



The Diamond's Journey:

Exploring the Hidden Treasure



Human Capital Annual Report

2023-2024

The Dawn of a Dream

About this Report

This report narrates a journey towards discovering a hidden treasure. A journey that will elevate our organization to new heights of prosperity and maturity. We embarked on a journey to become unique and reach a state of PURISM. Along this path, we believed that with every step, we would achieve greater maturity and growth. This journey was not merely about reaching a specific destination but about discovering the best version of ourselves. A journey where "Saman" symbolizes harmony, excellence, and progress, and can be transformed into a brilliant gem.

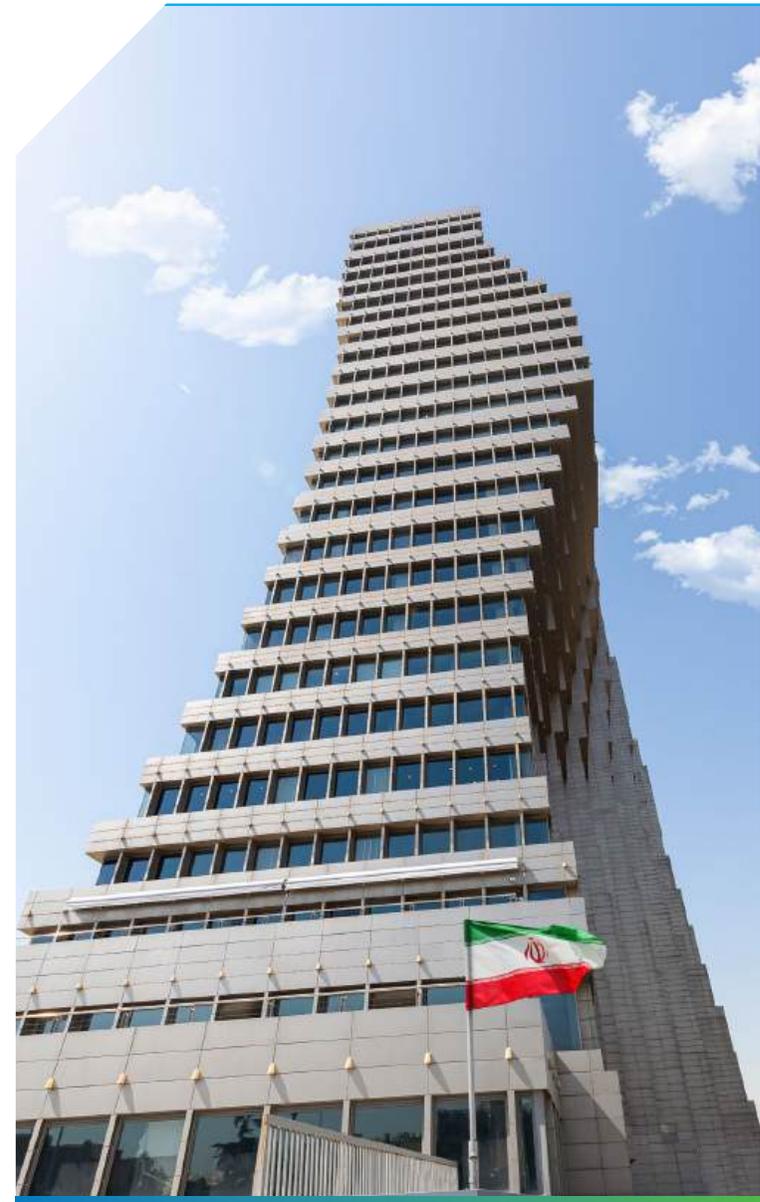
This report is based on the Hijri Shamsi calendar, which starts in March and aligns with the solar year in Iran. For international readers, we have converted the dates to the Gregorian calendar, which starts in January. Both calendars follow the solar year, but their start dates and months differ.

Join us on this journey as we narrate this quest and experience the joy of discovering and shining the human treasures together.

About Saman Bank

Human Capital as a Valuable Treasure

At Saman Bank, we view our human capital as a valuable treasure. By nurturing and supporting talents, we help them flourish so that each employee shines like a diamond within this organization and through hard work and perseverance, can become a unique jewel. Along this path, we seek to create a culture where creativity, innovation, and social responsibility are intertwined, ultimately contributing to the sustainable development and economic prosperity of the country. Saman Bank, with a forward-looking perspective, strives to continue its brilliance as a role model in the financial arena and, with joint efforts and solidarity, work towards building a better tomorrow.



[Click here to watch the linked video]

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[This documentary is an interactive report.]

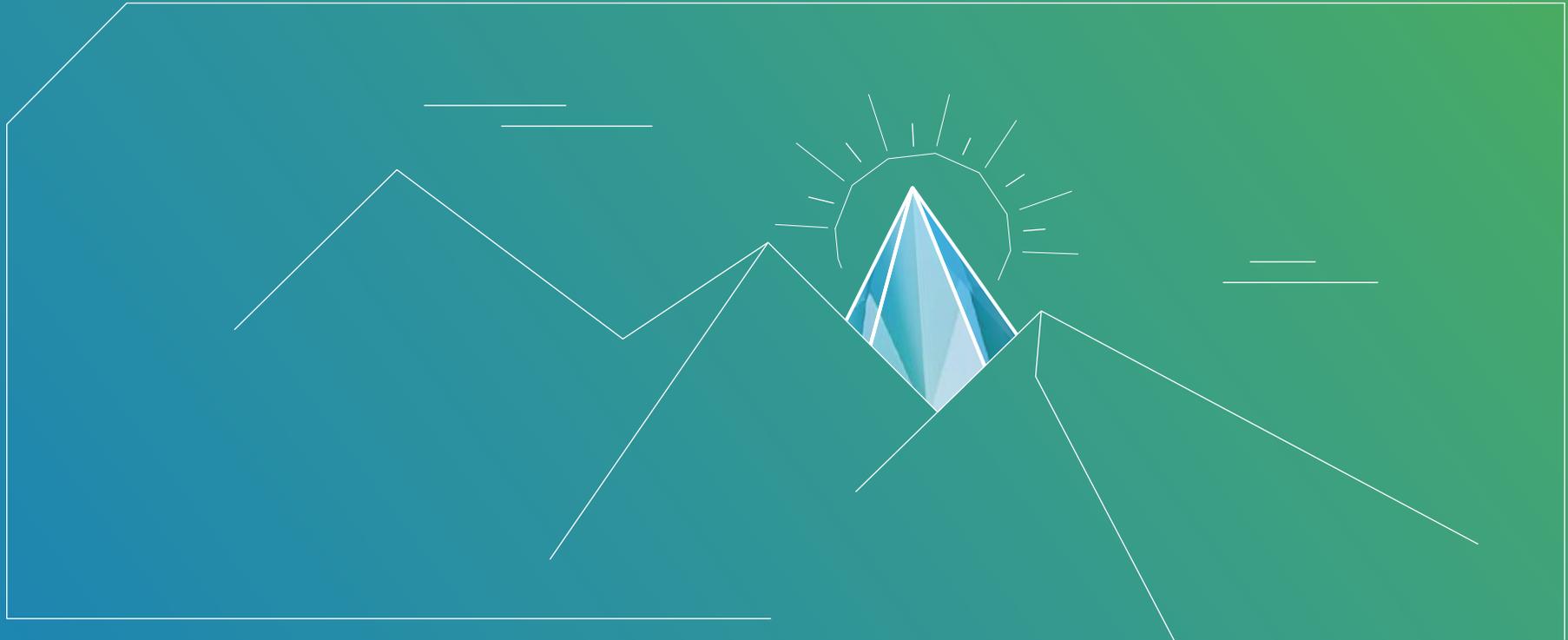
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Contents



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Step 1: We Believe in Dreams

The Dream of Treasure

Everything began with a dream; a clear yet distant dream. We aspired to Saman¹ Iran's economy and to uncover our hidden treasure along the way.

1. Saman is a Persian word that means perfection and order. It reflects the concepts of harmony, balance, and the pursuit of excellence. In our organization, Saman symbolizes our commitment to creating a well-ordered and efficient system that strives for continuous improvement and success.

Introduction

Hidden Treasure

At the heart of every organization lies a hidden treasure that can only be revealed through a deep and insightful perspective. Saman Bank, with its motto «On the Path to Purism,» is in search of this hidden asset. With the hope that by nurturing and polishing this gem, we can achieve endless brilliance.

We strive to create an environment where every individual can passionately pursue growth and fulfillment, finding their «Saman».



The Beginning of Saman

The Dawn of Brilliance

As a pioneering and inspiring financial institution, Saman Bank, with a deep understanding of human values, is determined to create a lasting brilliance in today's dynamic world through joint efforts and solidarity. Saman Bank officially commenced its operations on September 2nd, 1999, as one of the first credit institutions, receiving a license from the Central Bank of the Islamic Republic of Iran under the name of «Saman Eghtesad».

In September 2002, Saman Eghtesad Credit Institution, having secured the necessary fund and license to provide banking services from the Central Bank of the Islamic Republic of Iran, began a new chapter in its life as a private bank under the name of «Saman Bank».

Messages from the Executives

Fereshteh Zarrabieh

VP of Development and Infrastructure

A Gemologist at Saman Bank

We believe that human capital is like a diamond that becomes more brilliant with careful attention each day. Our most valuable asset is our dear colleagues who, through their hard work and cooperation, pave the way for the organization's success. The path to purism for us is more than just an organizational goal. It is a path that, guided by values such as the worth of individuals, teamwork, continuous learning, and creating work-life integration, leads us towards organizational maturity. A diamond symbolizes this path, achieving brilliance through polishing. In this journey, organizational culture and dialogue play a key role. We are committed to creating an environment where dialogue and exchange of ideas have a special place. A place where opinions and ideas are heard and utilized to grow and develop the organization. Relying on these values and working together, we are confident that we can elevate our organization's diamond to the highest level of brilliance and value. This path to purism is a journey we take together.



Peyman Naderi

Senior Director of Human Capital Division

A Diamond Seeker at Saman Bank

We believe that strategy and organizational culture are the two main wings that propel the organization towards success. Therefore, the Human Capital division works with all its might to align these two vital components. Our mission in this path is to create an environment where colleagues not only feel secure and comfortable but also seek growth and development for themselves and the organization with enthusiasm and motivation. In human capital division, the processes of recruitment, talent acquisition, and development are carried out with precision and based on organizational values and the competency framework to ensure that each individual is placed in a position where they can showcase the best version of themselves.

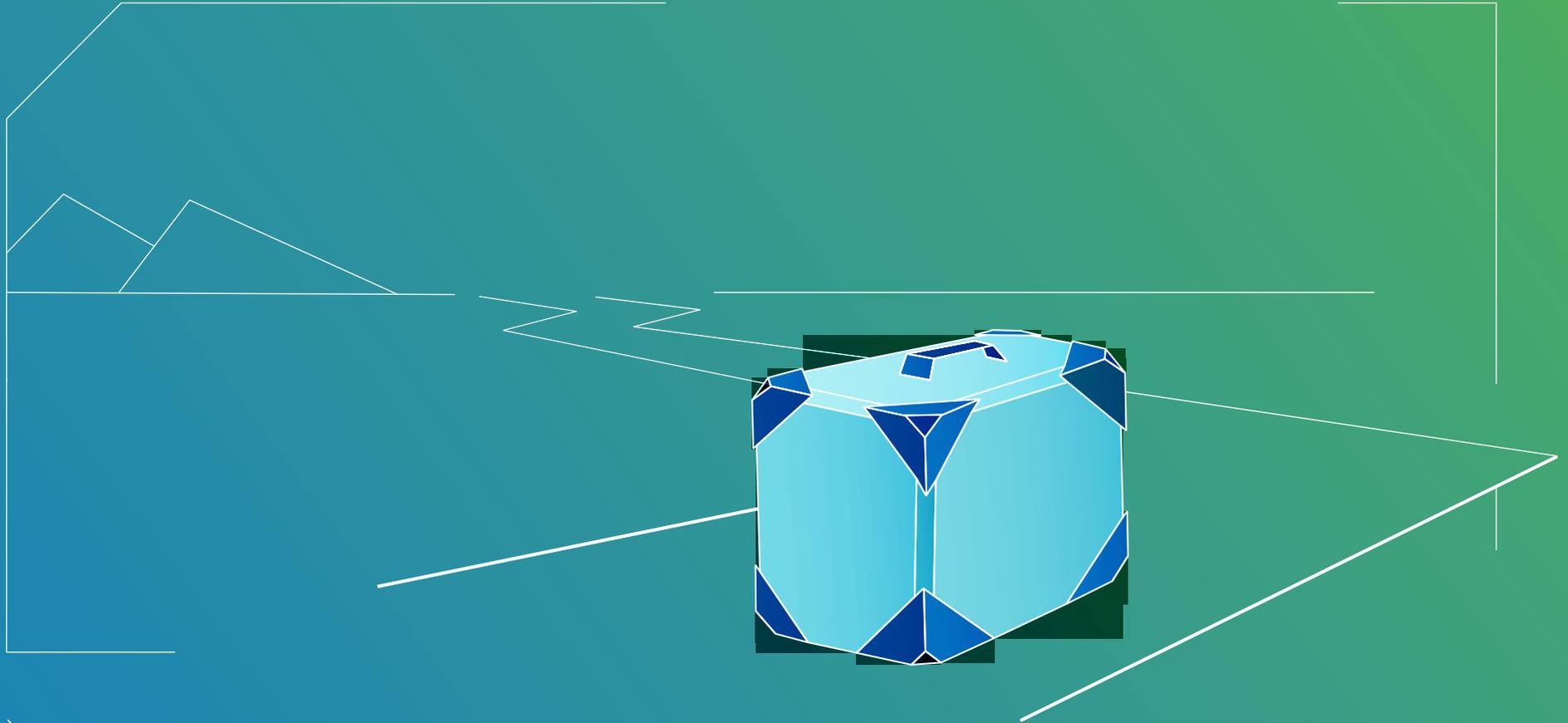
Along this path, improving the welfare of colleagues and paying special attention to their families are among our priorities, as we believe that individual and family peace and satisfaction create the foundation for productivity and creativity in the workplace. Our organizational culture which has been built on respect, empathy, and continuous learning, is strengthened through individual and team development programs. Through training courses, skill development workshops, and creating continuous learning opportunities, we strive to enable our colleagues to take steps in their professional journey with full readiness. We have also designed various programs to improve the well-being and work-life integration of our colleagues, as we believe that good work leads to a good life, and a good life leads to good work, and we do our best to establish this cycle. We believe that by strengthening the organizational culture and aligning it with overall strategies, we can achieve our big goals. This path can only be traversed with the cooperation of each and every dear colleague, and we in the Human Capital division are always together to provide the best work experience.





"A journey of a thousand miles begins with a single step."

Confucius



Step 2: The Beginning of a Journey

Strategy; Journey Towards Success and Progress

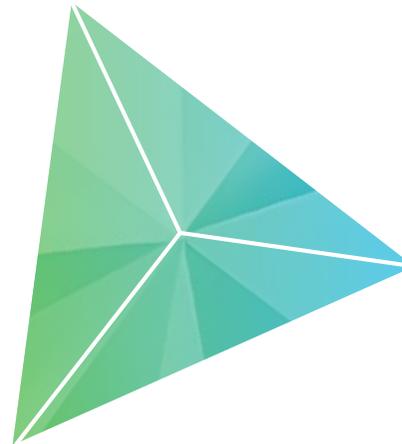
To achieve our beautiful dream, we packed our bags and, with the dream of discovering a vast treasure in mind, we set sail.

Saman Bank, in its journey towards success and progress, strives to identify and nurture the best human capital, like a gem-seeker deep within the earth. With a customer-centric strategy, the bank seeks to uncover hidden talents within its team and shapes these jewels by providing educational opportunities and a dynamic environment. Along this path, Saman Bank emphasizes building a strong organizational culture and effective collaboration among employees, so that each member becomes the best version of themselves and ultimately contributes to the growth and prosperity of the bank.

Growth

- ◆ Increasing the market share of deposits among private banks
- ◆ Increasing the share of loans among private banks
- ◆ Increasing international cooperation to maintain the highest market share

Strategy and it's Pillars The discovery Strategy



Operational Optimization

- ◆ Transferring non-value-added operations to non-branch channels
- ◆ Process optimization

Commercialization and Sales Focus

- ◆ Increasing sales forces productivity
- ◆ Developing sales channels and attracting customers from non-branch channels
- ◆ Continuing to transform the branch network into a sales channel



Saman Bank's Mission

Focusing on people's loyalty through the consistent delivery of the best experience which is defined by "convenience", "speed" and "reliability".

Saman Bank's Vision

To be the first choice of our targeted customers, the first choice of competent people for recruitment and development with a focus on a flexible and transformative culture and a leader in international banking.

Human Capital Division's Mission

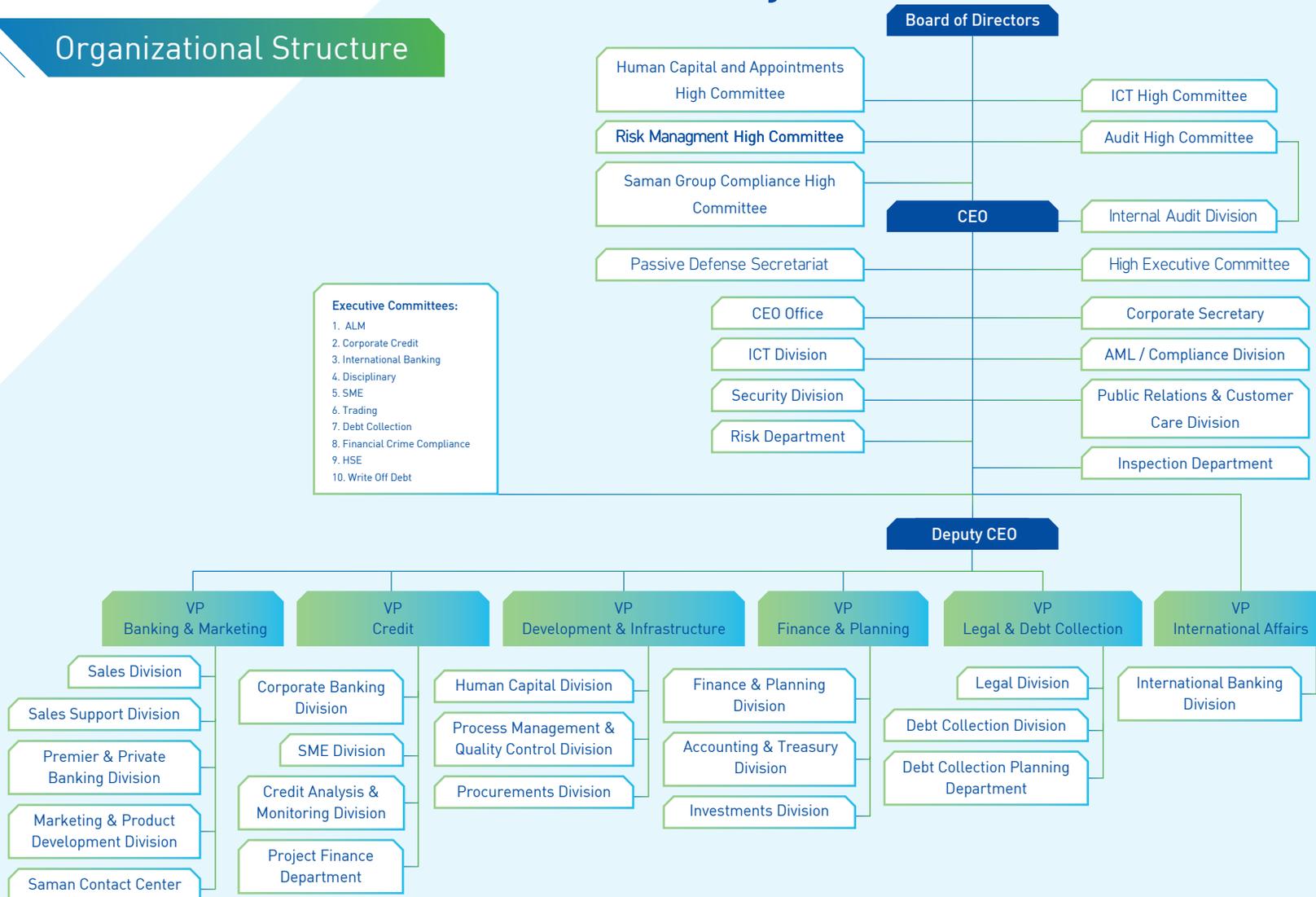
To build loyalty among employees by creating the best experiences.

Human Capital Division's Vision

To be among the best employer brands for being the first choice of competent people with a focus on a flexible and transformative culture.

We have structured our team in this way...

Organizational Structure

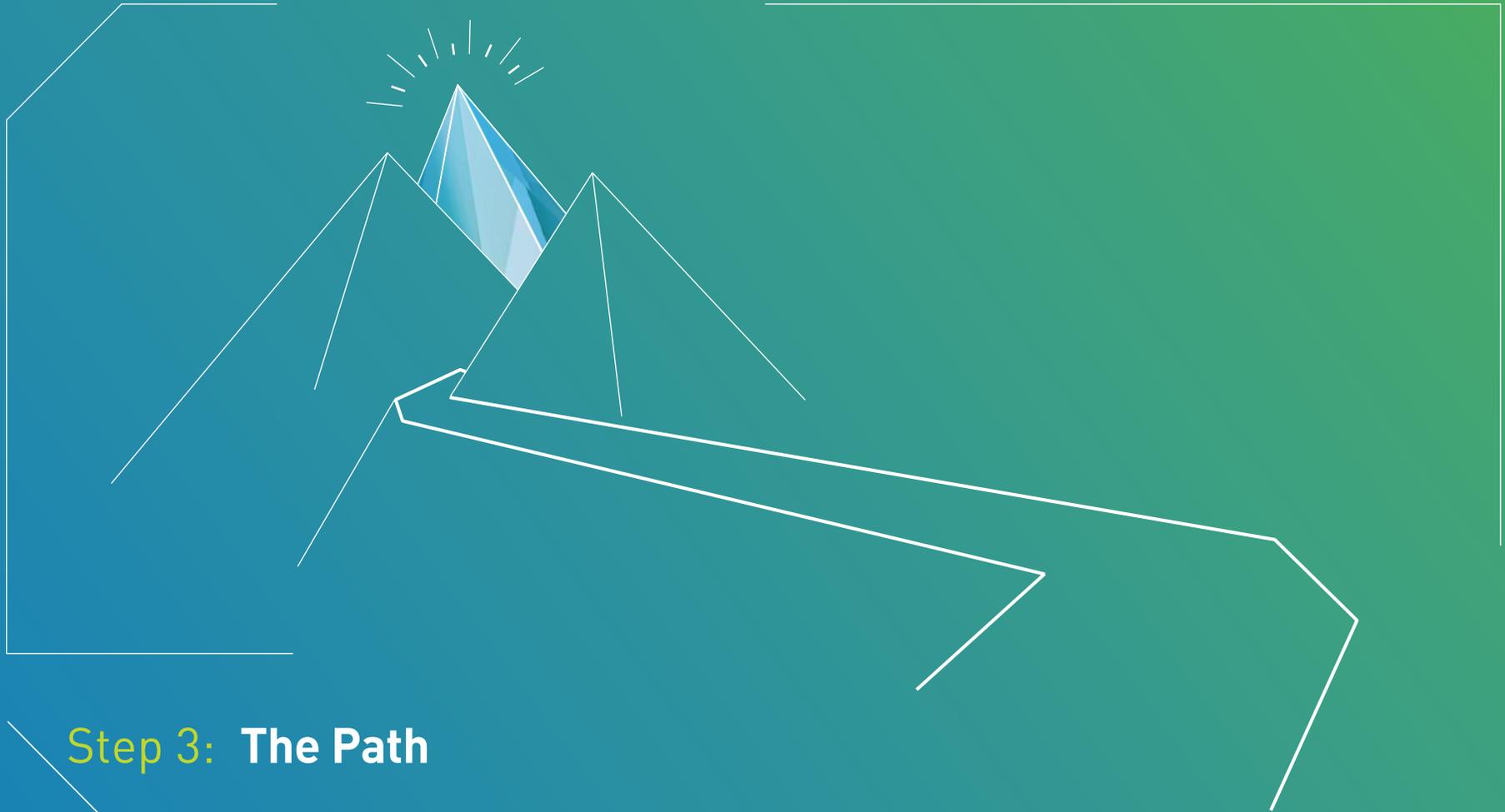


- Executive Committees:**
1. ALM
 2. Corporate Credit
 3. International Banking
 4. Disciplinary
 5. SME
 6. Trading
 7. Debt Collection
 8. Financial Crime Compliance
 9. HSE
 10. Write Off Debt

A group of mountaineers is ascending a steep, rocky mountain slope. The terrain is covered in large, light-colored rocks and boulders. The sky is a clear, bright blue. The climbers are wearing colorful jackets and carrying large backpacks. Some are using trekking poles. The overall scene conveys a sense of adventure and physical challenge.

"It is only in adventure that some people succeed
in knowing themselves. "

Andre Gide



Step 3: The Path

Our Team and the Adventure

We knew that the path ahead would be full of twists and turns, and we would face many challenges. But the excitement of reaching the treasure brought us closer to our fellow travelers and made our steps firmer.

Saman's Fellow Travelers

The Human Capital Journey, those who join us

Saman Bank has always acted based on defined business strategies to provide educated, skilled, and expert human capital, and as of the end of March 2024, it has been the source of income and activity for 2,771 people.



The Saman family experienced a 4.5% growth rate in 2023-2024 compared to 2022-2023.

4.5%



Human Capital Growth



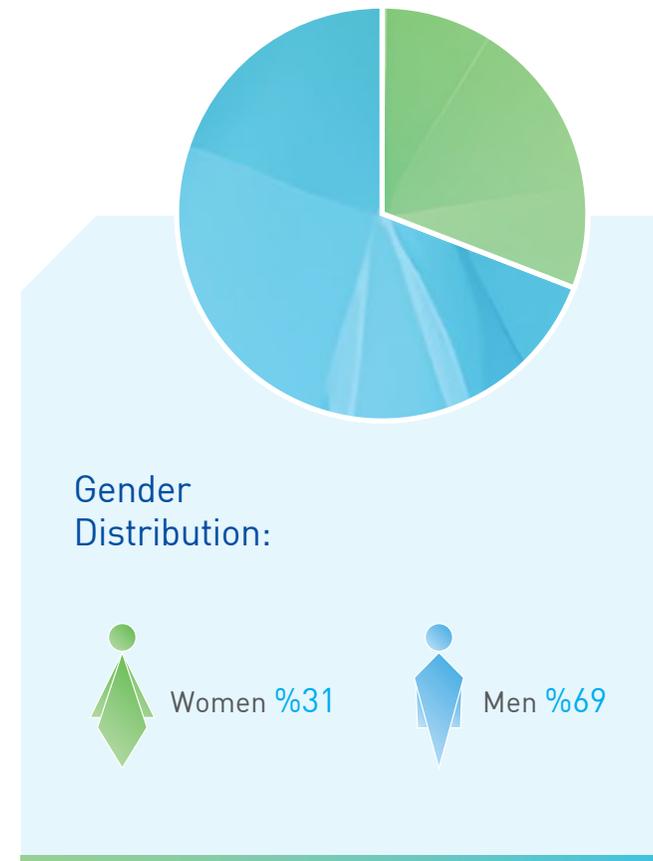
A Diversity of Human Capital Gems

The distribution of jobs by gender, age, and education level demonstrates the diversity that makes our treasure shine even brighter.

Gender Distribution

We are committed to achieving gender equality and diversity in our workforce, as we believe this plays a significant role in our organizational performance, culture, and values. To achieve this, we have implemented the following programs:

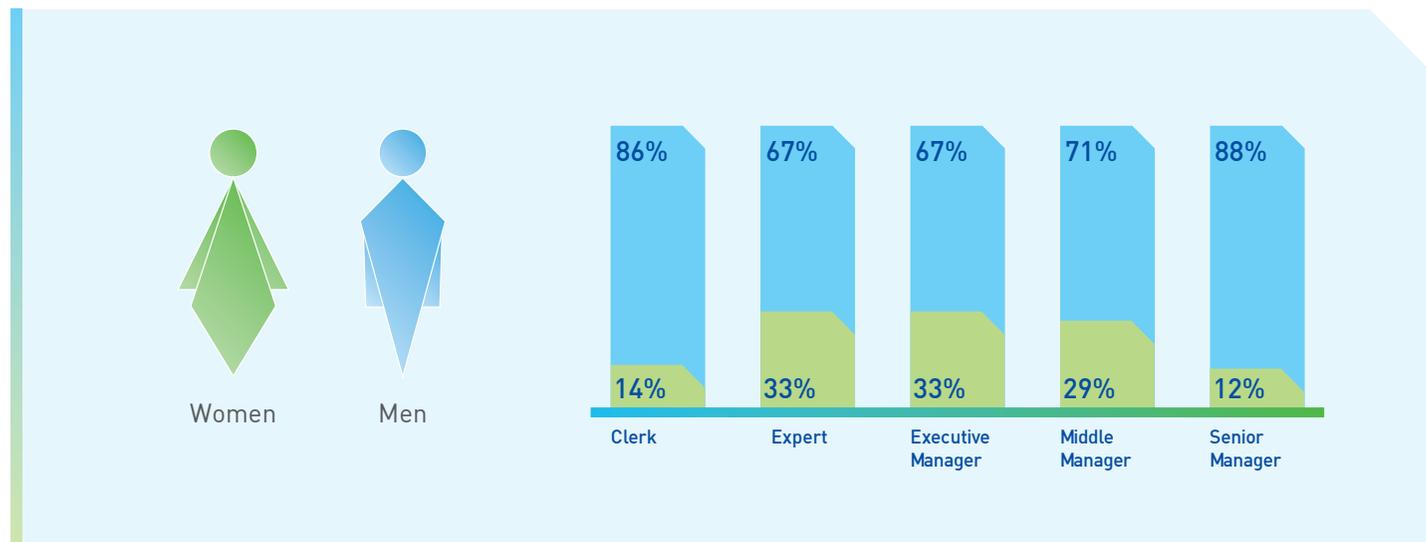
- ◆ Improving and developing recruitment and selection processes, using fair and transparent methods to attract qualified candidates;
- ◆ Providing training programs to develop and empower all employees, regardless of gender;
- ◆ Supporting work-life integration and implementing a flexible system to support families;
- ◆ Conducting regular surveys and consultations to assess employee satisfaction and engagement and to identify and address any issues or challenges that individuals may face. We are confident that these efforts will help us achieve our goal of gender equality and diversity, creating a more inclusive and productive work environment for all our employees.



Position Distribution by Gender

The position distribution between men and women at Saman Bank is depicted in the following chart:

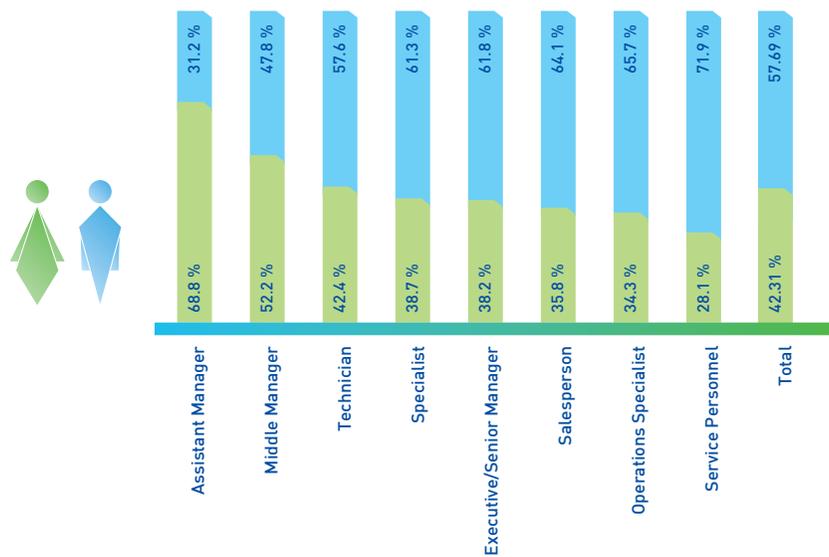
Gender Distribution of Different Positions:



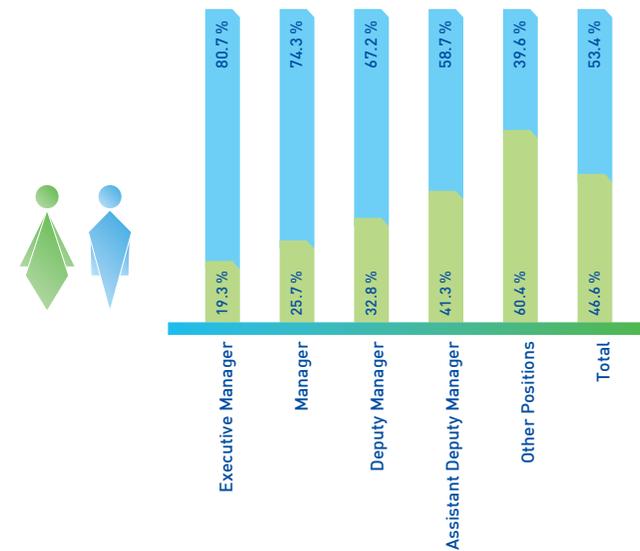
Our Team and the Adventure

Distribution of Different Positions Between Men and Women in Deutsche Bank and Bank of America

Gender Diversity in Bank of America (2022): ²



Gender Diversity in Deutsche Bank (2021): ³



². Statista, 2022

³. Deutsche Bank human resources report, 2021

Distribution of Line and Staff

You Don't See Many of Our Jewels!

Lines are those who directly participate in the organization's product and service processes, such as bankers. Staff are those who support the Line .⁴

Human Capital Composition of Saman Bank



■ Staff: 28%
■ Line: 72%

Human Capital Composition of Wells Fargo⁵



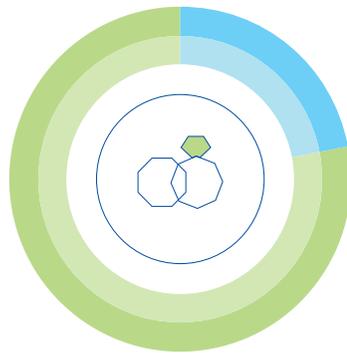
■ Staff: 35%
■ Line: 65%

4. McKinsey.com

5. Banking Dive, 2023

Marital Status of Employees

Data shows that approximately 80% of individuals at Saman are married, and the rest are single.



■ Single: **22%**
 ■ Married: **78%**

Age Diversity

The age diversity chart in Saman Bank is as follows:



■ 20-30 years: **14.15%**
 ■ 30-40 years: **53.27%**
 ■ 40-50 years: **30.31%**
 ■ 50 years and above: **2.27%**

The majority of employees are from the millennial generation (90.56%), and only 9.44% of individuals at Saman are from Generation Z. Data shows a growing trend of Generation Z entering the workforce.⁶

- ◆ Millennials: **90.56%**
- ◆ Generation Z: **9.44%**

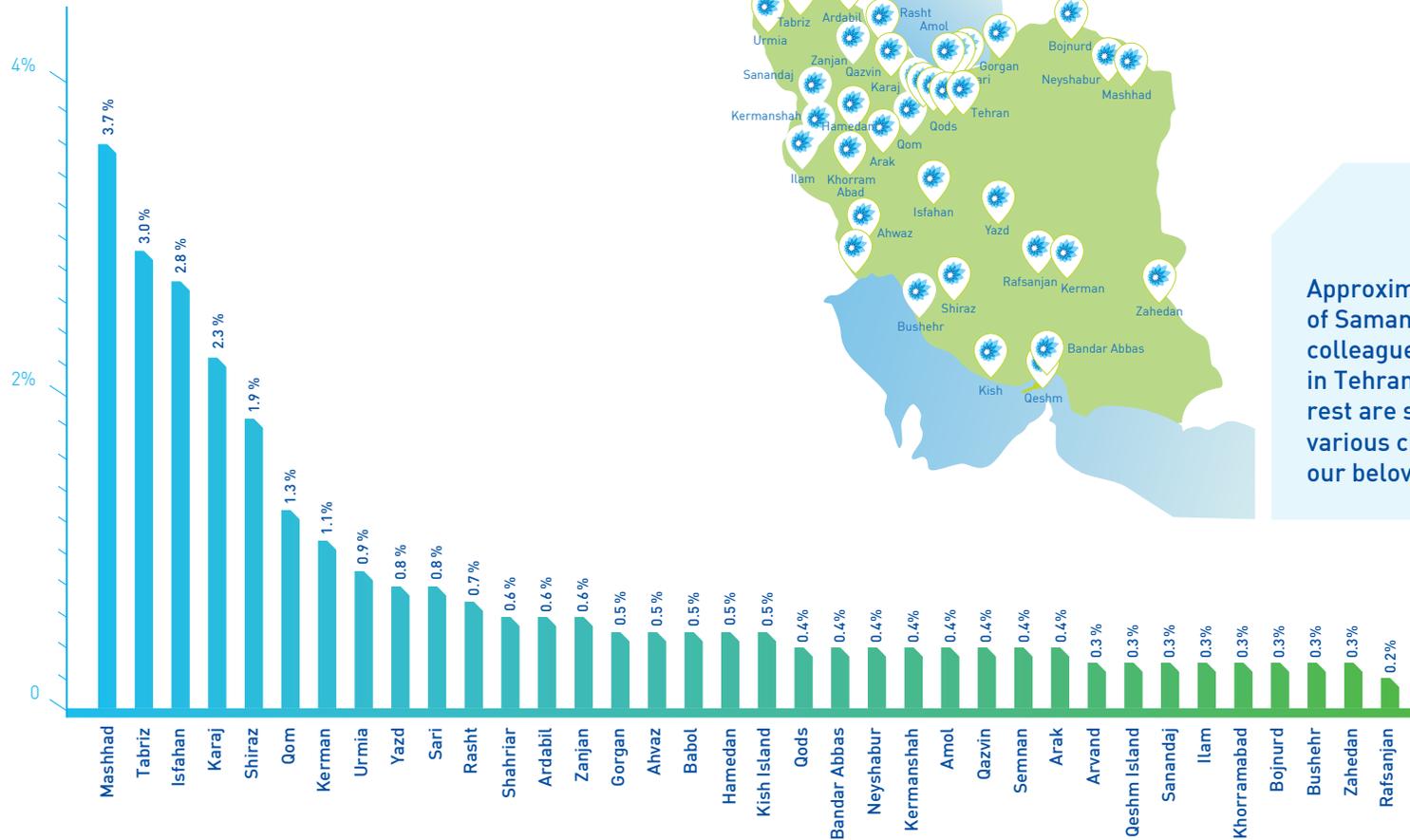
- ◆ Youngest age: **22 years**
- ◆ Oldest age: **76 years**

6. Mercer, Deloitte, Pew Research Center, Forbes

Saman Bank Branches throughout the Country

Our Treasures in Iran

Geographical Diversity:



Dispersion of Saman Bank branches:

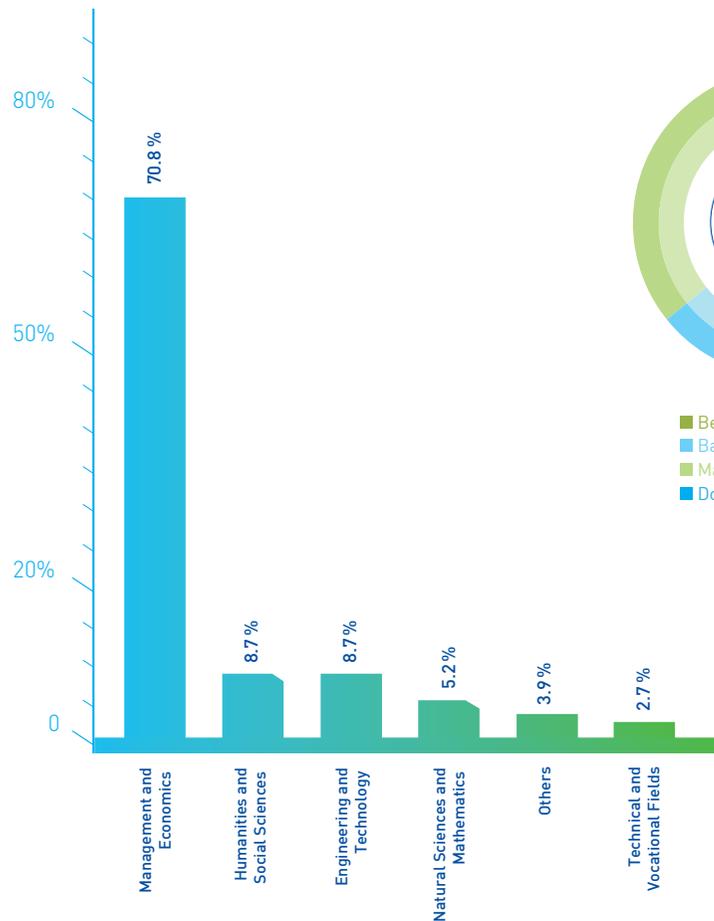


Approximately 70% of Saman Bank colleagues are serving in Tehran, while the rest are serving in various cities across our beloved country.

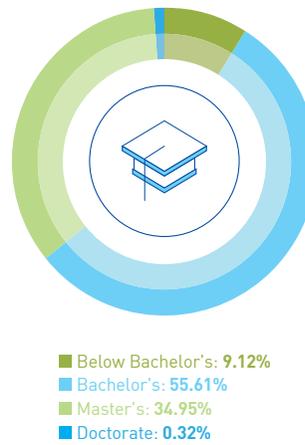
Education Distribution

A Treasure Trove of Knowledge

Field of Study:

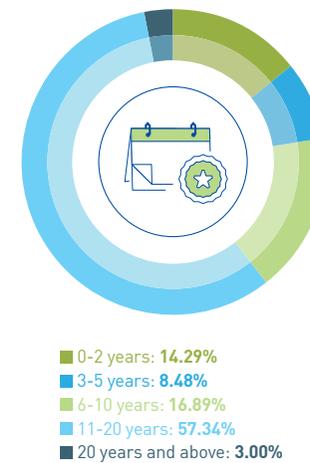


Degree Level:



Years of Experience:

The Longevity of Our Treasure



Employee Experience Journey Map

How is it to be Pure?

This is the path to PURISM. It's a journey where we find precious stones, patiently nurture them into diamonds through experience, and finally, cut and polish them.

Key Stages of Saman Bank's Employee Experience Journey Map



 [Click on the buttons to see descriptions]

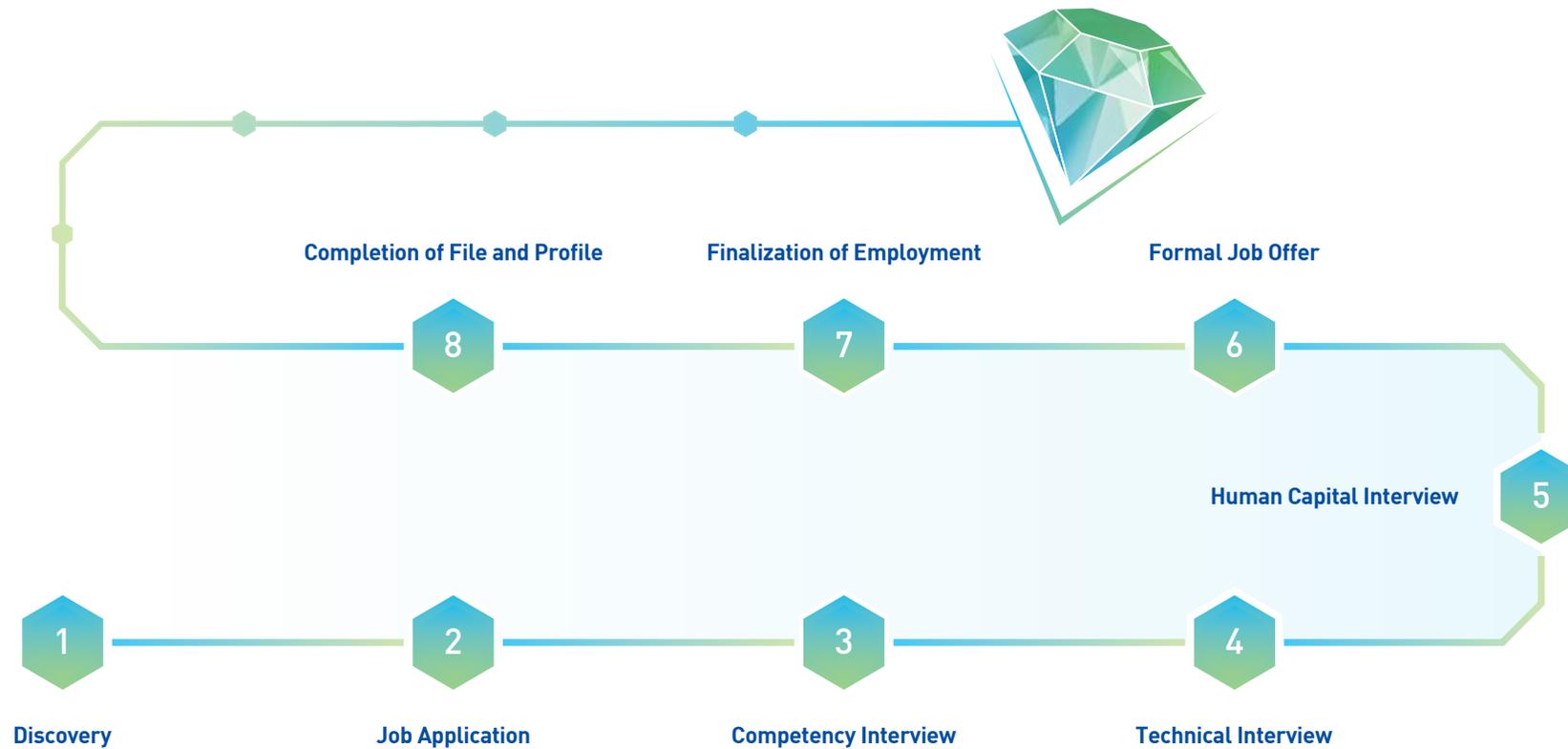
 [Click here to watch the linked video]



Key Stages of the Saman Bank Recruitment Process

A Treasure Map

The journey of employees and job seekers at Saman Bank begins long before the interview and hiring process. In fact, the journey starts when an individual encounters Saman Bank through its channels, branches, and messages. Job postings, career fairs, job descriptions, and more shape an individual's perception of Saman Bank's internal culture and brand. Thus, before joining the bank, an individual has a suitable background and mindset regarding their future work and experiences.

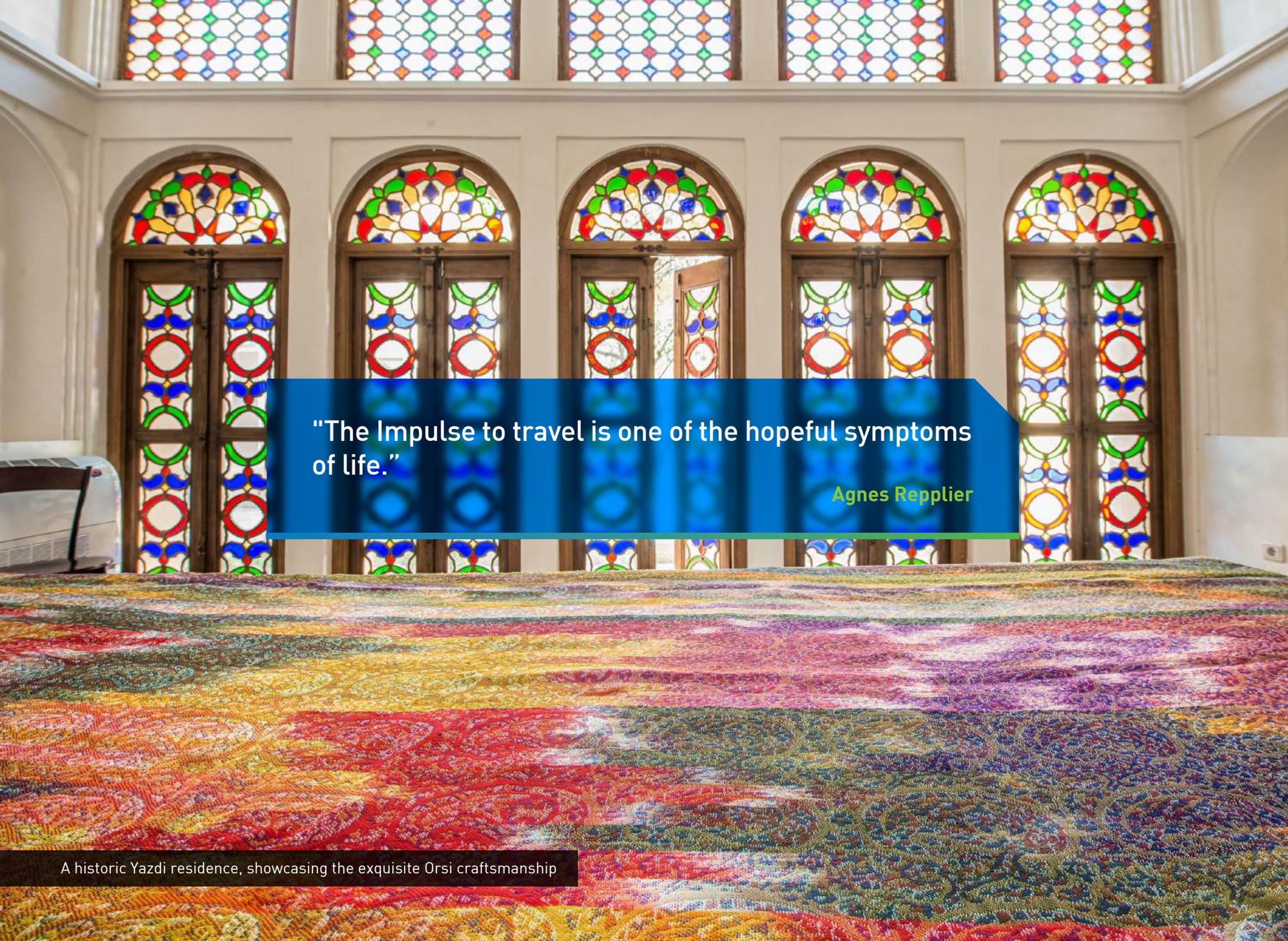


Pathways to Joining Saman, Reaching Saman

- ◆ Website
- ◆ Job fairs
- ◆ Social media
- ◆ Job boards
- ◆ And more...

What are the most important reasons for new individuals to join Saman Bank?

- ◆ The organization's brand and reputation
- ◆ Working in a leading bank
- ◆ Competitive salaries and benefits
- ◆ Professional and personal development

A photograph of a room with five arched stained glass windows. Each window has a colorful geometric pattern. Below the windows is a large, colorful patterned rug. A blue text box is overlaid on the image.

"The Impulse to travel is one of the hopeful symptoms of life."

Agnes Repplier

A historic Yazdi residence, showcasing the exquisite Orsi craftsmanship



Step 4: Preparing for the Journey

Learning and Development

Without a roadmap, the necessary equipment, and relevant training, this journey would be impossible. So, we prepared ourselves for the trip.

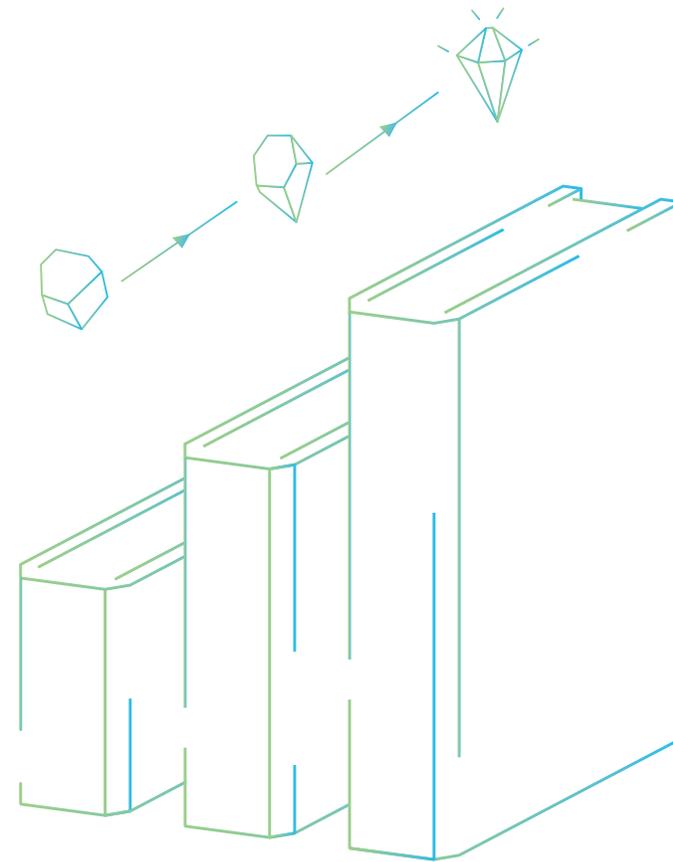
Saman Academy

A Place for Learning and Development

The establishment of the academy, with its modern infrastructure and specialized training courses, provides an environment for future diamonds to evolve. It is a place where talents are nurtured under the embrace of knowledge and experience.

Saman Academy and Training

As the banking business is constantly changing, Saman Bank is eager to adapt to such a dynamic environment. Training is a key tool for achieving this goal. Given the importance and emphasis on training in our bank, Saman Academy was established with the most advanced infrastructure and the expertise of both domestic and foreign professors who are invited periodically. The training activities of Saman Academy are designed to conduct long-term executive courses and short-term specialized courses.





Onboarding Training

Saman employee journey begins at this stage; therefore, one of the most important aspects of training is introducing individuals to the company's culture, structure, work style, and required expertise. The goal of onboarding training is to standardize the knowledge level of trainees and familiarize them with the fundamentals of banking. Additionally, a portion of onboarding training focuses on acquiring and developing the practical skills of trainees. By creating a simulated branch environment, trainees become familiar with the Core banking software.

Onboarding at Saman

Preparing for a Brighter Future

The onboarding process at Saman begins simultaneously with the start of employment and the commencement of training for new employees, creating a vibrant and memorable experience from the very beginning. During this phase, the individual is welcomed and trained by the human Capital team and the relevant department.

According to Gallup statistics, employees who have positive work experiences are 2.6 times more satisfied with their new jobs than those who have negative experiences. They are also more likely to continue working with the organization.

Stages of Onboarding at Saman:

◆ **Start of the trial Period**

◆ **First Day of Work**

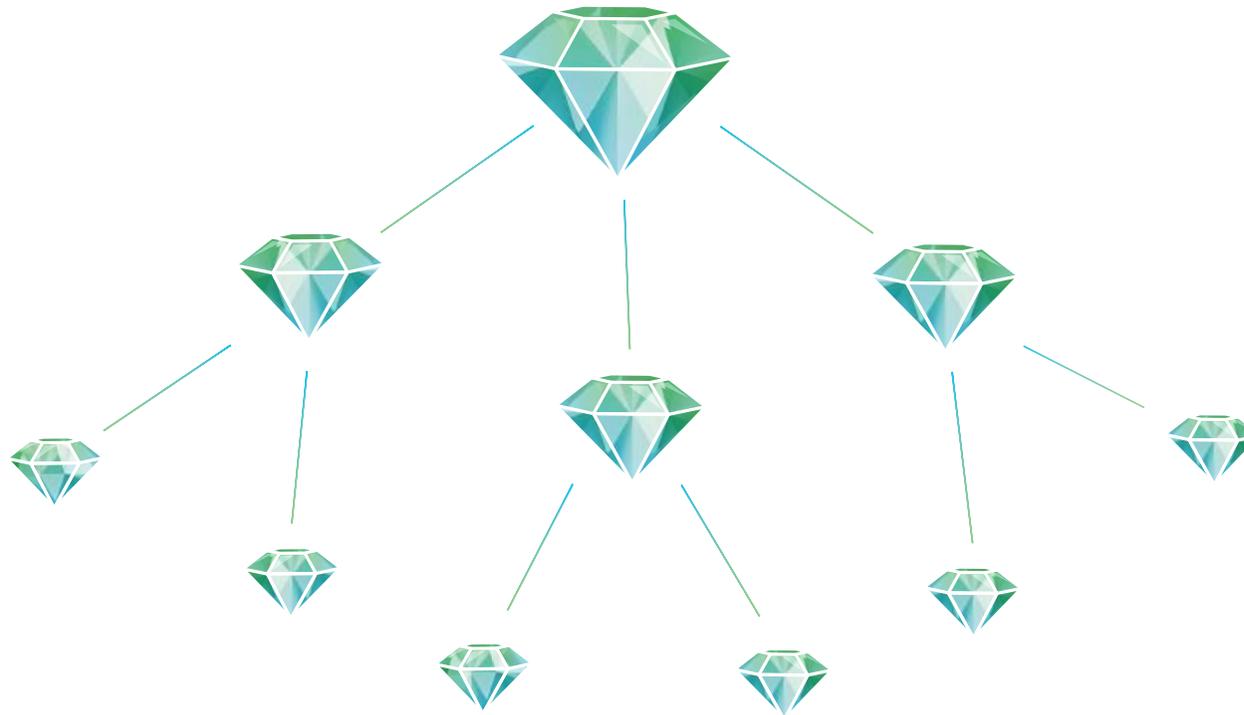
◆ **Stating Organizational Expectations**

◆ **Meeting the Team**

List of Courses Offered in 2023-2024 by categories

1. Language and International Skills
2. Marketing and Business Development
3. Finance and Banking
4. Technology and Data Analysis
5. Human Resources and Organizational Behavior
6. Security and Protection
7. General and Introductory Courses





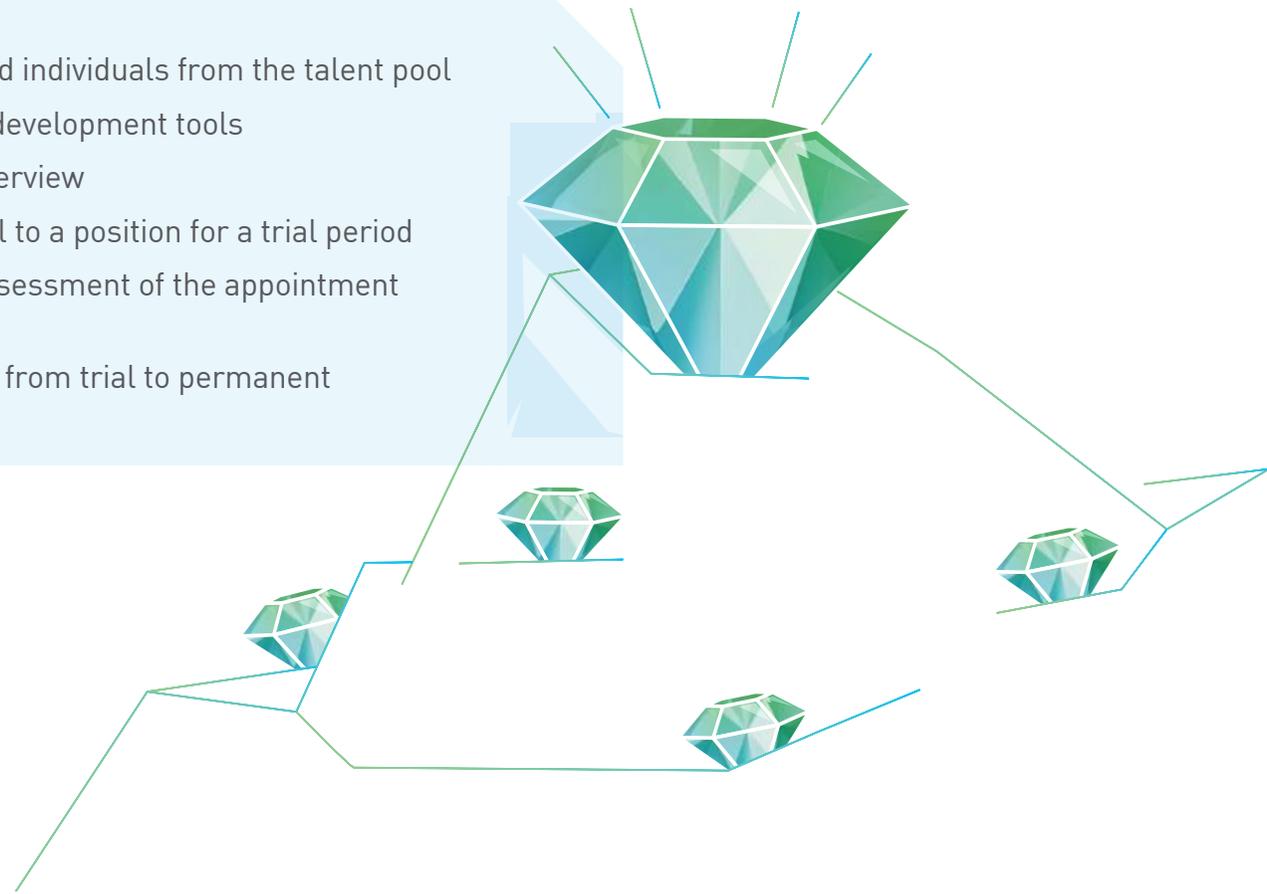
Cultivating Future Saman Leaders

These diamonds ensure that Saman's treasure chest is full. The process of selecting and training leaders is like nurturing future brilliant jewels. Leaders play a vital role in building and developing an organization's culture, a culture that empowers employees and guides them towards growth and development. Developing leaders has always been one of Saman Bank's top priorities. Leaders must continually adapt to changing work conditions while creating a learning environment for their subordinates. One of the characteristics of Saman Bank is its commitment to succession planning and securing the necessary human capital from its experienced and knowledgeable pool for appointments to specialized and managerial positions. It should be noted that each employee is promoted based on criteria such as experience, performance evaluation, direct manager satisfaction, and participation in a specialized interview.

Selecting Leaders at Saman

The Brightest Diamonds for Leadership

1. Screening and selecting qualified individuals from the talent pool
2. Using assessment centers and development tools
3. Participating in a specialized interview
4. Assigning the selected individual to a position for a trial period
5. Conducting a comprehensive assessment of the appointment after the trial period
6. Changing the employee's status from trial to permanent



How We Built the Saman Team

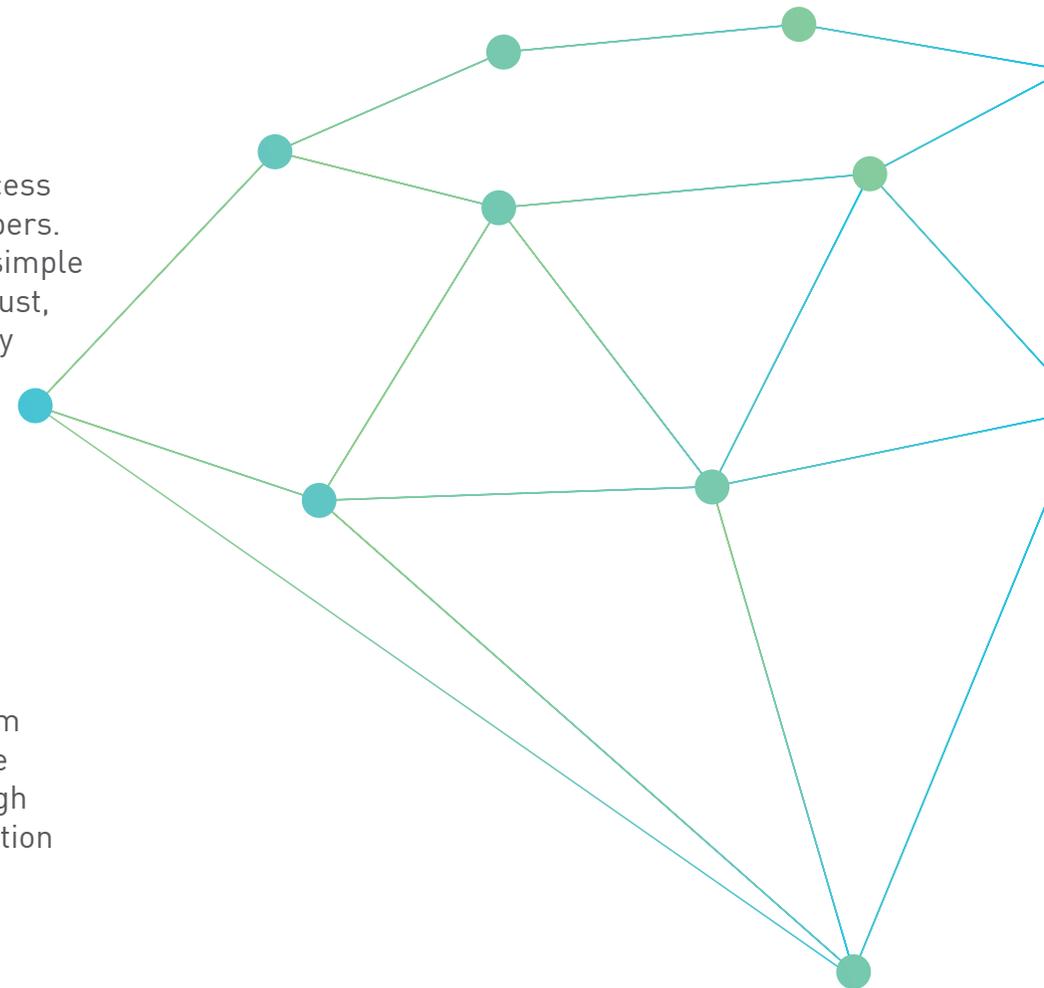
Team Building at Saman Bank

The Importance of having a Cohesive Group

At Saman Bank, we believe that an organization's success depends on the strong bonds between our team members. Team building in our organization is more than just a simple activity; it's a dynamic process of creating cohesion, trust, and empathy among members. This process is not only aimed at strengthening cooperation and interaction in the workplace but is also deeply rooted in our organizational culture and values.

A Team-Building Approach, From Bonding Atoms to a Brilliant Diamond

In the team-building process, we envision the bonding of atoms to form a diamond. Just as carbon atoms form a diamond through strong and orderly bonds, we strive to create powerful teams where members bond through respect, trust, and a shared goal, guiding our organization towards greater objectives.



Key Stages of Team Building



◆ **Selecting and Assessing Individuals:**

Screening and selecting qualified individuals using assessment centers and development programs is a vital stage in team formation.



◆ **Training and Developing Skills:**

Conducting workshops and training courses to enhance soft skills such as cooperation, effective communication, and teamwork plays a crucial role in developing a culture of collaboration and commitment within teams.



◆ **Organizational Culture and Shared Values:**

Our organizational culture, which is based on interaction and respect, plays a key role in all stages of team building. This culture emphasizes promoting collaboration, empathy, and collective growth.



◆ **Continuous Monitoring and Evaluation of Team Performance:**

Periodic evaluations and performance management of teams focus on intra-team interactions and inter-member collaboration to ensure that each team progresses dynamically and efficiently.

Not to Forget

Team building at Saman Bank symbolizes the deep and strong bonds between team members, which, relying on our organizational values, has resulted in a powerful and cohesive structure. These teams, with a focus on cooperation and interaction, help us move towards the organization's larger goals in a confident and sustainable manner.

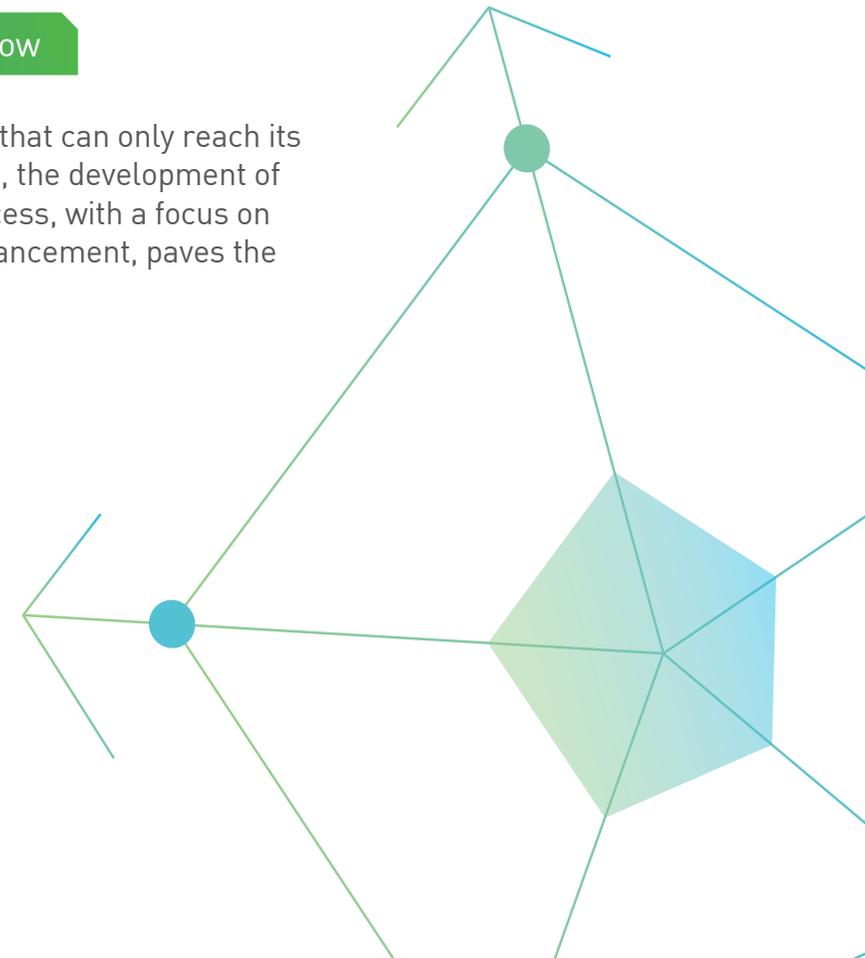
Blossoming Diamonds

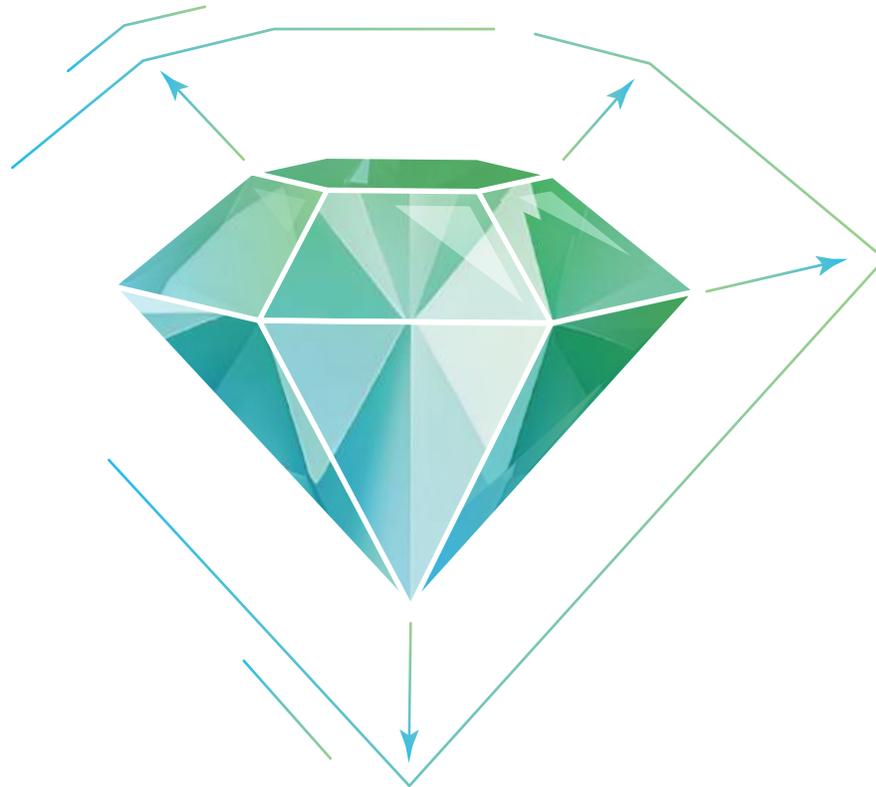
Personal Growth and Development in Saman Bank, a way to grow

At Saman Bank, we believe that human capital is a valuable treasure that can only reach its full potential through continuous growth and development. Therefore, the development of our employees is a key pillar of our human Capital strategy. This process, with a focus on creating learning opportunities, empowerment, and professional advancement, paves the way for the progress of each individual within the organization.

Our Approach to Personal Development

Personal growth and development at Saman Bank are a multifaceted process in which each individual is placed on a path of continuous improvement through training programs, coaching, and performance management. We believe that providing equal and diverse opportunities for learning and development is the foundation for achieving sustainable success.





Key Initiatives in the Field of Personal Development

- ◆ **Training and Coaching**

Conducting diverse training courses in technical and skill areas, including coaching training for managers and specialized courses to strengthen behavioral and leadership skills.

- ◆ **Improving Career Paths**

Reviewing and improving career paths to provide vertical and horizontal advancement opportunities for all employees.

◆ Performance Management and Personal Development

Holding Individual Development Plan (IDP) and Performance Improvement Plan (PIP) sessions, along with continuous performance management aimed at identifying strengths and weaknesses and defining improvement paths for each individual.

Additionally, 360-degree assessments are used to gather comprehensive feedback from all colleagues. These tools are employed to enhance skill levels and support personal and professional growth, helping to establish clear development pathways;

◆ Assessment Centers

Using advanced assessment center tools to identify talents and guide them towards professional growth.

◆ Employee Empowerment

At Saman Bank, we place a strong emphasis on empowering and improving the performance of our employees across various sectors, including International Banking, credit, Deposit Collection, guarantees and other banking operations. Employees who achieve outstanding performance in these areas are recognized with the Arash Medal. This prestigious medal is awarded to branches or employees who push the boundaries of sales and performance, reaching new heights of success. The names of these individuals and the reason for their exceptional achievement are engraved on the medal, serving as a lasting reminder of their dedication and success.

◆ Sepas

The Sepas system is one of our key tools for recognizing high-performing employees. This system provides a space to acknowledge the efforts and achievements of those who have demonstrated exceptional performance. Through the Sepas system, valuable gifts are awarded to these individuals, not only as a token of appreciation for their efforts but also as a catalyst for their career advancement and professional growth. The Sepas system is designed to foster a culture of appreciation and recognition within the organization, paving the way for success for all employees.



Arash Medal [Click to watch the video]

Results and Achievements

These actions demonstrate Saman Bank's commitment to the continuous growth and development of its employees. By creating an environment where learning, advancement, and continuous improvement are priorities, we are confident that each team member can become the best version of themselves and progress with motivation and enthusiasm in their professional journey.

The development of human capital has always been one of Saman Bank's priorities. "People" are our most valuable asset, and their development is directly related to the success of the business. In 2023-2024, we carried out various activities to empower and improve the performance of our employees.

In this area, we tried to take significant steps towards the development and empowerment of Saman employees by conducting training courses in collaboration with the Saman Academy. At Saman Bank, we believe that all Saman employees should have equal and diverse opportunities for personal and professional development. What you will see is a summary of our efforts to achieve this goal in 2023-2024.



1. Conducting coaching skills training sessions



2. Reviewing and improving career and job paths (horizontal and vertical advancement)



3. Performance management and conducting IDP (Individual Development Plan) and performance plan (PIP) sessions



4. Conducting training courses and ongoing assessments



5. Conducting assessment centers; guiding lights for the future

Coaching Classes

Polishing Diamonds for the Future

Saman Bank has implemented extensive coaching programs to develop and empower its managers. These programs include specialized courses for middle and executive managers.

Management Development Coaching Class

The first group of this course was held from August to December 2022 and included 12 middle managers. The second group, consisting of the remaining managers and some deputy managers, began in early 2023 and is still ongoing.

Executive Empowerment Course

The first group was held in January 2023, and managers received training in coaching, emotional intelligence, feedback, and managerial skills over five days. The second group began in May 2023, and the third group is currently underway. The goal of these courses is to implement a coaching culture throughout the organization.



These efforts demonstrate Saman Bank's commitment to improving managerial skills and developing a coaching culture within the organization, which plays a significant role in enhancing overall performance and success.

University of Grenoble Programs (MIM - MBA - DBA)



Saman Academy has organized advanced courses in Tehran in collaboration with reputable international institutions and with the direct participation of relevant banking professors and instructors to achieve specialized banking knowledge at a global level. Here are some of the courses:

Program Title	Place	Academic Partner
Master in Management	Saman Academy	Grenoble University, Grenoble, France
Doctor of Business Administration		Grenoble University, Grenoble, France
Certificate in Financial Crime Prevention (ICA)		OSACO Group, London, UK
Certificate in Compliance (ICA)		OSACO Group, London, UK
Retail Banking II		Retail Banking Academy, London, UK
Retail Banking I		Retail Banking Academy, London, UK

Saman Bank Competency Framework⁷

The Diamond's Qualities



How our colleagues perceive us

- ◆ Reliable
- ◆ Empathetic
- ◆ Responsive
- ◆ Creating opportunities for growth and learning
- ◆ Seeking growth and development
- ◆ Human-centered

7. This is just a glimpse of our competency framework. The full version we use is much more detailed and precise.

Saman Bank Competency Pyramid

Classifying Diamonds

Level 4: Middle Manager

Leadership, analytical thinking, problem-solving, coaching and developing others, teamwork, professionalism, willingness to change, grow, and learn

Level 5: Senior Manager

Strategic thinking, leadership, analytical thinking, problem-solving, coaching and developing others, teamwork, willingness to change, grow, and learn

Level 3: Executive Manager

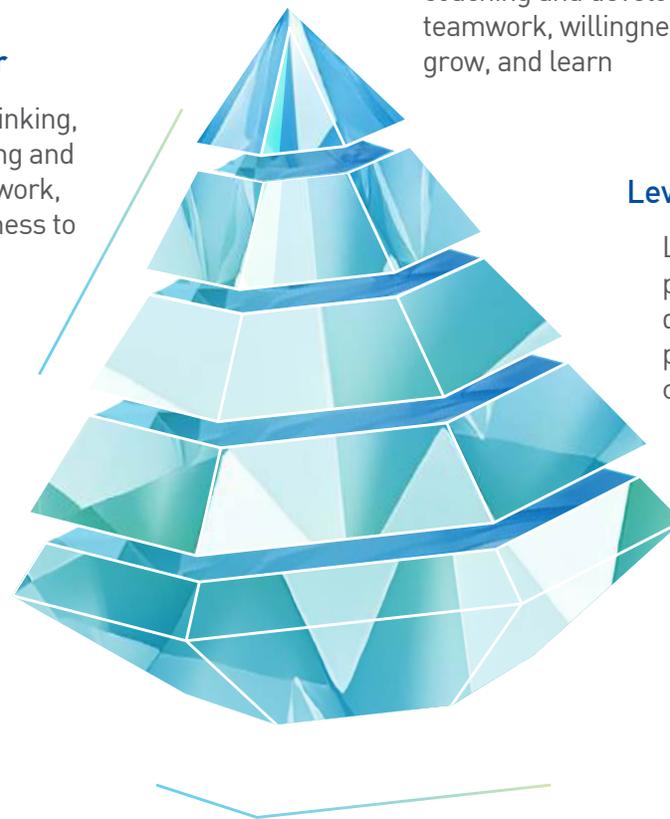
Leadership, analytical thinking, problem-solving, coaching and developing others, teamwork, professionalism, willingness to change, grow, and learn

Level 2: Expert

Effective communication, professionalism, willingness to change, grow, and learn, teamwork, analytical thinking, problem-solving

Level 1: Clerk

Effective communication, professionalism, willingness to change, grow, and learn, teamwork



A wide-angle photograph of Maharloo Lake in Fars province, Iran, during sunset. The sky is filled with dramatic, layered clouds in shades of blue, grey, and white, with the sun's light breaking through to create a golden glow. The water of the lake is a striking, deep red color, reflecting the sky and the scattered dark rocks that protrude from the surface. In the distance, low mountains are visible under the twilight sky. A semi-transparent blue text box is overlaid in the center of the image.

"The real voyage of discovery consists not in seeking new landscapes, but in having new eyes."

Marcel Proust



Step 5: Discovery

Communication and Idea Cultivation

After overcoming numerous challenges, we have finally arrived. We have discovered the diamonds, and undoubtedly, our passion for innovation has brought us closer to this and future discoveries.

A Network of Diamonds

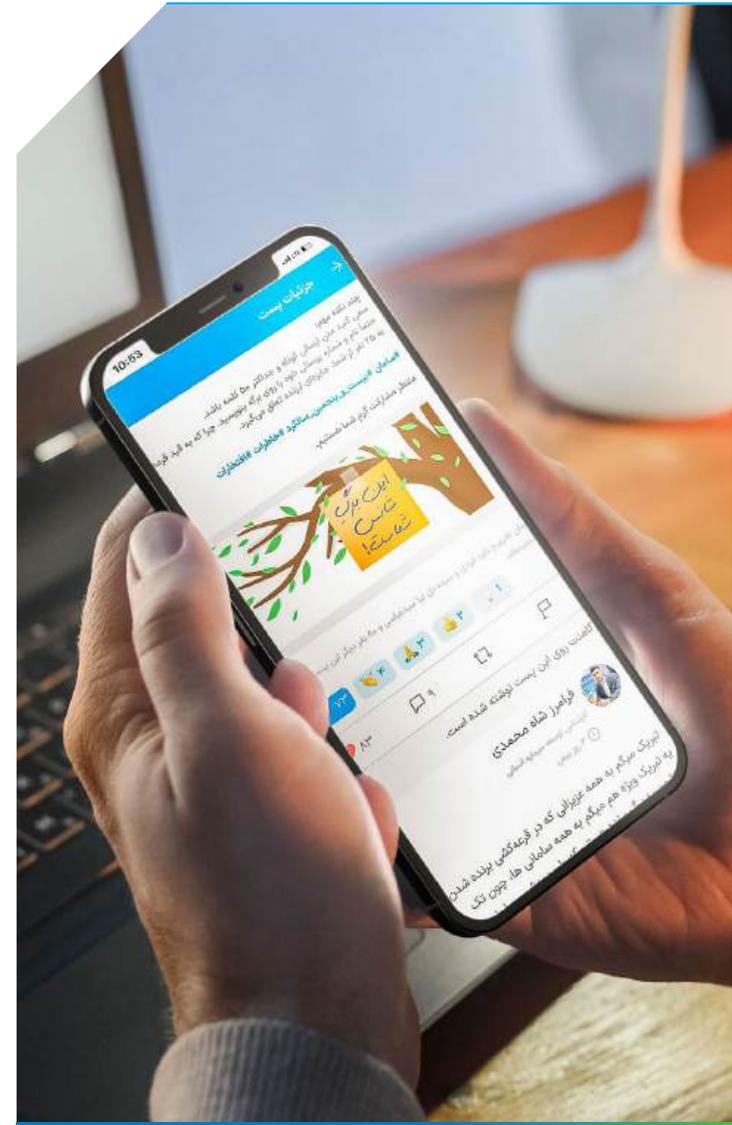
Connections and Innovation

Hamsaa as a Private Social Media of Saman Bank

Hamsaa is the private platform of Saman Bank which provides a space for fostering collaboration and sharing ideas, like spotlights illuminating the brilliance of diamonds. Hamsaa was launched in 2015 to facilitate internal communication (regardless of organizational hierarchy), motivate employees, promote a collaborative spirit, generate ideas, share skills, promote organizational values and culture, and create a communication bridge to reflect expectations and brand loyalty.

This platform is just accessible to all employees working at the headquarters and branches of the bank, regardless of their position or job group and geographical distribution, as long as they have a personnel code.

On this platform, anyone can have a private profile picture and share their preferred content (text, images, or videos) with others through their personal account. Additionally, various departments, such as Human Capital Division, have their own dedicated accounts where they can publish statements and announcements related to rewards, recognitions, payments, working hours, and more.



Business units also introduce their campaigns on this network to foster greater empathy and collaboration. This network has the capability to send notifications for important announcements and special personal events, such as colleagues' birthdays or the birth of their children. Colleagues express sympathy for one another on the platform and even share photos from events such as birthdays, Yalda Night, Nowruz celebrations, and more. This fosters a positive atmosphere and creates cherished memories in the workplace. Individuals also share their concerns regarding personnel matters with Human Capital Division through this platform. The Human Capital Division's Director reviews requests daily and responds to each message individually. Sometimes, these responses lead to the issuance of various statements. This platform, in fact, serves as a channel for submitting requests and plays a pivotal role in improving human capital processes to better align with employees' needs. Values such as facilitating communication between individuals, strengthening teamwork, fostering a positive atmosphere, and supporting work-life integration are key priorities emphasized by the Leaders of Saman Bank, and they are realized through this platform. Users can register and activate their accounts and then use the "New Idea" option to submit their issue or idea. When submitting a new idea, it is mandatory to specify the following:

	<p>1. Type of new idea</p> <p>In this section, the user specifies whether the topic is a problem or a new idea.</p>		<p>3. Sending method</p> <p>Sending a new post is possible in two ways: public sending and sending to friends. By selecting public sending, the user's post is seen by all users in the public forum. If you choose to send to friends, the new post will only be visible to those who follow the author.</p>
	<p>2. Topic selection</p> <p>In this section, the user selects a suitable hashtag for the topic to categorize the topics.</p>		

Hamsaa vs. Global Statistics⁸

Interactive Users

Interactive users are defined as those that have made an active contribution e.g. pushed the like button or more.

Recognition

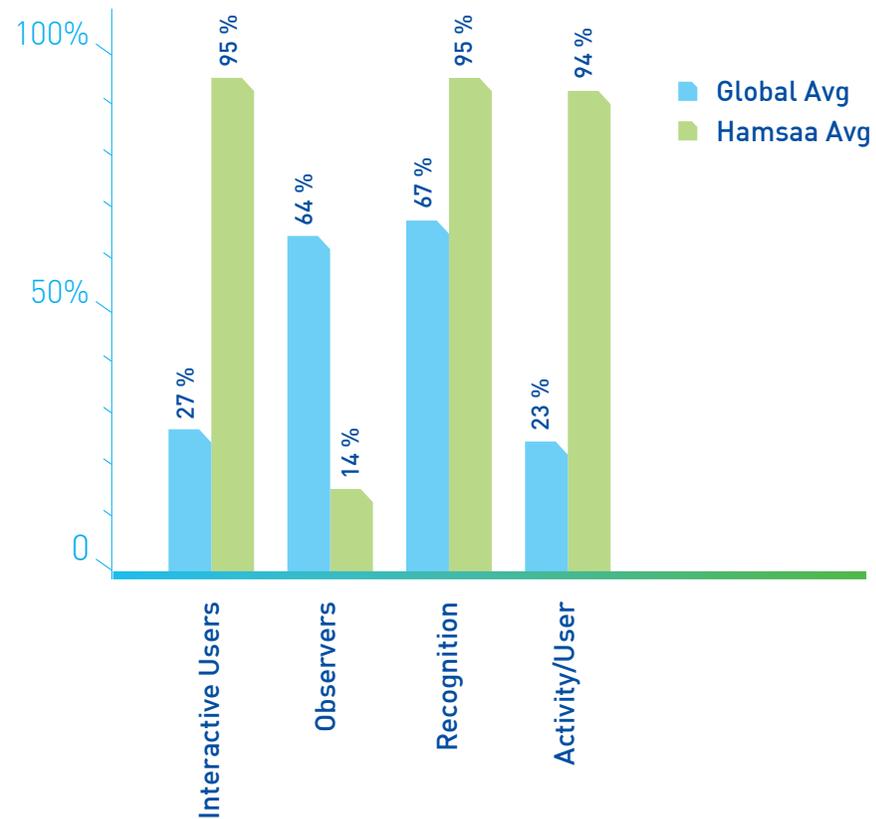
The Recognition is simply the percentage of all interactions that are reactions (mostly likes) or mentions.

Observers

Observers are those that have not do an activity of participation over the most recent six-month period.

Activity/User

The Activity/User is simply the percentage of all interactions (likes, posts & comments) per user.



8. The global resource is SWOOP Analytics' © 2022/23 Yammer & Viva Engage Benchmarking Report



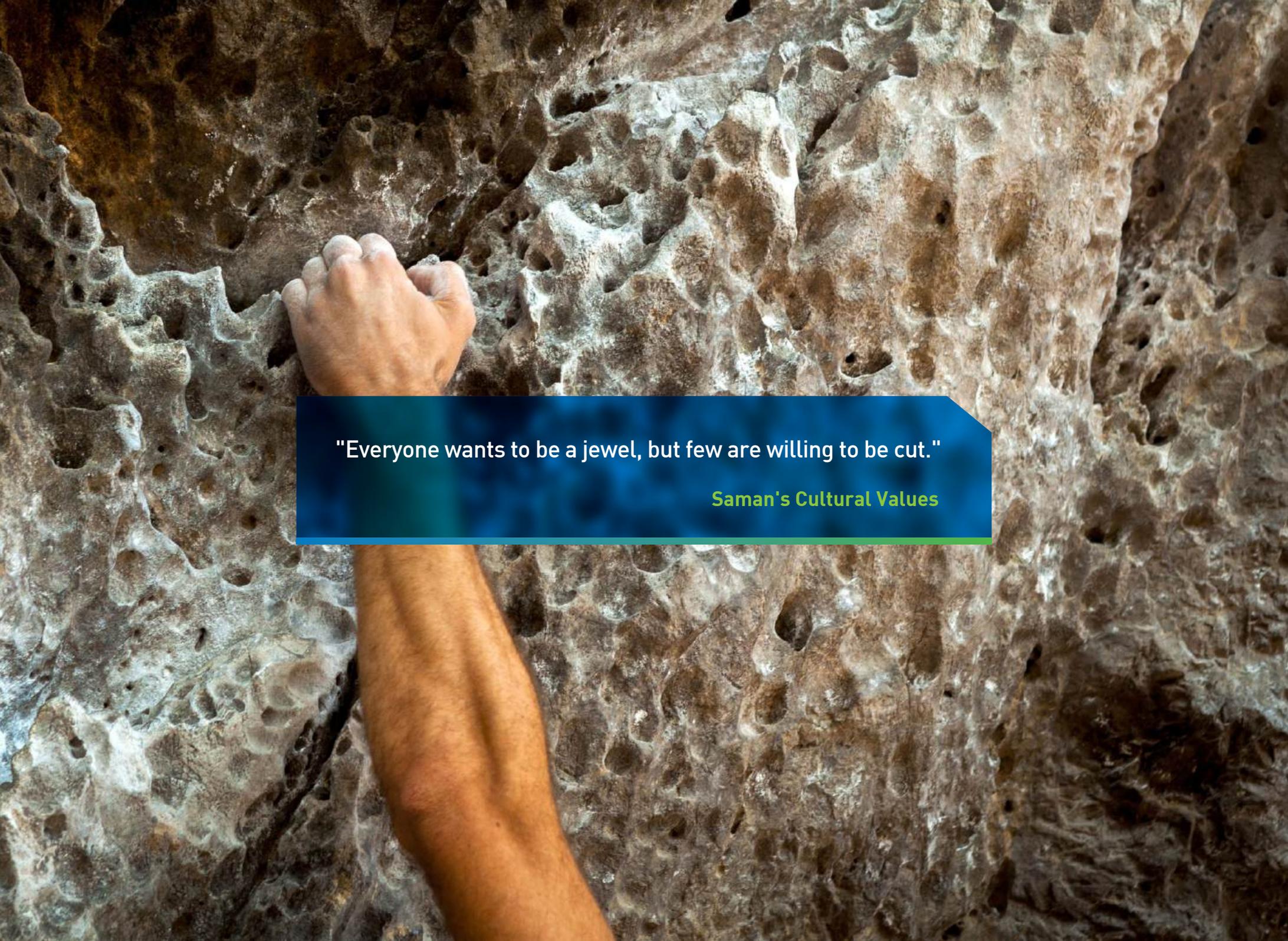
Annual Planet Competition Event

Innovative suggestions and ideas from employees, like sparks of creativity that ignite within an organization and lead to remarkable innovations. By emphasizing the values of risk-taking and creativity, the bank holds the annual "Planet" competition. In this competition, all employees can present their innovative ideas for the design of potential banking products and services. This competition is held annually and, like an ongoing journey, evolves and improves each year based on feedback and experiences gained along the way. The primary goal of this program is to create a space for innovation and entrepreneurship within the organization, where employees are encouraged to test their creative ideas. The competition consists of four stages, during which participants are filtered based on their ability to defend their ideas and the feasibility of implementation. Even in cases of failure, employees are motivated to quickly correct and improve their ideas.

Ultimately, the top ideas are transformed into banking products and services. In the final stage, the top participants are rewarded with valuable cash prizes and opportunities for career advancement. This process not only strengthens the culture of innovation and learning within the organization but also shifts the organizational mindset towards accepting small failures as stepping stones to larger successes. With each iteration, these events further enhance employee capabilities and boost their motivation to innovate, ultimately driving the entire organization towards greater progress and improvement.



[[Click here to watch the linked video](#)]



"Everyone wants to be a jewel, but few are willing to be cut."

Saman's Cultural Values



Step 6: Brilliance

Polished Diamonds

While discovery was not our ultimate destination, the diamonds needed to be polished to a brilliant shine. We've made our diamonds shine as brightly as stars.



Employer Branding

Brightening

◆ Employer Branding Roadmap:

Various phases, including strategy, structure, systems, style, employees, and skills, each serving as a building block in the grand structure of the Saman Bank brand.

◆ Developing an Employer Value Proposition (EVP):

Based on our competency model and an updated mission and values, we've polished our EVP like a diamond to make it shine even brighter.

Employer Branding

Reflecting The Brightening of Diamonds

At Saman Bank, employer branding is not just a slogan; it's a reflection of our core values and pure culture. We believe that attracting, developing, and retaining talented and committed human Capital can only be achieved by providing an exceptional and unique experience for our employees. This experience is known as the Employer Value Proposition (EVP) at Saman Bank and encompasses a set of unique benefits, opportunities, and experiences that accompany employees throughout their professional journey within the organization.

Principles and Pillars of Employer Branding

◆ **Developing an Employer Value Proposition (EVP):**

Based on the competency model and aimed at providing a valuable experience for employees, Saman's employer brand has been designed and developed.

◆ **Employer Branding Roadmap:**

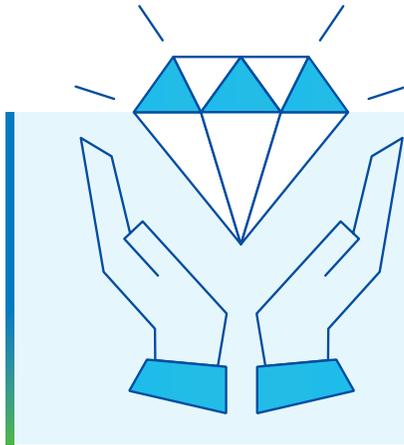
The brand development process includes strategy, structure, systems, management style, skills, and shared values, each playing a key role in the structure and identity of the brand.

◆ **Pure Organizational Culture:**

We focus on creating an environment where employees can achieve their individual and organizational goals with trust, respect, and mutual cooperation. Saman's pure culture, with an emphasis on personal growth, continuous learning, work-life integration and teamwork, creates a strong bond among employees.



[Click here to watch the linked video]



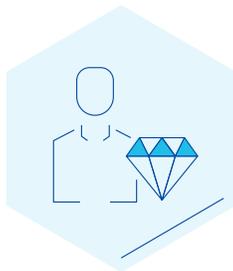
Saman Bank's employer brand is a symbol of the organizational values and culture that consistently and purposefully guides employees on their professional journey. This brand is a bridge between organizational goals and employee expectations, attracting and retaining top talent by providing a valuable and meaningful experience.

Key Actions to Strengthen Employer Branding

- ◆ **Developing and implementing guidelines for workplace architecture and redesign:**
To create a workplace architecture that reflects organizational values and create a valuable employee experience.
- ◆ **Talent acquisition and competency development programs:**
With a focus on soft skills, effective communication, and leadership.
- ◆ **Strengthening communication platforms and information flow:**
Through clear guidelines for internal communication systems and organizational social media, to create a positive and effective experience for employees.

Saman Bank Core Values

The Values of a Diamond



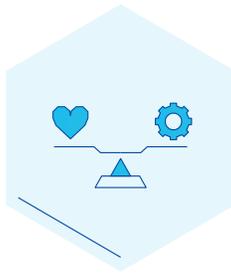
◆ People as the Primary Elements

To become diamonds, we must first have the primary elements. When these elements undergo a process, they transform into the most valuable diamonds. Carbon atoms are the building blocks of diamonds, meaning they naturally have the potential to become diamonds. They only need to go through a specific process to transform. Moreover, they maintain their natural "essence" while also transforming into a more valuable form.



◆ Lean Learning, the Process of Becoming a Diamond

The arrangement of molecules is one of the most critical factors in the formation of a diamond. These same elements, if arranged differently, would transform into a completely different element with different properties. We believe that this process is achieved through continuous and pure learning. In this way, elements learn how to reveal a better form of themselves.



◆ **Work Well, Live Well, Suitable Environmental Conditions**

The arrangement and bonding of molecules cannot occur without the right environmental conditions. Depth, temperature, pressure, and time are the primary factors in creating a diamond. Therefore, the work environment and its integration with life are crucial for our organization. We cannot expect valuable results without creating a suitable environment. Integration between work and life is a continuous cycle that creates the conditions for becoming a diamond.



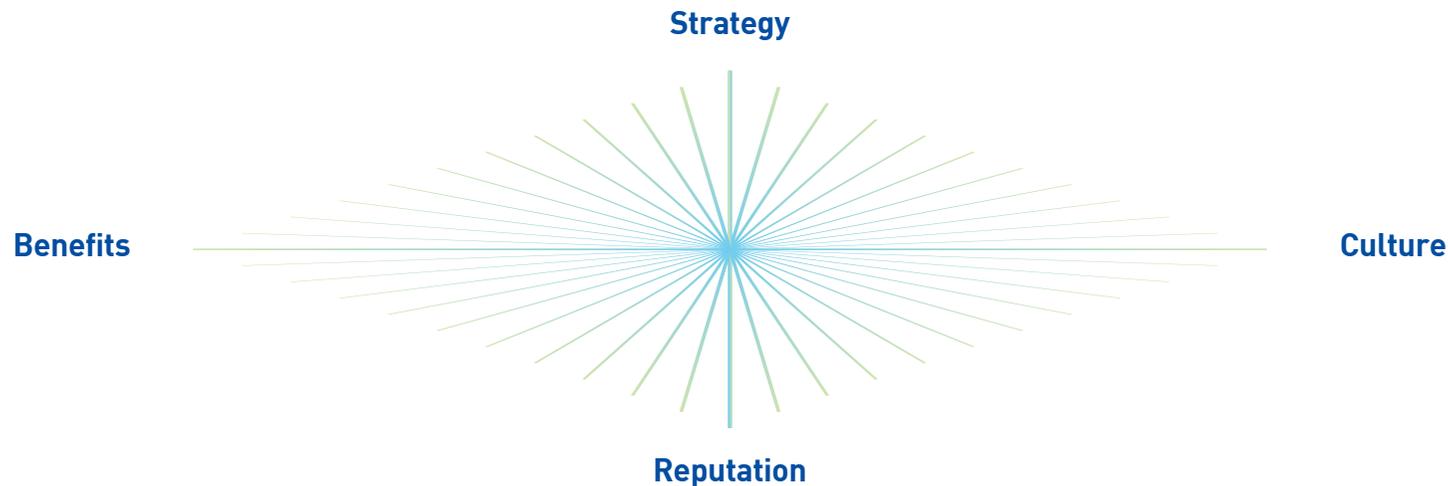
◆ **Team Work-Win, Atomic Bonds**

Now it's time for covalent bonds. Carbon atoms come together with strong bonds and form the final arrangement. This strong and orderly structure results in the final shape and properties of the diamond, making it something more than just the sum of its individual elements. At Saman bank, the principle is to "win together" because we deeply understand the value of these strong bonds and consider them essential for becoming a diamond. Respect, trust, and a shared goal are our fundamental bonds in the team.



◆ **Integrity, Transparency, and Strength**

Diamonds are the hardest natural stones and are also the clearest. It's good to know that the most valuable diamonds are the clearest and purest. Therefore, it is this combination of qualities that makes a diamond valuable and "genuine." We hope for the same transparency in our goals and interactions with people, along with maintaining strength and integrity.



Saman Culture: The Essence of Diamonds

We Viewed Culture in 360-Degree Perspective

This was a "multi-managerial" project at the organizational level, which had to be led and directed by the highest executive authority. As a result, all organizational units at various levels were involved in this project (RACI Method): Human Capital Division, Public Relations, Finance, IT, and others.

To begin the process, we selected a scenario emphasizing a 360-degree approach with a focus on the soft aspects of culture. Based on this, we initiated our work with the following goal:

Simultaneously strengthening the four dimensions of the organization to enhance the employer brand by developing a comprehensive brand roadmap (Brand Bible) while improving both the soft and hard aspects of the organization.

The goal is to gradually achieve a superior position among employees, professionals, and job seekers, thereby strengthening the "Employer Brand" of the bank. In this process, we used McKinsey's 7S model as the foundational model and customized the elements of Saman's culture with a 360-degree perspective.

The Seven Dimensions of Organizational Culture

Based on the McKinsey's 7S model

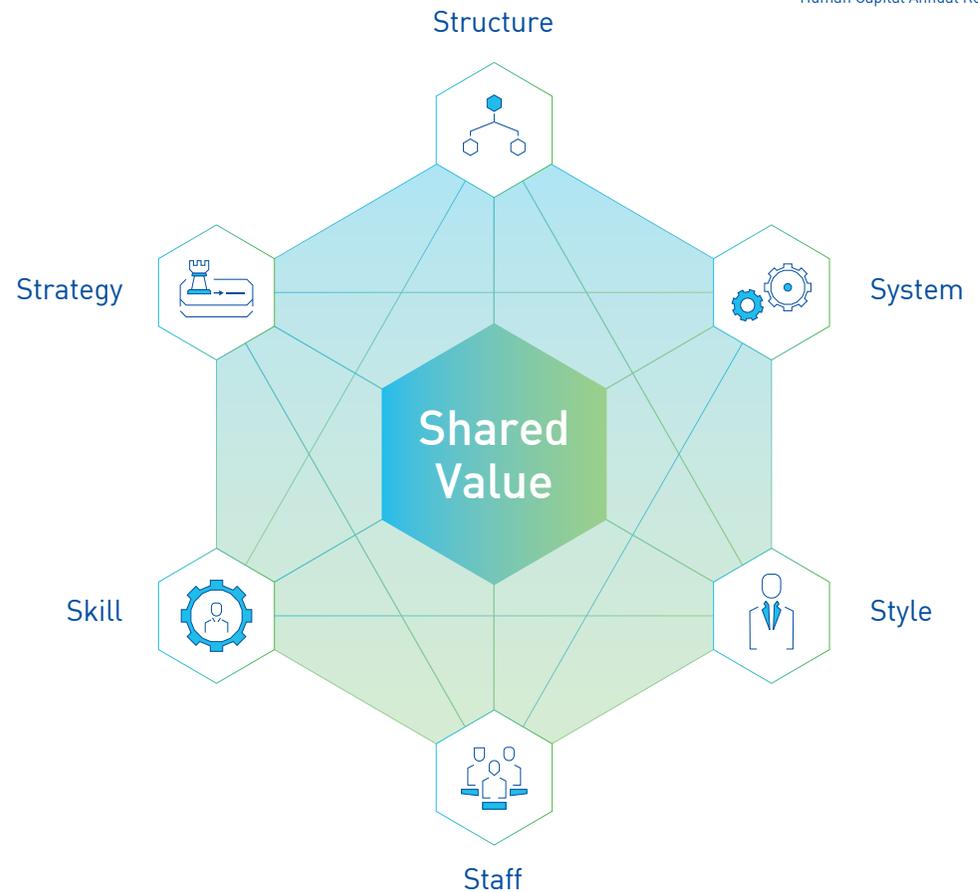
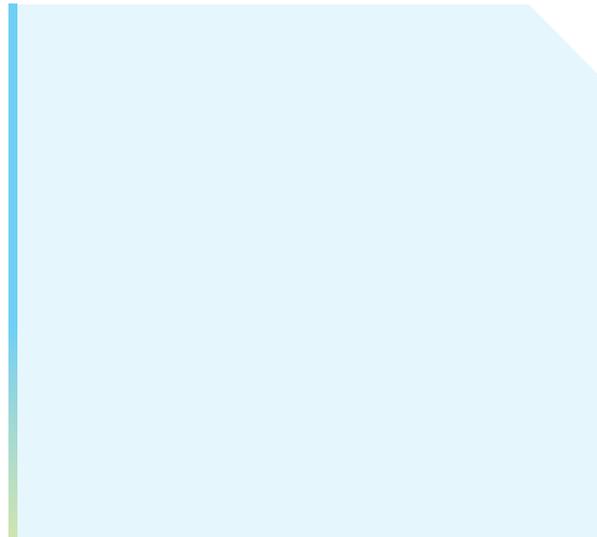
The basic organizational culture model we used is the McKinsey's 7S model, which consists of seven key elements and is divided into two categories: soft and hard elements. All these elements are interconnected. However, soft elements, which may be tangible or intangible, can have a stronger influence on the entire organization. This is because these elements form the foundation of everyone's daily work at Saman, and thus they can have an all-encompassing impact, whether positive or negative, on the organization. In other words, a successful organization is one that can balance all these elements.

We began with shared values: we asked ourselves if they align with our structure, strategy, and systems. If not, what needs to change?

Then, we looked at the hard elements, examining how each supports the others. After that, we reviewed the soft elements to see whether they support the intended hard elements. If not, what needs to change?

Aligning and coordinating these factors is a spiral process – that is, it is repetitive, ongoing, and often time-consuming. During each round of analysis, the relationships between these factors and their effects on one another are reviewed, and gaps are improved.





Saman Bank's Employer Branding Roadmap

From Strategy to Implementation

Saman Bank, on its journey to becoming a reputable employer brand, has developed a comprehensive roadmap that aligns all aspects of its strategy, structure, systems, and management styles with the focus on creating a valueable employee experience and creating shared values within the organization. This roadmap consists of various stages that, with a focus on developing the Employer Value Proposition (EVP), lead to the formation of a desirable organizational culture and employee empowerment.

Pure Diamonds

A Journey Towards Organizational Excellence and Maturity

Saman Bank, with a transformative and long-term approach, has embarked on a journey aimed at achieving organizational maturity and sustainable growth. This journey is referred to as "becoming pure," signifying a process where the organization and its human capital move towards higher goals with harmony and empathy. In this context, "becoming pure" is more than just a goal; it means achieving balance, harmony, and growth in all organizational dimensions.

Key Pillars in the Journey to Becoming Pure

◆ A Communication-Based Organizational Culture:

Saman Bank's culture emphasizes creating a space where communication and sharing of ideas are valued. This culture ensures that employees' opinions and ideas are heard and utilized to grow and develop the organization.

◆ Alignment Between Strategy and Values:

In this journey, organizational strategies are aligned with core values, creating a unified direction for the bank. Thus, every action within the organization reflects the noble principles and values that Saman Bank adheres to.

◆ Development and Empowerment of Human Capital:

Individual and group development programs, empowerment, and continuous learning are key steps in this journey. By providing continuous training, we offer growth and development opportunities for all employees so that each individual can showcase their best self.

◆ Creating a Work-Life Integration:

Saman Bank places great importance on Work-Life Integration for its employees. By designing welfare and flexible programs, we strive to create an environment where colleagues can move forward in their careers with more peace and balance.

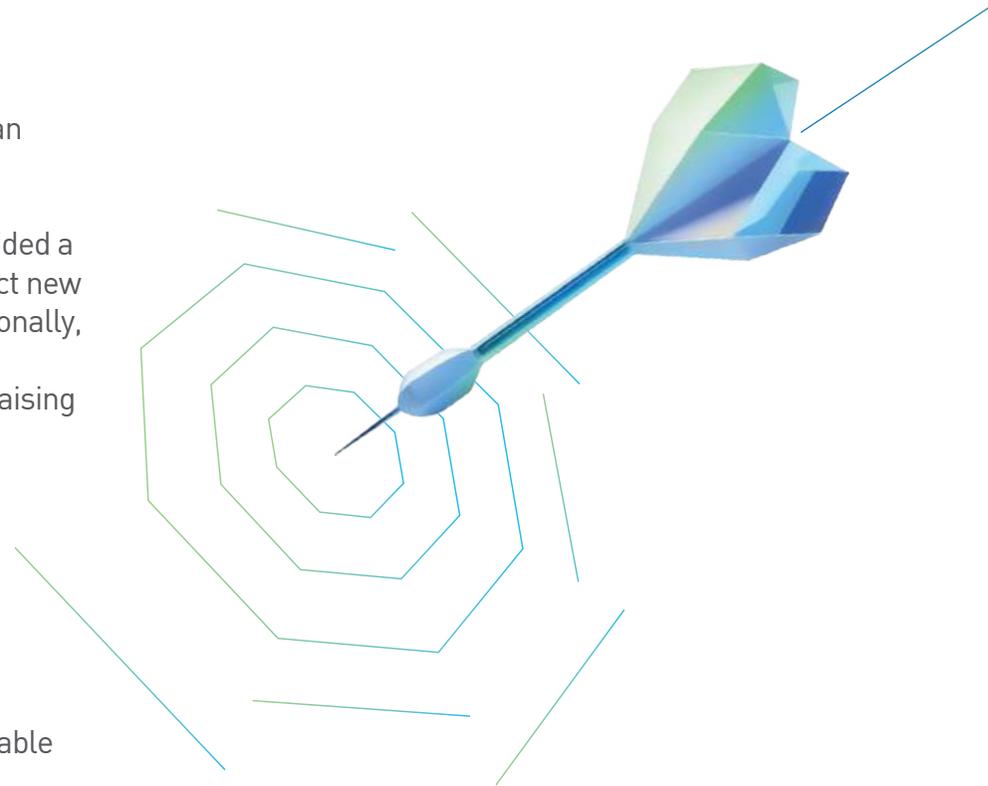
Developing the Employer Brand

A Continuous Pursuit

With Saman Bank's extensive and active participation in the Iran Job Fair, we have witnessed the attainment of exceptional job opportunities and the exchange of knowledge and experience among various companies. Participation in this event has provided a great opportunity to develop our network of connections, attract new talent, and improve our recruitment and hiring process. Additionally, various activities such as holding informational sessions and introducing job opportunities have played a significant role in raising public awareness and attracting skilled professionals.

Not to Forget

"The journey to becoming pure" is not merely a slogan but a strategic approach adopted by Saman Bank to achieve sustainable maturity and long-term success by creating harmony, balance, and excellence within the organization. This journey, like a voyage, brings the organization closer to its lofty goals with each step, guided by a commitment to its values and organizational culture.

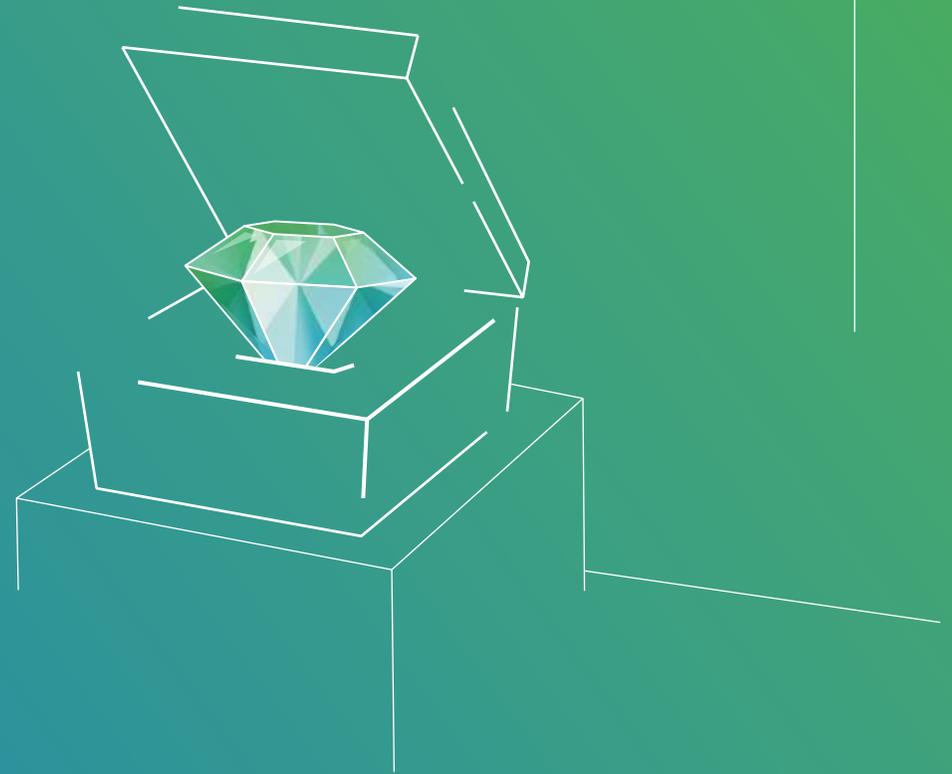




“Be the change that you wish to see in the world.”

Mahatma Gandhi

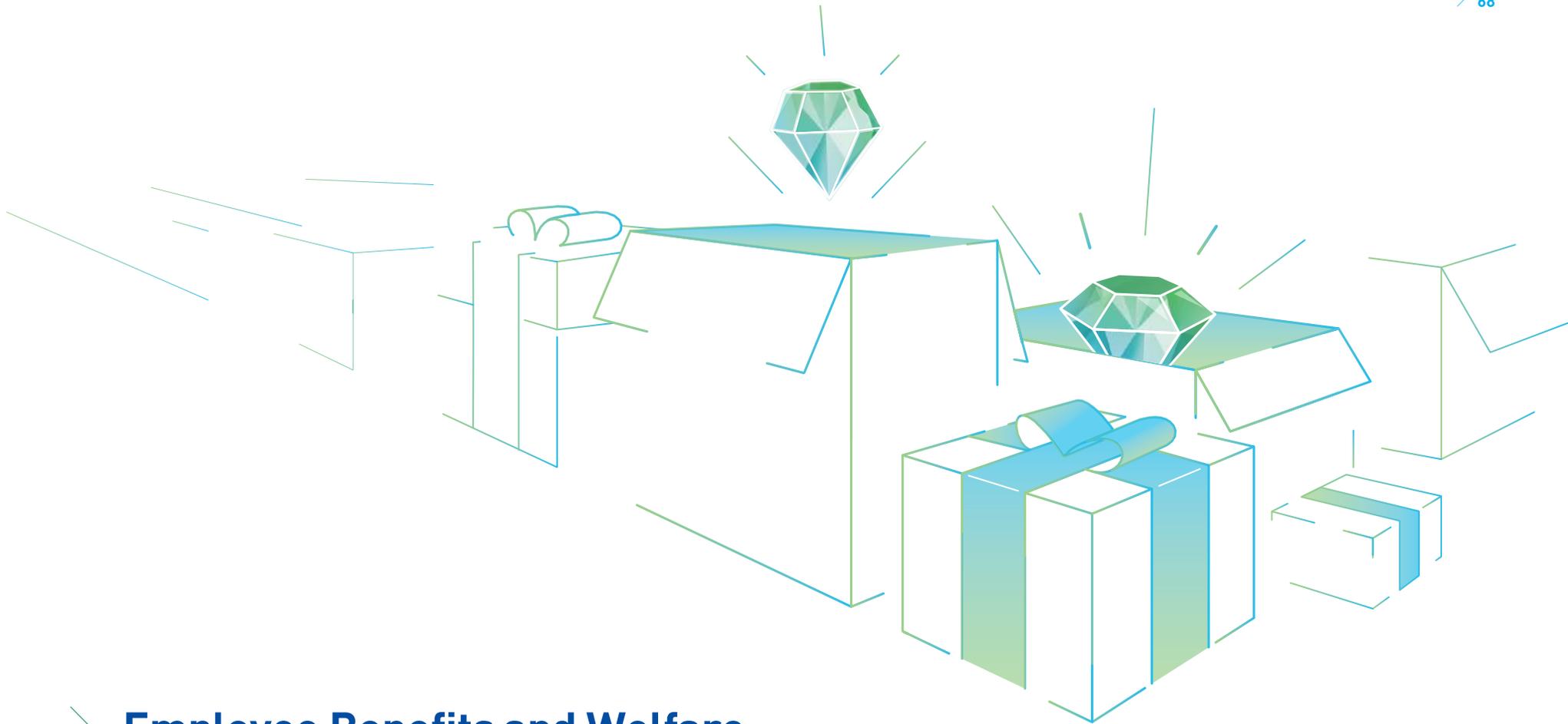
A patch of saffron cultivation in Qaenat, south Khorasan province, Iran



Step 7: Nurturing the Diamonds

A Transformation in Organizational Culture

Now everything is ready for the grand event. We are all delighted and take this victory as a good omen. We value our diamonds and take care of them!



Employee Benefits and Welfare

Compensation

Competitive pay and a correlation between profitability and rewards, serving as a factor to shine brighter (bonuses, benefits, etc.).

◆ Saman Kids Academy

A cheerful and fun place for the education and development of Saman's children.

◆ Kids Playground

A place to experience new sensations and excitement.

◆ Futsal Team

[Latest achievements: winning the national workers' league and the FIFCO World Cup].

◆ Saman Cafe

A station for relaxation and relieving mental and physical fatigue.

◆ Saman Business Lounge

A professional space for business negotiations and meetings.

◆ Saman Hair Salon

A shortcut for employee welfare and saving their time.

◆ Sound Recording Studio

A facility for content production such as creating podcasts.

◆ Health Training Programs for Men and Women

Improving employees' health levels.

◆ Mountaineering Team and Training

Learning mountaineering skills (latest achievement: conquering the highest peak in Iran, Damavand).

◆ Volleyball Team

A group for improving teamwork, health, and vitality at work.

◆ A Resident Emergency Medicine Doctor in Saman Tower

For emergencies.

◆ Music Team

A group for increasing joy, creativity, and strengthening team spirit.

◆ Amphitheater

A group for increasing joy, creativity, and strengthening team spirit.

◆ Gym and Massage Room for Employees

A place to strengthen physical abilities and increase health.

◆ Parenting Programs

A course to improve parents' knowledge for child development and growth.

◆ Art Courses such as Calligraphy

An opportunity for artistic growth and developing individual talents.

 [Futsal Team \[Click to watch the video \]](#)

 [Mountaineering Team and Training \[Click to watch the video \]](#)

◆ **Saman health care Insurance**

Saman Bank provides its employees with comprehensive health care insurance through Saman Insurance, covering hospitalization, outpatient services, medications and more. This benefit ensures employees and their families have access to essential medical care and support.

◆ **Nab Card**

This card is recharged annually and can be used by employees for their travel needs through contracted partners. It is part of our initiative to honor our values by encouraging employees to relax and rejuvenate during their vacations.

◆ **Sep Card**

This card is used for special occasion bonuses, including birthday gifts, anniversary of joining Saman Bank, Women's/Men's Day gifts, Saman Bank's anniversary gifts, Norouz and other major holiday bonuses, educational awards for employees' children, children's birthday gifts, kindergarten allowances, welfare-sports allowances, and allowances for purchasing school supplies.

◆ **Marriage Loan and Gift**

Employees are provided with marriage loans and a special marriage gift to help them celebrate this important milestone in their lives.

◆ **Retirement Farewell Celebration**

We honor our retiring employees by organizing a farewell celebration to recognize their years of service and contribution to the bank, ensuring they leave with fond memories and appreciation from their colleagues.

◆ **Women's Festival**

This annual festival includes competitions for women in activities such as darts, dodgeball, foosball, and badminton. Prizes are awarded to the winners, celebrating their participation and promoting teamwork and engagement.

◆ **Employee Rest Room**

To support the mental and physical well-being of our employees, we have established a dedicated rest room. This space allows employees to take a break, relax, and recharge, helping them to focus better and reduce work-related stress.

◆ **Educational Awards for Employees' Children**

Saman Bank offers educational prizes to the children of employees who achieve outstanding academic performance, helping to motivate and support the next generation in their educational pursuits.



[Women's Festival \[Click to watch the video \]](#)



Saman Kids Academy

A cheerful and fun place for the education and development of Saman's children.



[[Click here to watch the linked video](#)]



Kids Playground

A place to experience new sensations and excitement.



Saman Cafe

A station for relaxation and relieving mental and physical fatigue.



Saman Business Lounge

A professional space for business negotiations and meetings.



Gym and Massage Room for Employees

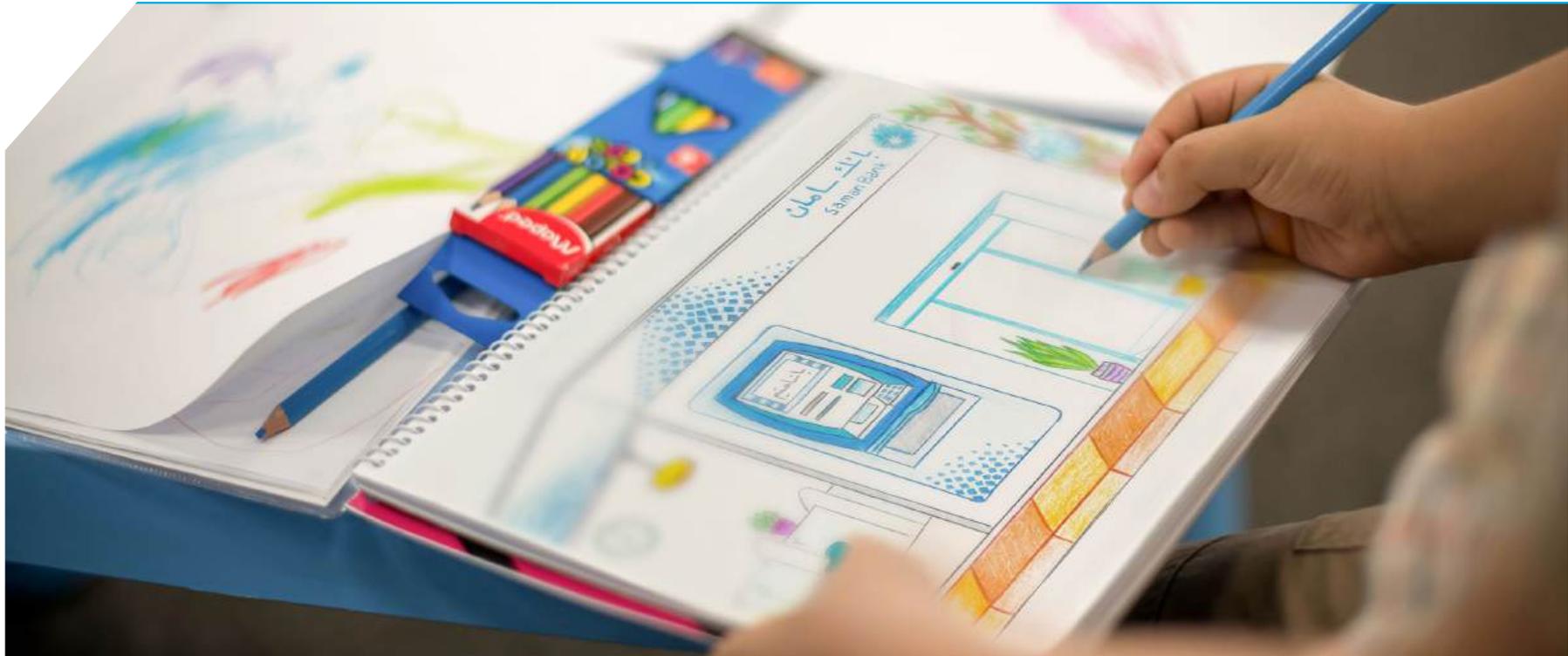
A place to strengthen physical abilities and increase health.



Amphitheater

A group for increasing joy, creativity, and strengthening team spirit.

A Deep Connection with Family



Kids Painting Competition of Parents' Workplace and Psychological Analysis of Paintings

To understand the work environment from a family perspective.



[Click here to watch the linked video]



**Preparing Gift Packages for Iranian Ancient Festivals (Nowruz and Yalda Night)
and gamifying the Yalda Night Gift**



[Click here to watch the linked video]

Employee Benefits and Welfare

Health Factor Analysis

As a key tool, health factor analysis identifies and assesses factors that impact the quality of life and well-being of individuals at Saman, which can contribute to improving health systems and promoting the general health of our colleagues.

Employee Health Experience Through the Identification of Potential Diseases

The experience of employees' health through the identification of potential diseases not only helps prevent more serious problems but also creates a greater sense of security and satisfaction in the workplace, leading to increased productivity and team spirit.



[Click here to watch the linked video]



"Be loyal to your future, not to your past."

Saman's Cultural Values



Step 8: A Brighter Future

Hope for a Better Tomorrow

Our enthusiasm is as strong and exemplary as it was on the first day. We are using these powerful tools to build a bright and shining future.

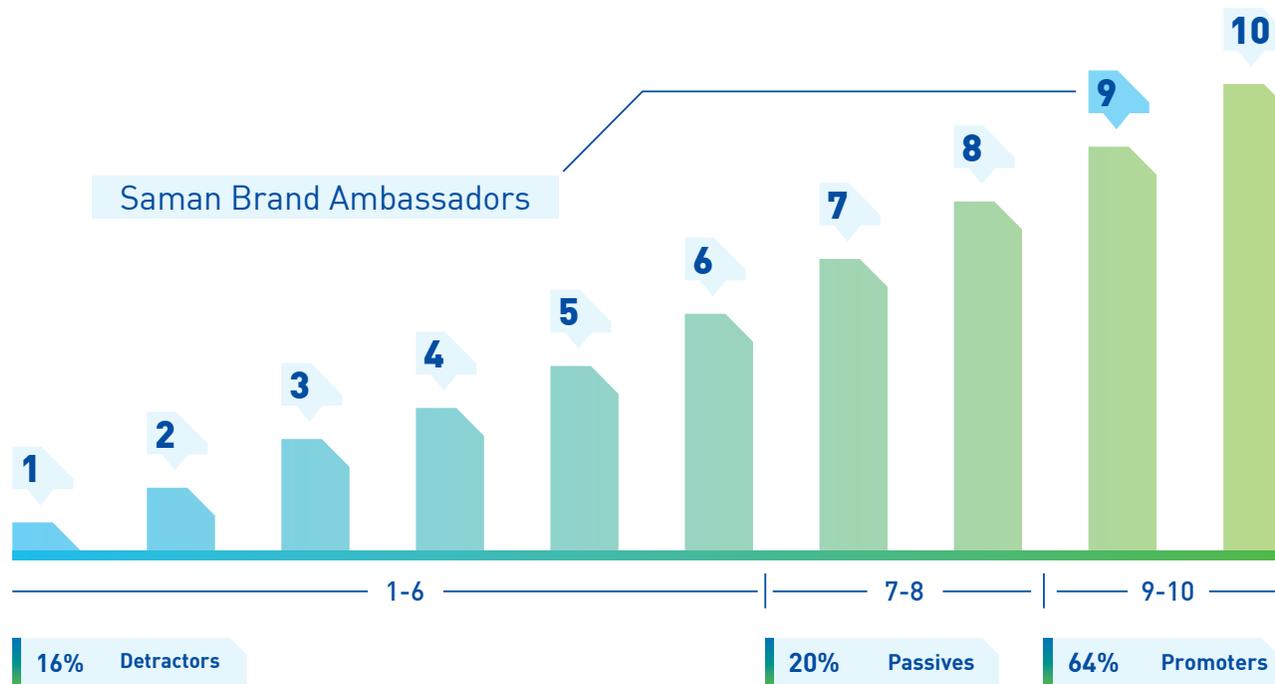
Saman Bank Competency Pyramid

Attractive Diamonds

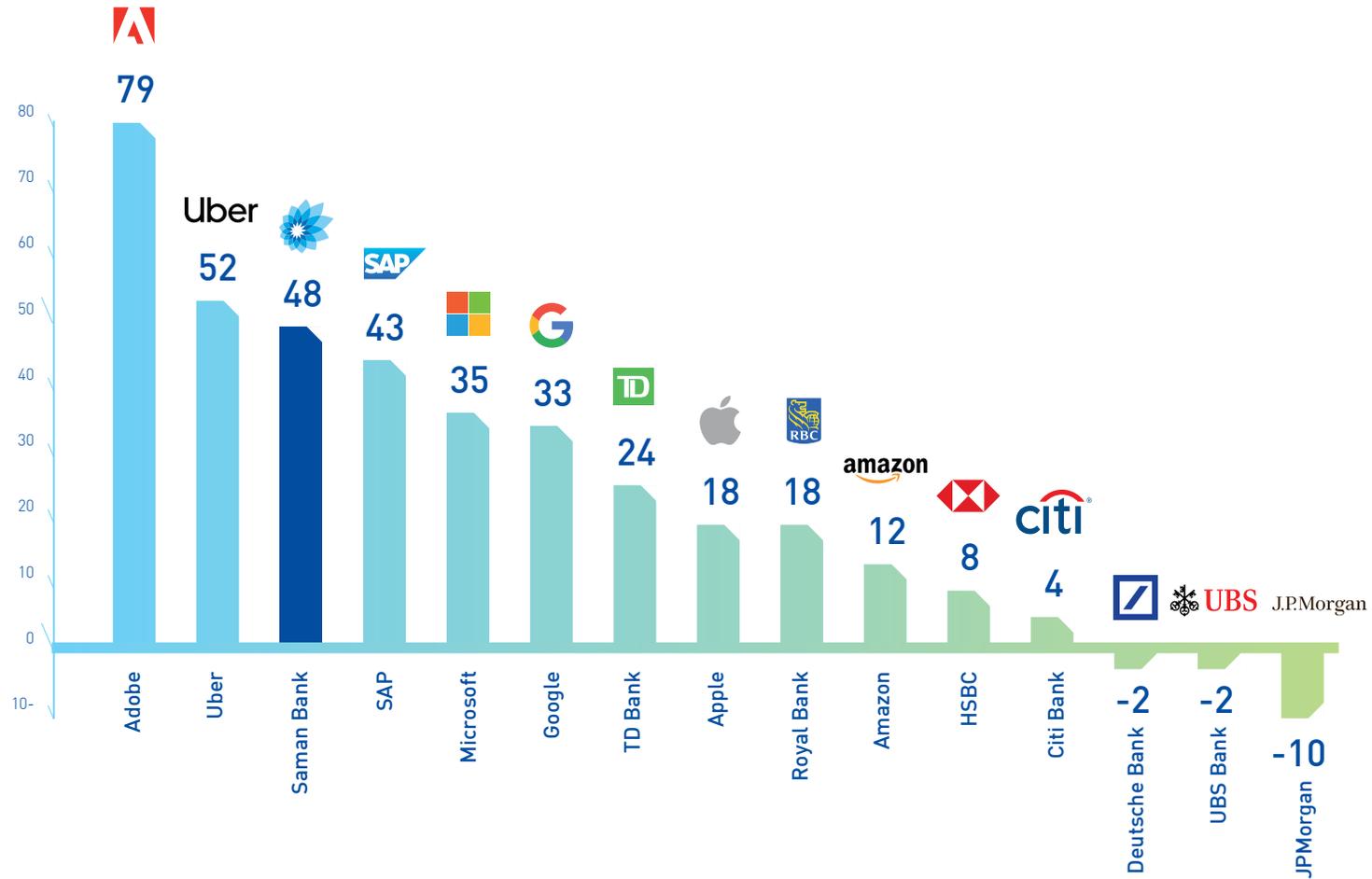
The Net Promoter Score (eNPS) acts as an attractive diamond for Saman Bank, as it indicates positive interactions and employee loyalty. It helps us identify our strengths and opportunities for improvement in our organizational culture.



How likely are you to recommend Saman Bank to your friends as a place to work?

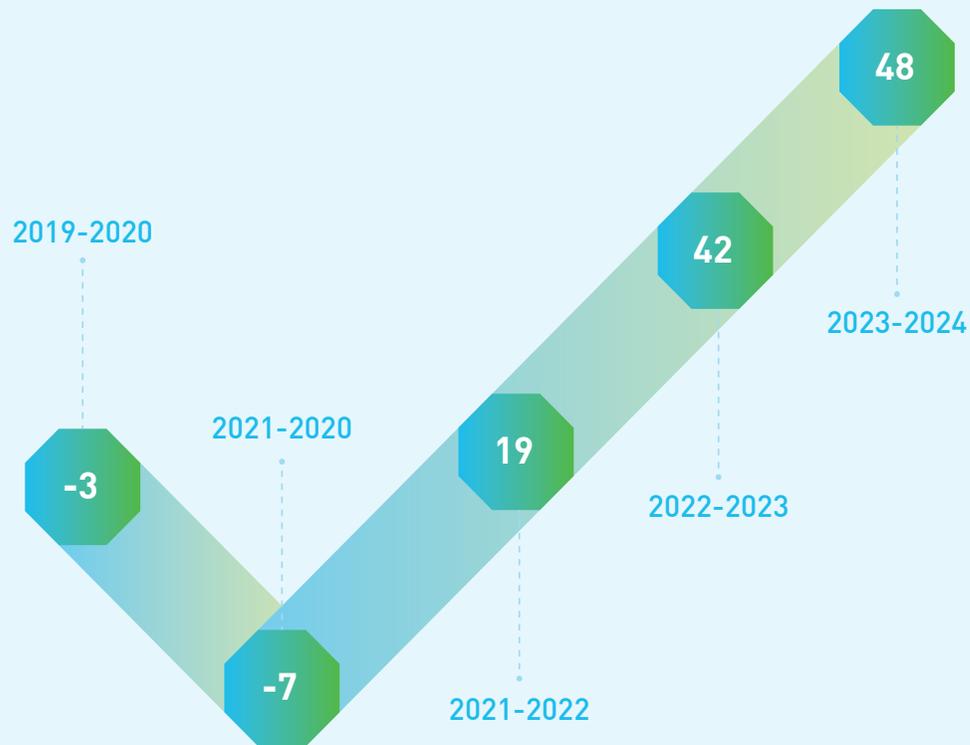


Comparing the Employee Net Promoter Score (eNPS) with Other Leading Companies ⁹



9. www.comparably.com

The Process of Changing the ENPS Index in Saman Bank



Employee Net Promoter Score

Departure and Farewell of Saman Employees

Bidding Farewell to Diamonds

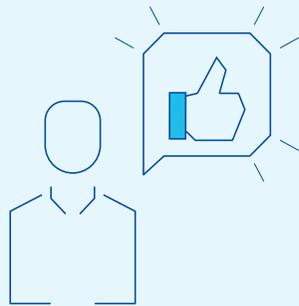
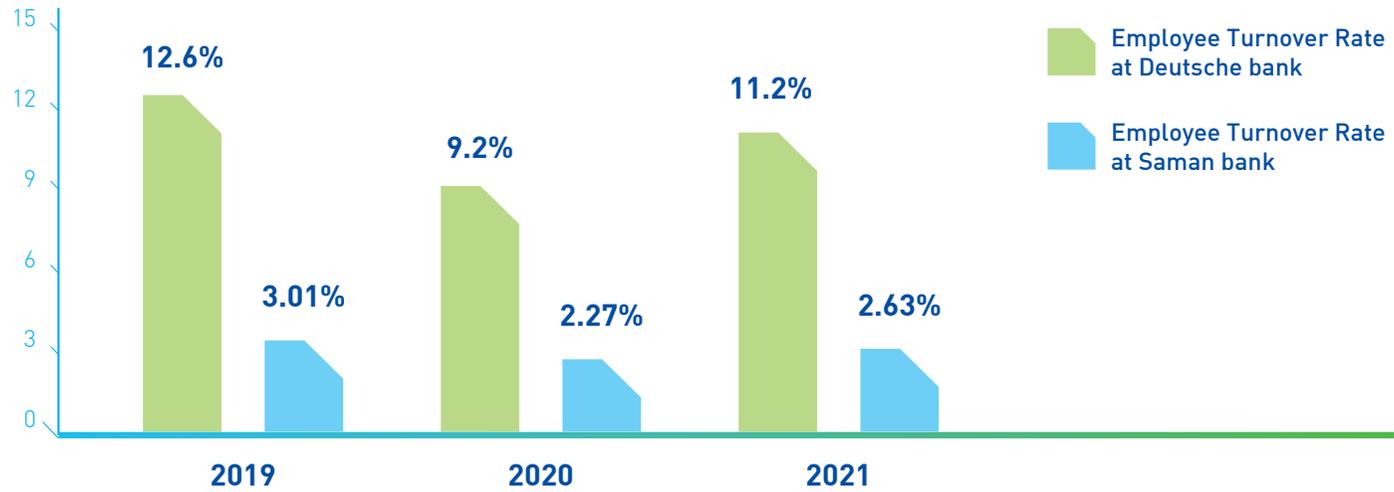
Every journey comes to an end, and fellow travelers bid farewell with a backpack full of memories and experiences. However, some members of our family may have to leave us. There could be many reasons for this farewell. What matters to us is that no one leaves the organization without the organization's consent. What matters to us is the individual's growth during their time with the Saman family and understanding the reason for not continuing their cooperation. In addition, we want to ensure that if someone leaves our group, they have learned well from Saman's culture.

Departing the Team

A Lasting Brilliance

Every employee will eventually leave the company. Employers who manage this stage well may see former employees return or make effective recommendations to others. According to Gallup, employees who have a positive exit experience are 2.9 times more likely to recommend the organization to others than those who have neutral or negative experiences.

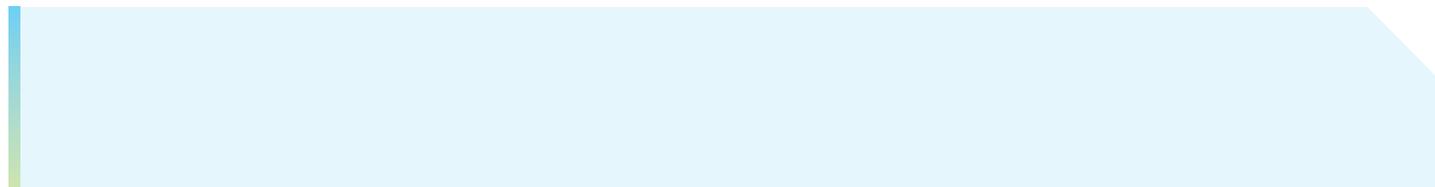
Employee Turnover Rate



Employee Turnover Rate at Saman bank, 2023-2024

Voluntary: **1.94%** Total: **2.63%**

Employee Exit Process



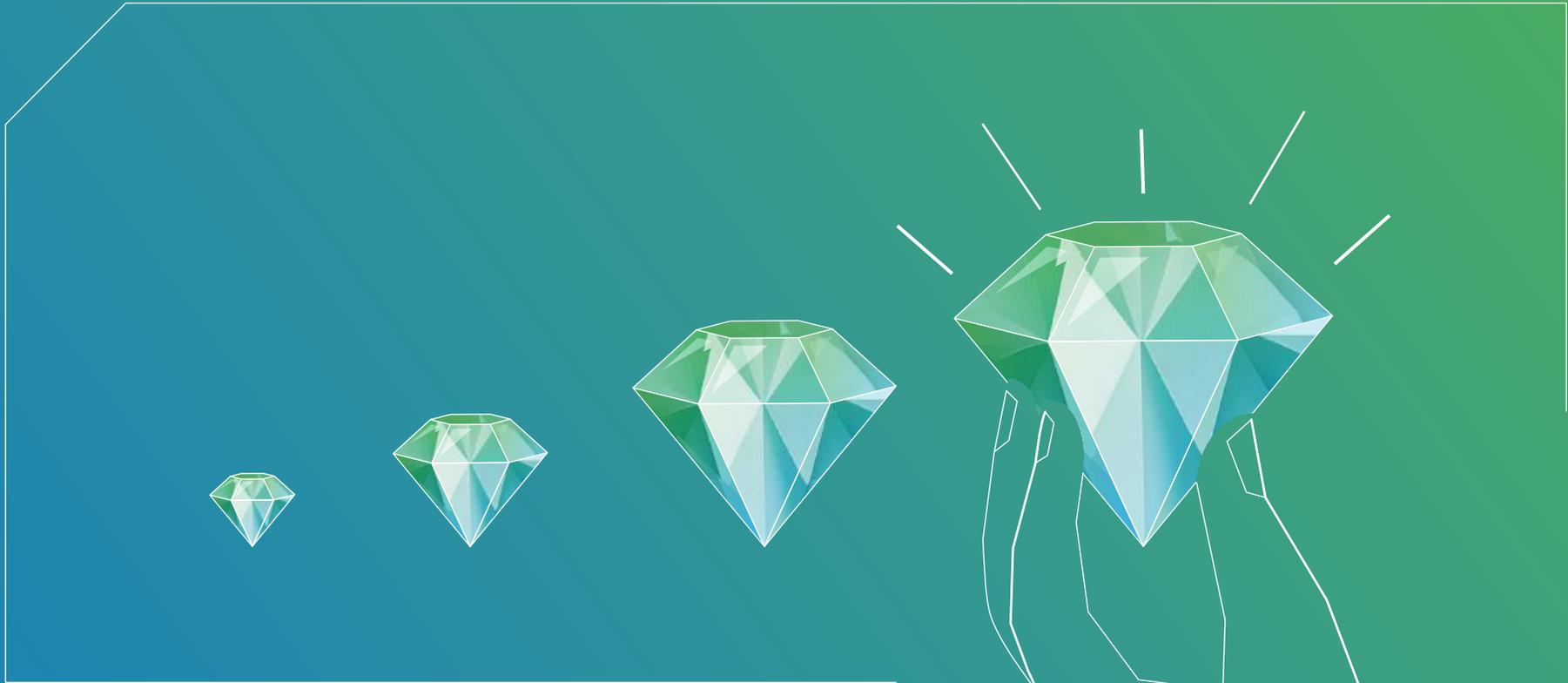


“The path to success is always under construction.
It is a progressive course, not an end to be reached.”

Anthony Robbins



A portion of Iran's avian ecosystem



Step 9: A Message for Future Generations

Discovering diamonds is hard, but possible!

Taking this journey was not easy. We overcame many challenges and difficulties. We knew that to find the diamond and see its brilliance, we had to dream, plan, equip ourselves, and start the journey.

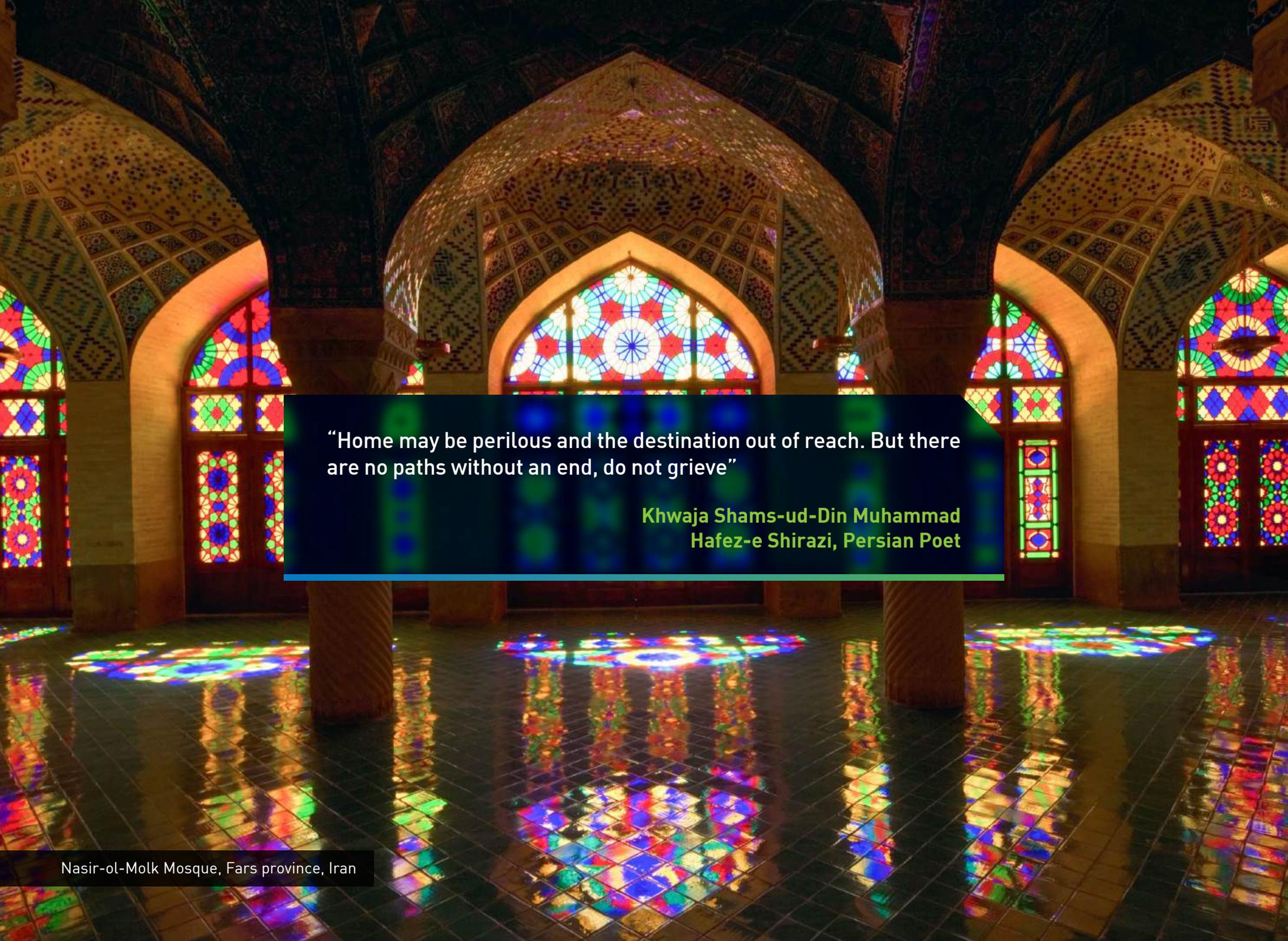
Saman

A Beloved Bank

Every employee will eventually leave the company. Employers who manage this stage well may see former employees return or make effective recommendations to others. According to Gallup, employees who have a positive exit experience are 2.9 times more likely to recommend the organization to others than those who have neutral or negative experiences.

Shining at the Top

As one of Iran's top 100 companies, Saman Bank plays a significant role in the country's economic and financial development. Being on this list indicates strong financial performance, innovative strategies, and the bank's ability to provide high-quality services. This success is the result of a focus on efficiency, process improvement, and investment in new technologies. By maintaining this position, Saman Bank will remain one of the key players in Iran's banking industry.

The image shows the interior of the Nasir-ol-Molk Mosque in Shiraz, Iran. The space is characterized by its intricate tilework and stained glass windows. The walls and arches are covered in complex geometric and floral patterns. The floor is made of dark tiles, and the light from the colorful stained glass windows creates vibrant, multi-colored reflections on the floor. The overall atmosphere is one of historical grandeur and artistic beauty.

“Home may be perilous and the destination out of reach. But there are no paths without an end, do not grieve”

**Khwaja Shams-ud-Din Muhammad
Hafez-e Shirazi, Persian Poet**



Last Step: Final Note

Pure Destination

Our journey is not over yet. At Saman Bank, and on the path to purism, we continue to move toward improvement with the goal of discovering and nurturing our diamonds. Through this way, your companionship is as precious as a DIAMOND to us.

Message From The CEO

Towards the Future; On the Path to Purism

At Saman Bank, we have come to understand that the pursuit of excellence and progress is akin to an unceasing journey toward an ever-expanding horizon of possibilities. It is a path where each deliberate step sows the seeds of a more promising tomorrow - one that, through the synergy of collective effort and the power of empathy, will ultimately blossom into a future enriched by the shared dreams of generations yet to come.

This journey, however, is not confined to the accomplishments of today; it transcends the present moment, reaching far beyond our immediate successes. We are diligently laying the groundwork for a resilient and luminous future, a future that will not only elevate Saman Bank but also serve as a beacon of prosperity and well-being for all its beneficiaries.

Alireza Marefat
CEO of Saman Bank





On the Path to Purism



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 info@sb24.ir

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Tachara palace, Persepolis, Fars province, Iran