NA
Utility Water Consumption	m3	14,115	11,590.00		2,525
Drinking water consumed	m3	278.27	258.13		20.14
Total water discharge	m3	10,431	10,431.00		NA
Materials Consumption					
Total papers used	kg	71,210.00	58,710.00	NA	12,500
Total of recycled papers purchased	kg	19,200.00	NA	NA	19,200
Total number of computers, screens, laptops purchased	unit	1,102.00	1,028.00	NA	74
Total amount spent on E-supplies (laptops, computers, screens, etc...)	JOD	792,165.03	755,301.03	NA	36,864
Waste Management					
Paper	Kg	46,215.00	27,015.00	NA	19,200
E-Waste	Item	88.00	88	NA	NA
Plastic	Kg	428.00	NA	NA	428
Carton	Kg	0.00	NA	NA	NA
General Waste	Kg	94,641.27	94641.27	NA	NA
Paper	Kg	0.00	NA	NA	NA
E-Waste	Kg	0.00	NA	NA	NA
Plastic	Kg	0.00	NA	NA	NA
Carton	Kg	0.00	NA	NA	NA

Appendix | Emissions

Environmental Data | Reporting Entities Emissions

Scope 1*	Emissions (tCO ₂ e)
Stationary Combustion	301.66
Mobile Combustion	121.44
Total	423.10

Scope 2*	Emissions (tCO ₂ e)
Purchased Energy	3,343.02
Total	3,343.02

* Includes Bank Al Etihad, INVESTBANK and Iraq branch.

Scope 3**	Emissions (tCO ₂ e)
1. Purchased Goods and Services	169.55
1.1 Purchased Water	1.83
5. Waste Generated in Operations	47.19
6. Business Travel	81.48
Total	300.05

** Scope 3 emissions do not include Iraq branch and INVESTBANK data

Total Categories	Emissions (tCO ₂ e)
Scope 1*	423.10
Scope 2*	3,343.02
Scope 3	300.05
Total	4,066.17

* Includes Bank Al Etihad, INVESTBANK and Iraq branch

** Scope 3 emissions do not include Iraq branch and INVESTBANK data

Emissions Breakdown per Entity

Bank Al Etihad Emissions (tCO ₂ e)	2023	2024	2025
Direct Emissions - Scope 1	155.00	173.20	193.40
Indirect Emissions - Scope 2	2,663.40	2,692.20	2,709.06
Direct Emissions - Scope 3 (Category 1: Purchased Goods & Services)	-	505.30	169.55
Direct Emissions - Scope 3 (Category 5: Waste Generated)	-	-	47.19
Direct Emissions - Scope 3 (Category 6: Business Travel)	-	125.90	81.48

Bank Al Etihad - Iraq Emissions (tCO ₂ e)	2025
Direct Emissions - Scope 1	212.42
Indirect Emissions - Scope 2	190.43

InvestBank Emissions (tCO ₂ e)	2025
Direct Emissions - Scope 1	17.28
Indirect Emissions - Scope 2	443.53

GRI Index

GRI content index

GRI MARK PLACEHOLDER

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

Statement of use	Bank al Etihad has reported in accordance with the GRI Standards for the period January 2025 to December 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None of the available GRI Sector Standards is applicable to Bank al Etihad.

GRI standards		Disclosures	Location	Requirements	Omissions Reasons	Explanation
GRI 2: General Disclosures 2021	2-1	Organizational details	8			
	2-2	Entities included in the organization’s sustainability reporting	6			
	2-3	Reporting period frequency and contact point	6			
	2-4	Restatements of information		No restatement of information was made in this report.		
	2-5	External assurance		The Bank did not opt for external assurance		
	2-6	Activities, value chain and other business relationships	8			
	2-7	Employees	8			
	2-8	Workers who are not employees		Not applicable to Bank al Etihad. The bank does not engage workers who are not employees.		
	2-9	Governance structure and composition	20			
	2-10	Nomination and selection of the highest governance body	23			
	2-11	Chair of the highest governance body	23			
	2-12	Role of the highest governance body in overseeing the management of impacts	20			

GRI standards	Disclosures	Location	Requirements	Omissions Reasons	Explanation
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	20			
	2-14 Role of the highest governance body in sustainability reporting				
	2-15 Conflicts of interest	25			
	2-16 Communication of critical concerns	33			
	2-17 Collective knowledge of the highest governance body	42			
	2-18 Evaluation of the performance of the highest governance body	Please refer to our annual report			
	2-19 Remuneration policies				
	2-20 Process to determine remuneration				
	2-21 Annual total compensation ratio	28			
	2-22 Statement on sustainable development strategy	17			
	2-23 Policy commitments	18			
	2-24 Embedding policy commitments	18			
	2-25 Processes to remediate negative impacts	26			
	2-26 Mechanisms for seeking advice and raising concerns	33			
	2-27 Compliance with laws and regulations	25			
	2-28 Membership associations	9			
	2-29 Approach to stakeholder engagement	19			
	2-30 Collective bargaining agreements		The Bank complies with the laws and regulations applied in Jordan, in relation to collective bargaining agreements.		
Material Topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	19			
	3-2 List of material topics				

GRI standards	Disclosures	Location	Requirements	Omissions Reasons	Explanation
Data Security					
GRI 3: Material Topics 2021	3-3 Management of material topics	27			
Ethical Business					
GRI 3: Material Topics 2021	3-3 Management of material topics	25, 26			
Sustainable Financing					
GRI 3: Material Topics 2021	3-3 Management of material topics	30, 31, 32			
Digitalization and innovation					
GRI 3: Material Topics 2021	3-3 Management of material topics	34, 35, 36			
Non-Material topics the Bank reports on					
Procurement practices					
GRI 3: Material Topics 2021	3-3 Management of material topics	56			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers				
Materials					
GRI 3: Material Topics 2021	3-3 Management of material topics	55			
GRI 301: Materials 2016	301-1 Materials used by weight or volume				
Energy					
GRI 3: Material Topics 2021	3-3 Management of material topics	54, 55			
GRI 302: Energy 2016	302-1 Energy consumption within the organization				
	302-3 Energy intensity				
	302-4 Reduction of energy consumption				

GRI standards	Disclosures	Location	Requirements	Omissions	Reasons	Explanation
Water and effluents						
GRI 3: Material Topics 2021	3-3 Management of material topics	55				
GRI 303: Water and Effluents 2018	303-5 Water consumption					
Emissions						
GRI 3: Material Topics 2021	3-3 Management of material topics	56				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions					
	305-2 Energy indirect (Scope 2) GHG emissions					
	305-3 Other indirect (Scope 3) GHG emissions					
	305-5 Reduction of GHG emissions					
Waste						
GRI 3: Material Topics 2021	3-3 Management of material topics	55				
GRI 306: Waste 2020	3-306 Waste generated					
	4-306 Waste diverted from disposal					
Supplier environmental assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	56				
Employment						
GRI 3: Material Topics 2021	3-3 Management of material topics	38, 43, 44				
GRI 401: Employment 2016	1-401 New employee hires and employee turnover					
	2-401 Benefits provided to full-time employees that are not provided to temporary or part-time employees					
	3-401 Parental leave					

GRI standards	Disclosures	Location	Requirements	Omissions	Reasons	Explanation
Labor/management relations						
GRI 3: Material Topics 2021	3-3 Management of material topics	38				
GRI 402: Labor/ Management Relations 2016	1-402 Minimum notice periods regarding operational changes					
Training and education						
GRI 3: Material Topics 2021	3-3 Management of material topics	39, 40, 41, 42				
GRI 404: Training and Education 2016	1-404 Average hours of training per year per employee					
	2-404 Programs for upgrading employee skills and transition assistance programs					
Diversity and equal opportunity						
GRI 3: Material Topics 2021	3-3 Management of material topics	38, 39				
GRI 405: Diversity and Equal Opportunity 2016	1-405 Diversity of governance bodies and employees					
	2-405 Ratio of basic salary and remuneration of women to men					
Non-discrimination						
GRI 3: Material Topics 2021	3-3 Management of material topics	38, 39				
GRI 406: Non-discrimination 2016	1-406 Incidents of discrimination and corrective actions taken					
Local communities						
GRI 3: Material Topics 2021	3-3 Management of material topics	47, 48, 49, 50				
GRI 413: Local Communities 2016	1-413 Operations with local community engagement, impact assessments, and development programs					
	2-413 Operations with significant actual and potential negative impacts on local communities					



بنك الاتحاد
Bank al Etihad