



Barclays Africa Group Limited

2015 Global Reporting Initiative (GRI) fact sheet



Our reporting suite



Our 2015 Integrated Report is our primary report. It is supplemented with online disclosures including our financial statements, risk management report and special interest fact sheets (Citizenship, King III and Broad-Based Black Economic Empowerment (BBBEE) for our South African operations) as well as various documents published as part of our annual results announcement on 1 March 2016.

The full suite of reports is available on our corporate website barclaysafrica.com and at our interactive report website barclaysafrica2015ar.co.za.

Report	Reporting frameworks	Assurance
2015 Integrated Report		
Our primary report for communicating with our shareholders and other stakeholders	<ul style="list-style-type: none"> International Integrated Reporting Council's (IIRC) <IR> Framework South African Companies Act, No 71 of 2008, as amended (Companies Act) JSE Listings Requirements King Code of Corporate Governance for South Africa (King III) 	<ul style="list-style-type: none"> Internal controls and management assurance Compliance and internal audit reviews External audit opinion on financial information and external assurance on selected key performance indicators Board approval assisted by the Disclosure Committee (Group Audit and Compliance Committee sub-committee)
Financial statements and risk management report		
<ul style="list-style-type: none"> Consolidated and separate financial statements including the directors' report, external audit report and the report from our Group Audit and Compliance Committee Risk and capital management report 	<ul style="list-style-type: none"> International Financial Reporting Standards (IFRS) Companies Act Banks Act, No 94 of 1990 JSE Listings Requirements King III 	<ul style="list-style-type: none"> Internal controls and management assurance Compliance and internal audit reviews Governance oversight by our Board assisted by our Group Audit and Group Risk and Capital Management Committee External audit opinion (the complete opinion statement can be found in the consolidated and separate financial statements)
Supplementary fact sheets		
<ul style="list-style-type: none"> Citizenship (with environment disclosures) BBBEE (South Africa) King III Global Reporting Initiative (GRI) 	<ul style="list-style-type: none"> IIRC's <IR> Framework King III Global Reporting Initiatives (GRI) G4 guidelines 	<ul style="list-style-type: none"> Internal controls and management assurance Compliance and internal audit reviews Governance oversight by our Board assisted primarily by our Social and Ethics and Disclosure Committee External assurance conclusion on selected indicators (the complete assurance statement including the scope of work and conclusions is available online) BBBEE is independently verified by the National Empowerment Rating Agency (NERA) (our BEE verification certificate can be found at absa.co.za)
Other reports		
<ul style="list-style-type: none"> 2015 Financial results booklet SENS announcement 	<ul style="list-style-type: none"> IFRS Companies Act 	<ul style="list-style-type: none"> Internal controls and management assurance Compliance and internal audit reviews Governance oversight by our Board assisted by our Group Audit and Compliance and Risk and Capital Management Committees External audit review

Disclaimer

Certain statements (words such as 'anticipates', 'estimates', 'expects', 'projects', 'believes', 'intends', 'plans', 'may', 'will' and 'should') and similar expressions in this document are forward-looking. These relate to, among other things, the plans, objectives, goals, strategies, future operations and performance of Barclays Africa Group Limited and our subsidiaries. These statements are not guarantees of future operating, financial or other results and involve certain risks, uncertainties and assumptions and so actual results and outcomes may differ materially from those expressed or implied by such statements. We make no express or implied representation or warranty that the results we anticipated by such forward-looking statements will be achieved. These statements represent one of many possible scenarios and should not be viewed as the most likely or standard scenario. We are not obligated to update the historical information or forward-looking statements in this document.



GRI fact sheet

Barclays Africa Group Limited (the Group or Barclays Africa) is a diversified financial services provider offering an integrated set of products and services across personal and business banking, credit cards, corporate and investment banking, wealth and investment management and insurance. With our long-standing presence in 12 African markets and our regional and international expertise, we have a strong platform to capture the growth opportunity in Africa.

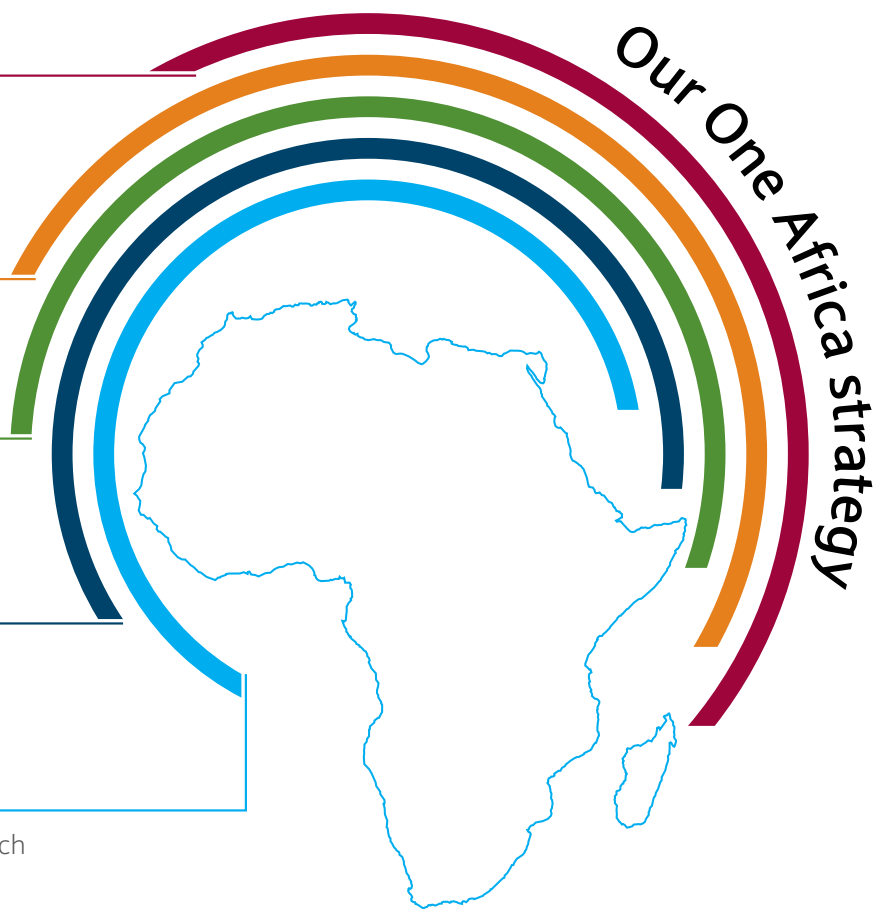
We are driven by **our Purpose** to help people achieve their ambitions in the right way.

We are focused on **our Goal** to be the financial services group of choice in Africa.

Our Values – Respect, Integrity, Service, Excellence and Stewardship – define the way we think, work and act.

We are committed to **Shared Growth**, which for us means having a positive impact on society and delivering shareholder value.

Our **Balanced Scorecard** provides a holistic approach to deliver commercial returns while responding to stakeholders' needs.



The success of our business depends on the strength of the communities in which we operate. As a Group, we are committed to developing these communities and economies. Due to the scale and breadth of our activities across African economies, we are uniquely able to contribute to a broad-based and inclusive economic growth.

Our printed integrated report is our primary reporting vehicle; however, we recognise specific stakeholder interest in select information and have developed select detailed reports and supplementary fact sheets to provide additional insight and data.

 This fact sheet is a supporting document for our 2015 Integrated Report and is a resource for readers to review relevant sustainability information. Where relevant, we use cross-referencing to information that can be found in our annual report suite. The full suite of reports is available at barclaysafrica.com.

GRI index fact sheet

We have for the past four years, taken direction from the International Integrated Reporting Council's <IR> Framework for Integrated Reporting and strive to follow the trend of focusing our reporting on only the most material issues within our integrated report. In doing so, our aim is to provide stakeholders with a succinct, yet sufficiently informed, view of the organisation, the challenges and opportunities we face and our approach to creating and distributing value.

The GRI aims to drive sustainability reporting by all organisations by producing a comprehensive Sustainability Reporting Framework. The GRI Sustainability Reporting Guidelines provide standard global principles and reporting criteria for stakeholders interested in management and disclosure of social, economic and environmental impacts and performance of organisations.

The fourth GRI Sustainability Reporting Guidelines (G4) was launched in 2013. This is our second year providing a reference fact sheet using the G4 framework. A number of sector-specific indicators have been disclosed as per the Financial Services Sector Disclosures document. We have edited the GRI indicators description for the sake of clarity. Please refer to globalreporting.org/reporting/g4 for full indicator descriptions.

General standard disclosures

1. Strategy and analysis
2. Organisational profile
3. Identified material aspects and boundaries
4. Stakeholder engagement
5. Report profile
6. Governance
7. Ethics and integrity

Specific standard disclosures¹

Economic

1. Economic performance
2. Indirect economic impacts

Environmental

1. Materials²
2. Energy
3. Water²
4. Emissions
5. Effluents and waste²
6. Products and services²
7. Compliance²

Social

1. Labour practices and decent work
2. Human rights
3. Society
4. Product responsibility

Assurance process

We use a combination of internal controls, management assurance and compliance and internal audit reviews to ensure the accuracy of our reporting. We also contract a number of independent service providers to assess and assure various aspects of the business operations, including elements of external reporting.

PricewaterhouseCoopers Inc. (PwC) and Ernst & Young Inc. (EY) have:

- audited the Group's financial statements. The auditors issued an unmodified opinion³ on these financial statements which are prepared in accordance with IFRS; and
- provided limited assurance over selected key performance indicators set out in the Balanced Scorecard section of our integrated report (marked with an ^{LA}). As our reporting matures, we continue to expand this scope and in 2015 included an additional two metrics (Reportable training spend Rest of Africa and Conduct Risk College training). The auditors expressed an unmodified conclusion⁴ on this information.

The National Empowerment Rating Agency (NERA) has verified⁵ our broad-based black economic empowerment performance for the South African operations, confirming a Level 3 rating.

¹ Including select indicators of the Financial Services Sector Disclosure document.

² No disclosures currently.

³ The complete opinion statement can be found in the consolidated and separate annual financial statements at barclaysafrica.com > Annual and interim reports.

⁴ The complete assurance statement including the scope of work is available at barclaysafrica.com > Annual and interim reports.

⁵ Can be found at absa.co.za > About Absa > BEE.

General standard disclosures

1. Strategy and analysis

G4-1 Provide a statement from the most senior decision-maker of the organisation (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organisation and the organisation's strategy for addressing sustainability.

2015 Integrated Report > Our reporting approach extract (page 6):

"This report focuses on our material matters and takes the operating environment, current performance and stakeholder feedback into account. Our executive management and Board deem these matters to be those that have the ability to influence our financial performance, our reputation or to impact on our licence to operate.

Assisted by our Disclosure Committee, our Board accepts ultimate responsibility for overseeing the integrity and completeness of this integrated report. Having applied their collective minds to the preparation and presentation of this report, the directors have concluded that it is presented in accordance with the IIRC's <IR> Framework. We believe this report shows we are creating sustainable value and prosperity for stakeholders.

There are a number of other reporting frameworks such as the GRI's G4 guidelines which are considered in our disclosures."

The Board approved our 2015 Integrated Report for publication on 22 March 2016.

2. Organisational profile

G4-3 Report the name of the organisation.

Barclays Africa Group Limited

G4-4 Report the primary brands, products, and services.

2015 Integrated Report:

- Pages 2 to 3 – Barclays Africa story
- Pages 10 to 13 – Group profile
- Pages 16 to 17 – Business model
- Pages 55 to 64 – Segment reviews

Further information is available on our corporate website (barclaysafrica.com/barclaysafrica/African-Operations) which includes links to relevant subsidiary websites.

The following sub-brands exist within the Barclays Africa Group:

- Absa (South Africa)
- Global Alliance (Mozambique)
- NBC (National Bank of Commerce Limited, Tanzania)

G4-5 Report the location of the organisation's headquarters.

15 Troye Street, Johannesburg, South Africa.

G4-6 Report the number of countries where the organisation operates, and names of countries where either the organisation has significant operations or that are specifically relevant to the sustainability topics covered in the report.

We operate in 12 countries in Africa. Our registered head office is in Johannesburg, South Africa and we have majority stakes in banks in Botswana, Ghana, Kenya, Mauritius, Mozambique, Seychelles, South Africa, Tanzania (Barclays Bank Tanzania and National Bank of Commerce), Uganda and Zambia. We also have representative offices in Namibia and Nigeria (licence applications submitted) as well as insurance operations in Botswana, Kenya, Mozambique, South Africa, Tanzania and Zambia.

While we endeavour to include all our operations in our disclosures, where data on metrics disclosed in the Balanced Scorecard are not yet available, this is indicated in the footnotes of the section. Note 49.3 of the financial statements provides a list of subsidiaries and consolidated structured entities within our financial disclosures.

G4-7 Report the nature of ownership and legal form.

Limited company listed on the Johannesburg Stock Exchange (JSE).

G4-8 Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).

2015 Integrated Report:

- Pages 10 to 13 – Group profile
- Pages 17 to 19 – Business model
- Pages 55 to 64 – Segment reviews

G4-9 Report the scale of the organisation.

We combine our long-standing presence with our regional and international expertise, to help create, grow and protect wealth. We are a diversified financial services provider offering an integrated set of products and services across personal and business banking, credit cards, corporate and investment banking, wealth and investment management and insurance.

At 31 December 2015, we had 847.8 million shares in issue and a market capitalisation of R121.6bn. We operate in 12 countries, serving 12.3 million customers, employing 41 772^{LA} people, operating 1 251 branches and 10 378 ATMs as well as providing various online and mobile banking solutions.

2015 Integrated Report:

- Pages 10 to 13 – Group profile

<p>G4-10 Workforce.</p>	<p>2015 Integrated Report:</p> <ul style="list-style-type: none"> ○ Pages 31 to 33 – Colleague Balanced Scorecard review <p>We employee 41 772^{LA} employees of which 25 289^{LA} are women and 16 036^{LA} are men.</p> <p>We do not currently report workforce statistics broken down by age and our multi-cultural (race) reporting is limited to BBBEE reporting for our South African operations.</p>
<p>G4-11 Report the percentage of total employees covered by collective bargaining agreements.</p>	<p>We recognise employees' right to freedom of association and we have positive partnerships with multiple trade unions across the continent. Trade unions represent 47% (2014: 49.5%) of our permanent employees.</p>
<p>G4-12 Describe the organisation's supply chain.</p>	<p>With over 5 000 suppliers, we have a diverse supply chain which includes start-ups, small and medium businesses, as well as multinational corporations. These suppliers provide services including retail operations, facilities management, technology and a broad range of professional services. Our supplier relationships are managed based upon a risk segmentation approach and are required to operate in accordance with our Supplier Code of Conduct.</p> <p>2015 Integrated Report:</p> <ul style="list-style-type: none"> ○ Page 35 – Citizenship review > Procurement <p>Supplementary fact sheet:</p> <ul style="list-style-type: none"> ○ BBBEE (for our South African operations)
<p>G4-13 Report any significant changes during the reporting period regarding the organisation's size, structure, ownership or its supply chain, including:</p> <ul style="list-style-type: none"> ○ Changes in the location of, or changes in, operations, including facility openings, closings and expansions. ○ Changes in the share capital structure and other capital formation, maintenance and alteration operations (for private sector organisations). ○ Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination. 	<p>There have been no significant changes during the year. Refer to the following notes within our consolidated and separate financial statements:</p> <ul style="list-style-type: none"> ○ 2. Investments in associates and joint ventures ○ 57. Acquisitions and disposals of businesses and other similar transactions <p>On 1 March 2016, Barclays PLC announced its intention to sell down its 62.3% stake in Barclays Africa Group Limited (Barclays Africa) over the coming two to three years, to a level which will permit it to deconsolidate Barclays Africa from an accounting and regulatory perspective. It is clear from the announcement that Barclays PLC is reducing its shareholding in Barclays Africa due to recently introduced additional regulatory burdens specific and particular to Barclays PLC as a UK headquartered and globally significant financial institution.</p> <p>Our shareholders will change over time, but our ambition to be Africa's leading financial services group remains unaltered.</p>
<p>G4-14 Report whether and how the precautionary approach or principle is addressed by the organisation.</p>	<p>The precautionary approach is implemented through our enterprise risk management framework and in particular, through our credit, operational and conduct principal risks which includes the application of our environmental and social impact assessment policy in our lending practices as well as our approach to managing our direct environmental impact and other conduct/social risk.</p> <p>As an Equator Principles Financial Institution, we provide project financing only to project sponsors undertaking environmentally and socially responsible developments. In 2015, we screened seven^{LA} transactions that reached financial close. All were within the power generation sector. We provided further guidance on 132 general transactions (outside the Equator Principles definitions or scope) across various sectors, with the majority in infrastructure, followed by power generation (including renewable energy), mining and metals, and oil and gas. All the reported projects have been independently reviewed. All the reported projects are located in Africa (non-designated countries).</p> <p>Supplementary fact sheet:</p> <ul style="list-style-type: none"> ○ Citizenship for our detailed Equator Principles reporting
<p>G4-15 List externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.</p>	<p>Includes, but not limited to the King Code of Corporate Governance for South Africa (King III); the South African Department of Trade and Industry Codes of Good practice and the Financial Sector Code; the Code of Banking Practices; the United Nations Principles for Responsible Investment and the Code for Responsible Investing in South Africa (CRISA).</p> <p>We use initiatives such as the JSE/FTSE Russell Indices; Dow Jones Sustainability Index; and the CDP as external benchmarking.</p>
<p>G4-16 List memberships of associations (such as industry associations) and national or international advocacy organisations in which the organisation:</p> <ul style="list-style-type: none"> ○ Holds a position on the governance body. ○ Participates in projects or committees. ○ Provides substantive funding beyond routine membership dues. ○ Views membership as strategic. 	<p>We are members of several organisations across the continent. These associations work to represent their members and to shape industry's collective response to public policy issues. Examples include various Bankers Associations (such as the Banking Association of South Africa), Chambers of Commerce and Industries and other business associations such as Business Unity South Africa.</p> <p>Similarly, we participate in such organisations as the World Economic Forum and the Equator Principles.</p>

3. Identified material aspects and boundaries

<p>G4-17 List all entities included in the organisation's consolidated financial statements or equivalent documents. Report whether any entity included in the organisation's consolidated financial statements or equivalent documents is not covered by the report.</p>	<p>Consolidated and separate financial statements:</p> <ul style="list-style-type: none"> ○ Pages 97 to 101 – Note 49.3 Related parties: Subsidiaries and consolidated structured entities
<p>G4-18 Explain the process for defining the report content and the aspect boundaries. Explain how the organisation has implemented the reporting principles for defining report content.</p>	<p>2015 Integrated Report:</p> <ul style="list-style-type: none"> ○ Pages 5 to 8 – Our reporting approach ○ Pages 22 to 23 – Material matters <p>Consolidated and separate financial statements:</p> <ul style="list-style-type: none"> ○ Pages 2 to 5 – Group Audit and Compliance Committee Report ○ Pages 97 to 101 – Note 49.3 Related parties: Subsidiaries and consolidated structured entities ○ Pages 102 to 103 – Note 49.5 Associates, joint ventures and retirement benefit fund
<p>G4-19 List all the material aspects identified in the process for defining report content.</p>	<p>Refer to G4-18.</p>
<p>G4-20 For each material aspect, report the aspect boundary within the organisation.</p>	<p>Refer to G4-18.</p>
<p>G4-21 For each material aspect, report the aspect boundary outside the organisation.</p>	<p>As part of our process we look at materiality both internally and externally. Aspects considered material outside of the organisation range from labour to environmental to economic, and stem from a variety of sources including government, regulators and special interest groups.</p> <p>2015 Integrated Report:</p> <ul style="list-style-type: none"> ○ Pages 20 to 21 – Our operating environment ○ Pages 22 to 23 – Material matters
<p>G4-22 Report the effect of any restatements of information provided in previous reports and the reasons for such restatements.</p>	<p>Consolidated and separate financial statements:</p> <ul style="list-style-type: none"> ○ Page 47 – Note 1.21 – Reporting changes <p>Supplementary fact sheets:</p> <ul style="list-style-type: none"> ○ Citizenship fact sheet (specifically environmental data) <p>Our data collection processes are continuous, and each year we report the most accurate data then available for the baseline and subsequent years. This can lead to restatements of previously reported data if data quality improves, more data is available, or updated CO₂ emission factors are applied. In cases where we have collected new data for previously unreported consumption, we will go back and restate the baseline if the new data amounts to a material change greater than 1% of the total consumption. If the change is less than 1%, we will report consumption from the point at which the data became available. If it is greater than 1%, we will restate the baseline and previous year's figures based on actual or estimated figures. Reasons for restatements in data are due to more accurate data being available, which led to replacements of estimates with actual data for 2012, 2013 and 2014. In 2015, we have also aligned to the latest carbon conversion factors as released by the GHG Protocol.</p>
<p>G4-23 Report significant changes from previous reporting periods in the scope and aspect boundaries.</p>	<p>No significant change.</p>

4. Stakeholder engagement

<p>G4-24 Provide a list of stakeholder groups engaged by the organisation.</p>	<p>We have designated five stakeholder groups aligned to the Balanced Scorecard. The groups are:</p> <ul style="list-style-type: none"> ○ Customers and clients, who use our products and services (daily interaction with formal research done at least quarterly). ○ Colleagues, who deliver our products and services and provide support (daily interaction; trade unions – at least monthly). ○ Communities (via Citizenship), (including environmental disclosures) who accept us within their midst (daily interaction with formal interaction taking place through the year). ○ Regulators (via Conduct), who grant us our licence to operate in their jurisdictions (at least monthly). ○ Investors (via Company), who commit capital to us (daily interaction through formal engagements such as results announcements, AGM and one-on-one conferences taking place more than 10 times per year).
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G4-25 Report the basis for identification and selection of stakeholders with whom to engage. Refer to G4-24 and G-26

To deliver sustainable performance, we must balance the needs of the stakeholders over the short and long term. The input and challenges raised by these stakeholders are important in shaping and validating our strategy and our business conduct within the markets in which we operate.

Through our Balanced Scorecard, we have a framework for taking a more holistic and considered approach in delivering shareholder returns while responding to our stakeholders' needs.

G4-26 Report the organisation's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process. See table below.

Stakeholder group	Why they matter	How we engage
Customers and clients	Our customers and clients are at the core of everything we do and our strategy is based on meeting their needs and expectations. Our Purpose is to help them to achieve their ambitions in the right way.	Customer experience programmes including customer forums, surveys and focus groups; corporate websites and social media; complaints management process; face-to-face interactions; digital (internet and mobile) platforms; relationship managers; and marketing, sponsorship and advertising.
Colleagues (employees and trade unions)	Our employees are the primary interface with our key stakeholders and are critical to meeting our Goal to be the financial services group of choice in Africa. To ensure a fair balance in our relationship with our employees we adhere to applicable labour relations regulations and have recognition agreements with recognised trade unions.	Human resource business partners; employee opinion surveys; intranet (HR Portal) and leadership blogs; diversity forums; employee contact centre; television broadcasts, email communiqués, newsletters and magazine; line manager performance discussions; corporate-specific and other training interventions; and face-to-face, electronic and telephone consultations with trade unions.
Communities (including NGOs, suppliers, civil society and media)	Our success is interlinked with the wellbeing of the societies in which we operate. Charities and non-governmental organisations enable the Group to amplify our impact in addressing a number of socio-economic challenges. Outsourcing continues to grow and so does the importance of engagement, particularly with small and medium enterprises.	Community investments; financial literacy programmes; employee volunteering; stakeholder and sector forums and events, including sponsorship; research; dedicated supplier interventions including our procurement portal; media interviews and roundtables; and media releases; digital channels.
Regulators (including government and industry bodies)	Regulators and governments provide the legal and regulatory frameworks that guide the way we do business. These enable a fair, ethical and competitive environment. Industry bodies (and organised business interest groups) are an important channel through which we engage with regulators and government.	Management meetings; written responses in consultation processes; presentations and feedback sessions; conferences; participation in working groups and forums; regulator surveillance and interaction; and tenders.
Investors (and analysts)	As providers of capital, our shareholders have invested in the Group. We require a strong relationship to ensure a shared expectation around our vision, strategy and future performance.	JSE SENS announcements; financial results; roadshows and conferences; management meetings and query resolution; investor days; annual general meeting; and our integrated reporting suite.

G4-27 Report key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.

From the engagements listed in G4-26 above, a significant number of issues, concerns and opportunities arise. These are important inputs into our three-step materiality process which we outline in our 2015 Integrated Report on page 7. Over and above stakeholder inputs, other information and inputs are an important input into our material matters determination, including internal deliberations; independent research; and continuous monitoring of the external environment for trends signalling opportunities and risks that could have an impact on our operations.

2015 Integrated Report:

- Pages 5 to 8 – Our reporting approach, including our material issues identification process
- Pages 20 to 21 – Our operating environment
- Pages 22 to 23 – Material matters expressed within our Balanced Scorecard, taking into account the stakeholder group as detailed in G4-24
- Pages 27 to 41 – Balanced Scorecard review

While not a formal part of our annual reporting process, we solicit views from stakeholders on the matters covered within the report through ongoing interaction, and seek informal feedback following the publication of our integrated reporting suite.

5. Report profile

G4-28 Reporting period (such as fiscal or calendar year) for information provided.	Reporting period ended 31 December 2015.
G4-29 Date of most recent previous report (if any).	Reporting period ended 31 December 2014. The archive of our annual reports is available at barclaysafrica.com/barclaysafrica/Investor-Relations/Announcements-and-publications/Annual-and-interim-reports
G4-30 Reporting cycle (such as annual, biennial).	Annual.
G4-31 Provide the contact point for questions regarding the report or its contents.	groupsec@barclaysafrica.com
G4-32 Report the 'in accordance' option the organisation has chosen. Report the GRI Content Index for the chosen option. Report the reference to the external assurance report, if the report has been externally assured.	<p>Our 2015 Integrated Report is presented in accordance with the IIRC's <IR> Framework. We believe this report shows we are creating sustainable value and prosperity for stakeholders. There are a number of other reporting frameworks such as the GRI's G4 guidelines which are considered in our disclosures. We provide a GRI index online as a resource for stakeholders seeking sustainability-related information.</p> <p>When referring to the GRI G4 guidelines, we have considered the Core option, however we do not self-declare our disclosures as being 'in accordance'.</p> <p>We use a combination of internal controls, management assurance and compliance and internal audit reviews to ensure the accuracy of our reporting. We also contract a number of independent service providers to assess and assure various aspects of the business operations, including elements of external reporting.</p> <p>PricewaterhouseCoopers Inc. (PwC) and Ernst & Young Inc. (EY) have:</p> <ul style="list-style-type: none"> ○ audited the Group's financial statements. The auditors issued an unmodified opinion on these financial statements which are prepared in accordance with IFRS; and ○ provided limited assurance over selected key performance indicators set out in the Balanced Scorecard section of this report (marked with a LA). The auditors expressed an unmodified conclusion on this information. <p>The National Empowerment Rating Agency (NERA) has verified our broad-based black economic empowerment performance for the South African operations, confirming a Level 3 rating.</p>
G4-33 Report the organisation's policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. Report the relationship between the organisation and the assurance providers. Report whether the highest governance body or senior executives are involved in seeking assurance for the organisation's sustainability report.	<p>Refer to G4-32</p> <p>2015 Integrated Report:</p> <ul style="list-style-type: none"> ○ Page 6 – Our reporting approach

6. Governance

G4-34 Report the governance structure of the organisation, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	<p>2015 Integrated Report:</p> <ul style="list-style-type: none"> ○ Page 6 – Our reporting approach ○ Pages 70 to 77 – Governance review (environmental, social and reputational issues are primarily considered by the Social and Ethics Committee, page 77).
G4-35 Report the process for delegating authority for economic, environmental and social topics from the highest governing body to senior executives and other employees.	<p>Our Board is responsible for creating and delivering sustainable value for our stakeholders; ensures an appropriate balance between promoting long-term sustainable growth and delivering short-term performance; and oversees the management of the Group's businesses, as assisted by various Board committees.</p> <p>The Board is assisted by our Social and Ethics Committee (SEC) in the oversight of conduct risk, sustainability, stakeholder management, corporate citizenship, ethics, labour, diversity and inclusion. The SEC reviews managements' recommendations across a range of economic, environmental and social topics as defined in the committee's terms of reference.</p> <p>The SEC provides strategic direction to management committees through the Group Chief Executive, the Deputy Chief Executive and Financial Director, the Group General Counsel, the Chief Executive: Human Resources and Chief Executive: Marketing and Corporate Relations and others who present to or attend the Committee.</p> <p>The SEC is supported by, but not limited to, the following management committees:</p> <ul style="list-style-type: none"> ○ Conduct and Reputation Risk Committee ○ Africa Citizenship Leadership Committee

<p>G4-36 Report whether the organisation has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.</p>	<p>Our Chief Executive: Marketing and Corporate Relations, has a reporting line to the Group Chief Executive, and leads the Group's Citizenship strategy.</p> <p>Other Executive Committee members, such as the Chief Executive: Human Resources and our Head of Compliance (conduct and reputation issues) also play a critical role in leadership and management of the Group's management of these matters.</p>
<p>G4-37 Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.</p>	<p>2015 Integrated Report:</p> <ul style="list-style-type: none"> ○ Page 7 – Identifying our material issues <p>We have a decentralised stakeholder engagement model and results from the engagements as outlined in G4-24 to G4-27 are considered through various management and Board processes.</p>
<p>G4-38 Report the composition of the highest governance body and its committees.</p>	<p>Our Board comprised 14 directors as at 31 December 2015, of whom three are women. Nine are South African, of whom two are black men and one is a black woman. The remaining five consist of Ghanaian, Kenyan, Singaporean and British nationals (two), reflecting the Pan-African nature of our business and our membership of Barclays PLC.</p> <p>2015 Integrated Report:</p> <ul style="list-style-type: none"> ○ Pages 14 to 15 – Our Executive Committee and Board ○ Pages 72 to 77 – Board Committee reviews (including the members and attendees)
<p>G4-39 Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organisation's management and the reasons for this arrangement).</p>	<p>Our Group Chairman, Wendy Lucas-Bull, is regarded as an independent director, effective from 1 March 2016. For the duration of 2015, and while our Chairman was not regarded as independent due to her membership of the Barclays PLC and Barclays Bank PLC boards, Trevor Munday was (and continues to be) Lead Independent Director of our Board.</p>
<p>G4-40 Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.</p>	<p>Directors are appointed to the Board through a formal and transparent process. It is a matter for the Board as a whole, assisted by the Directors' Affairs Committee, which consists of a majority of independent directors and is chaired by the Group Chairman.</p> <ul style="list-style-type: none"> ○ The following are taken into account when considering an appointment: ○ The balance and mix of appropriate skills and experience of non-executive directors. ○ The behaviours likely to be demonstrated by potential non-executive directors. ○ The benefits of diversity, including gender, and ensuring a geographical mix of directors, together with representatives from different industry sectors.
<p>G4-41 Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders.</p>	<p>In accordance with King III, the duties of directors include avoiding a conflict of interest between their personal interests and their duties to the Group. Should a conflict arise, the director would recuse himself/herself.</p>
<p>G4-42 Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.</p>	<p>Refer to G4-34 and G4-45</p>
<p>G4-43 Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.</p>	
<p>G4-45 a) Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities. Include the highest governance body's role in the implementation of due diligence processes. b) Report whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental and social impacts, risks, and opportunities.</p>	<p>2015 Integrated Report:</p> <ul style="list-style-type: none"> ○ Pages 5 to 8 – Our reporting approach, including our material issues identification process ○ Pages 20 to 21 – Our operating environment ○ Pages 22 to 23 – Material matters expressed within our Balanced Scorecard taking into account the alignment of our stakeholder groups as detailed in G4-24
<p>G4-48 Report the highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material Aspects are covered.</p>	<p>Refer to G4-1</p> <p>The Board approved our 2015 Integrated Report (our primary report which focuses on our material matters) for publication on 22 March 2016.</p>

G4-51 a) Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration (fixed pay and variable pay including performance-based pay, equity-based pay, bonuses and deferred or vested shares); sign-on bonuses or recruitment incentive payments; termination payments; clawbacks; retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees.

b) Report how performance criteria in the remuneration policy relate to the highest governance body's and senior executives' economic, environmental and social objectives.

2015 Integrated Report:

- Pages 78 to 93 – Remuneration report

G4-52 Report the process for determining remuneration. Report whether remuneration consultants are involved in determining remuneration and whether they are independent of management. Report any other relationships which the remuneration consultants have with the organisation.

2015 Integrated Report:

- Pages 78 to 93 – Remuneration report

G4-53 Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.

2015 Integrated Report:

- Pages 78 to 93 – Remuneration report

Outcomes of voting can be viewed at barclaysafrica.com at the Investor Relations tab > Shareholder meetings.

7. Ethics and integrity

G4-56 Describe the organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics.

Our Values are: Respect, Integrity, Service, Excellence and Stewardship. These define the way we think, work and act and our performance management approach places equal emphasis on our objectives ('what') and behaviours ('how').

Our code of conduct, the Barclays Way, outlines the behaviours which govern our way of working across the business. It is a point of reference covering all aspects of employees' working relationships, including with other Barclays employees, our customers and clients, governments and regulators, business partners, suppliers, competitors and the broader community. It is a framework that fosters values-based decision-making and shows how our policies and practices align with our Values. 97.5%^{LA} of employees completed their attestations, ahead of the 97.0% target.

In addition to our Values, there are laws, regulations and codes that further define expectations of how we conduct our business. There are a number of current and proposed regulations focused on consumer protection and ethical behaviour in the financial services industry. We believe these regulations support our aim to act with integrity in everything we do.

2015 Integrated Report:

- Page 10 – Group profile
- Pages 31 to 40 – Colleague, Citizenship and Conduct Balanced Scorecard reviews
- Pages 66 to 68 – Chairman's review
- Pages 70 to 77 – Governance report, specifically page 71 and page 77 Social and Ethics Committee report

G4-57 Report the internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organisational integrity, such as helplines or advice lines.

We provide an internal and external framework for employees to raise concerns about the actions of other employees, without the fear of retaliation. All reports are kept in the strictest of confidence. Internal policy and processes protect those that raise concerns. Another tool that helps our colleagues to move beyond legal, regulatory and compliance requirements and consider broader societal impacts and opportunities in our key business decisions is the Barclays Lens, a values-based decision-making tool for which majority of our employees have received training.

G4-58 Report the internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.

Our whistleblowing policy sets out our whistleblowing process and strongly encourages employees to feel empowered to raise concerns about behaviour and practices that are not in line with Values and Behaviours. To facilitate the raising of these concerns, Barclays provides internal and external gateways for employees and others connected with the Group to report both confidentially and, where permissible, anonymously. Where a person raising a concern wishes to remain anonymous, no attempt will be made to identify them. To promote awareness of the process and in particular the gateways, we introduced mandatory whistleblowing training.

In 2015, 307 concerns were raised through the whistleblowing process.

Specific standard disclosures

Economic

Disclosure on management approach

A successful, vibrant finance and banking sector is an essential enabler of social and economic progress, growth and development. We focus on three key material aspects in the economic sub-category:

- (1) Economic performance – we believe the best way to support our stakeholders is by operating a strong, profitable and growing business, which creates jobs and contributes to the economic success of the communities in which we live and work. Our strategy to deliver economic performance is dealt with in our integrated report.
- (2) Indirect economic impacts – financial service organisations play a central role in financing the real economy, including individuals and households; small businesses; corporates; and institutions and governments. Our business model enables us to maintain relevance to our customers and clients, whatever stage of life they are in. For example, for individuals, our model can provide a safe place to store savings, help a first-time buyer make their first steps onto the property ladder, create an investment portfolio as wealth grows, or provide cross-border advice for the affluent. For businesses this means being ready to help entrepreneurs launch a business, fund its growth, expand internationally, protect against currency risk, and issue bonds and listed equity shares.
- (3) Community support – we play a broader role in the communities in which we live and work beyond what we deliver through our core business activities. We support communities by:
 - Investing money, time and skills in partnerships with respected and relevant non-governmental organisations, charities and social enterprises.
 - Enabling employees to use their professional skills and expertise in a range of activities, including volunteering and fundraising.
- (4) Procurement – our supplier relationships are managed based upon a risk segmentation approach and are required to operate in accordance with our supplier code of conduct. We will always require that our suppliers comply with all applicable laws, regulations and standards within the geographies in which they operate. In instances where standards outlined in the supplier code of conduct differ from local laws and customs, we expect suppliers to respect these standards within the context of the customs and the local laws of their specific geography.

Our supplier code of conduct has four principal components which focus specifically on our minimum expectations with regards to diversity and inclusion, environmental management, human rights and working in accordance with our Values.

1. Economic performance

G4-EC1 Direct economic value generated and distributed.

We have a strong African franchise, play a critical role in society and contribute to the economic prosperity of Africa.

- Paid R8.6bn in dividends to shareholders.
- Contributed R7.3bn in taxes.
- Paid R20.9bn in salaries to 41 772^{LA} employees, investing R2.3bn^{LA} in training and development.
- Serve 12.3 million customers and clients, providing over R703bn in gross loans and advances, safeguarding R688bn in deposits and managing more than R276bn of assets on behalf of our customers and clients.
- Spent R14.6bn on procurement.
- Invested R192m^{LA} in community programmes and 11 284 employees volunteered 66 709 hours.
- Reached 25 966 SMEs through a series of seminars, conferences and workshops.
- R7.8bn in retentions to support future business growth.

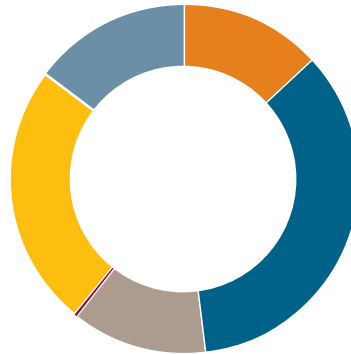
We will continue to conduct business in a way that promotes positive outcomes for society, consumers and our business by using our core assets, capabilities and business opportunities to address the challenges and opportunities on the African continent.

2015 Integrated Report:

- Pages 30 to 33 and 37 – and Company reviews.

Value distributed R59.4bn

7.8 (7.7)	Expansion and growth
20.9 (19.3)	Employees
7.3 (6.5)	Taxes
0.2 (0.2)	Communities
14.6 (14.7)	Suppliers
8.6 (7.7)	Dividends



G4-EC2 Financial implications and other risks and opportunities for the organisation's activities due to climate change

Supplementary fact sheet:

- Citizenship (including environmental disclosures)

G4-EC3 Coverage of the organisation's defined benefit plan obligations.

Consolidated and separate financial statements.

- Pages 80 to 89 – Note 44 Retirement benefit obligations

G4-EC6 Proportion of senior management hired from the local community at significant locations of operation.

Supplementary fact sheet:

- BBBEE

South Africa remains the most significant contributor to our operations. We currently focus on South African FS Code requirements. This requires that we report on the proportion of previously disadvantaged South African employees. In reporting in accordance with these requirements, we track this proportion by employee level, including management.

Select verified

2. Indirect economic impacts

G4-EC8 Significant indirect economic impacts, including the extent of impacts.

We strive to fulfil our role as an enabler of social and economic progress, growth and development in our economies. Our Shared Growth agenda aims to make a positive impact on society while delivering shareholder returns. We are committed to contributing to Africa's growth and towards sustainable solutions to some of the most pressing challenges facing the continent.

Select verified

By supporting our customers and clients and working in partnership with other stakeholders, we can create an environment in which individuals, institutions and governments are able to invest in sustainable progress and enable growth.

To achieve long-term sustainable economic growth, a number of challenges must be addressed, including: raising employment, improving access to housing and supporting families in planning for their futures. All of these goals rely on access to appropriate and responsible finance. In addition, new solutions to help tackle social and environmental challenges also need access to appropriate financing to help innovate, develop, commercialise and scale deployment.

We play a key role in enabling the flow of capital towards environmentally or socially beneficial activity. A range of business lines across the Group are actively involved in delivering solutions across product groups, geographies and industry sectors.

Supplementary fact sheets:

- Citizenship (including environmental disclosures)
- BBBEE

G4-EC9 Proportion of spending on local suppliers at significant locations of operation.	<p>2015 Integrated Report:</p> <ul style="list-style-type: none"> ○ Page 26 – Chief Executive Officer’s review ○ Page 35 – Citizenship Balanced Scorecard review ○ Page 68 – Chairman’s review <p>Supplementary fact sheets:</p> <ul style="list-style-type: none"> ○ BBBEE ○ Citizenship (including environmental disclosures) <p>South Africa remains the most significant contributor to our operations. We currently focus on South African FS Code requirements. This requires that we report on the proportion of previously disadvantaged South African suppliers.</p>	Select verified
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Environmental

Disclosure on management approach

We aim to continually improve the mitigation of our direct environmental impacts, reducing use of natural resources and preventing pollution. We report on our greenhouse gas (GHG) emissions as part of our integrated report. Environmental data is collected and reported for all offices, retail branches and data centres where Barclays has operational control and is financially responsible for the utility supply, and as defined by the World Resources Institute/ World Business Council for Sustainable Development (WRI/WBCSD) Greenhouse Gas Protocol (GHG): A Corporate Accounting and Reporting Standard, Revised Edition. Environmental data from joint ventures, investments, or sub-leased properties that are owned or leased by Barclays have not been included within the reported figures. Environmental data from travel is reported for business-related travel only, and excludes commuting travel.

1. Energy

G4-EN3 Energy consumption within the organisation.	<p>Supplementary fact sheet:</p> <ul style="list-style-type: none"> ○ Citizenship (including environmental disclosures) 	Select assured
G4-EN5 Energy intensity	<p>Supplementary fact sheet:</p> <ul style="list-style-type: none"> ○ Citizenship (including environmental disclosures) 	
G4-EN6 Reduction of energy consumption.	<p>Supplementary fact sheet:</p> <ul style="list-style-type: none"> ○ Citizenship (including environmental disclosures) 	

2. Emissions

G4-EN15 Energy indirect GHG emissions (scope 1).	<p>Supplementary fact sheet:</p> <ul style="list-style-type: none"> ○ Citizenship (including environmental disclosures) 	Select assured
G4-EN16 Energy indirect GHG emissions (scope 2).	<p>Supplementary fact sheet:</p> <ul style="list-style-type: none"> ○ Citizenship (including environmental disclosures) 	Select assured
G4-EN17 Other indirect GHG emissions (scope 3).	<p>Supplementary fact sheet:</p> <ul style="list-style-type: none"> ○ Citizenship (including environmental disclosures) 	Select assured
G4-EN18 GHG emissions intensity.	<p>Supplementary fact sheet:</p> <ul style="list-style-type: none"> ○ Citizenship (including environmental disclosures) 	
G4-EN19 Reduction of GHG emissions.	<p>Supplementary fact sheet:</p> <ul style="list-style-type: none"> ○ Citizenship (including environmental disclosures) 	
G4-EN27 Extent of impact mitigation of environmental impacts of products and services.	<p>Supplementary fact sheet:</p> <ul style="list-style-type: none"> ○ Citizenship (including environmental disclosures) 	

Social

1. Labour practices and decent work

Disclosure on management approach

We have continued attracting, developing and retaining the best talent. We continued to revise our internal policies and practices, particularly in the areas of leadership, talent, reward and performance, to support our commitment to making Barclays a values-driven business. South Africa remains the most significant contributor to our operations. We currently focus on South African FS Code requirements. This requires that we report on the proportion of previously disadvantaged South African employees. In reporting in accordance with these requirements, we track this proportion by employee level, including management.

G4-LA1 Total number and rates of new employee hires and employee turnover by age group, gender, and region.	Employee turnover increased to 12.0% ^{LA} (2014: 10.8% ^{LA}) due to the outsourcing of our cash management business (444 employees or 1% of permanent headcount). Voluntary attrition decreased to 8.0% (2014: 8.8%). The outsourcing of cash management is also reflected in the decrease in the retention of high performers rate, as 31.0% of these leavers were rated high performers.	Select assured
	Reporting is not broken down by age currently. Headcount broken down by gender:	
	Female: 25 289 ^{LA}	
	Male: 16 036 ^{LA}	
	Supplementary fact sheet:	
	<ul style="list-style-type: none"> ○ BBBEE 	
G4-LA12 Composition of governance bodies and breakdown of employees per employee sub-category according to gender, age group, minority group membership, and other indicators of diversity.	2015 Integrated Report: <ul style="list-style-type: none"> ○ Pages 14 to 15 – Executive Committee and Board ○ Pages 31 to 33 – Colleague Balanced Scorecard review Supplementary fact sheet: <ul style="list-style-type: none"> ○ BBBEE 	Selected assured and verified

2. Human Rights

Disclosure on management approach

We operate in accordance with the International Bill of Human Rights, including the UN Guiding Principles on Business and Human Rights, and take account of other internationally accepted human rights standards. We also respect and promote human rights through our employment policies and practices, through our supply chain and through the responsible provision of our products and services.

G4-HR1 Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.	Evaluation of Human rights and social aspects is integrated into our product development, business relationships and transaction review. Human rights are referenced explicitly in our code of conduct – the Barclays Way – and supplier code of conduct.	
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3. Society

Disclosure on management approach

We aspire to run our business in an open and transparent manner and therefore take a zero tolerance approach to bribery and corruption. Our anti-bribery and anti-corruption policy and standards summarise our commitments in conducting our global activities free from any form of bribery and corruption.

G4-SO3 Total number and percentage of operations assessed for risks related to corruption and the significant risks identified.	2015 Integrated Report: <ul style="list-style-type: none"> ○ Pages 37 to 40 – Conduct Balanced Scorecard review ○ Pages 53 – 54 – Risk summary: operational and conduct risks ○ Page 68 – Chairman’s review ○ Pages 70 – 71 Governance review, specifically the GACC, GRMC and SEC reviews We conduct a comprehensive anti-bribery and anti-corruption (ABC) risk assessment on an annual basis. The risk assessment is administered by the financial crime team that monitors the completion of action plans to mitigate identified key risks. These risks tend to relate to the countries where we conduct business, how we engage certain parts of our diverse customer base, how we manage third-party relationships or areas of our anti-bribery and anti-corruption control framework that require further strengthening.	
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G4-SO4 Communication and training on anti-corruption policies and procedures	2015 Integrated Report: <ul style="list-style-type: none"> Pages 37 to 40 – Conduct Balanced Scorecard review Supplementary information: <ul style="list-style-type: none"> Risk management report > conduct risk 	Select assured
G4-SO5 Confirmed incident of corruption and actions taken	Consolidated and separate financial statements: <ul style="list-style-type: none"> Note 50 Contingencies, which outlines our legal and regulatory matters 	Select assured
G4-SO6 Total value of political contributions by country and recipient/beneficiary.	We are politically neutral and do not participate in party political activities or make party political contributions.	
G4-SO8 Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Consolidated and Separate Financial Statements: <ul style="list-style-type: none"> Note 50 Contingencies, which outlines our legal and regulatory matters 	

4. Product responsibility

Disclosure on management approach

There are a number of mechanisms in place guiding our behaviour from our approach to responsible lending and assisting retail customers in financial difficulty, to managing the environmental and social risks in our lending to our conduct.

- Page 27 to 30 – Customer & Client Balanced Scorecard review
- Pages 37 to 40 – Conduct Balanced Scorecard review

Supplementary fact sheet:

- Citizenship (including environmental disclosures)

See our risk management report for details on our forbearance programmes.

G4-PR5 Results of surveys measuring customer satisfaction.	2015 Integrated Report: <ul style="list-style-type: none"> Page 27 to 30 – Customer & Client Balanced Scorecard review Pages 37 to 40 – Conduct Balanced Scorecard review 	Select assured
G4-PR8 Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	We have robust controls in place to protect the personal data about our customers that we use in the course of our business activities. We continually review our procedures to ensure that they comply with international privacy laws. Protecting personal data is a top priority and a matter that we take extremely seriously. We handle privacy complaints in line with our complaints-handling procedures, however, there are challenges in terms of obtaining the granularity of data required to give a precise answer to this indicator requirement.	
G4-PR9 Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Consolidated and Separate Financial Statements: <ul style="list-style-type: none"> Note 50 Contingencies, which outlines our legal and regulatory matters. 	Partial
FS7* Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose.	Please refer to FS13 and FS14.	Partial
FS8* Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose.	See below – initiatives reported represent a selection of examples.	Partial

* Financial Services Sector Disclosure indicators.

Renewable energy financing

Both renewable energy projects and fossil fuel projects will be required, at least in the medium term, to ensure energy security as the global energy industry bridges the gap to cleaner options. In Africa, energy security is key to economic growth and we continue to play a role in funding both renewable energy and fossil fuel projects on the continent.

In South Africa, progress is being made in addressing climate change issues and shifting towards a low-carbon economy. One such initiative is the Renewable Energy Independent Power Producer Procurement Programme (REIPPP). Implemented in 2010, it provides for participation by independent power producers through the procurement of targeted megawatt allocations. The renewable energy technologies supported include wind, solar photovoltaic, concentrated solar power and biomass, and have been designed to benefit local communities while also impacting many other businesses during the various construction phases. This programme is making a significant contribution to energy generation, environmental sustainability and economic growth and development.

South Africa is currently the continent's largest renewable energy market. By April 2015, 92 projects with a total capacity of 6 327MW had been approved by the Department of Energy. We arranged debt financing for 12 projects as part of the third bidding round in 2015, with a combined capital value of approximately R36bn. This will contribute 1 117MW to the South African power grid once operational. Up to the fourth bidding round, we have been involved in financing of 2 916MW including 708MW for solar photovoltaic, 1 837MW for wind, 350MW for concentrated solar and 25MW for biomass technologies. This represents about 46% of all renewable energy projects (by MW) awarded so far.

Third-party recognition

- The South African Wind Energy Association, in conjunction with the Global Wind Energy Association, recognised Absa for its significant contribution to the South African wind energy industry for the second year in a row. We arranged financing for 1 837MW of wind energy projects up to the latest round of deals awarded.
- The Bokpoort concentrated solar power (CSP) project, funded by Absa, won the African Community Project of the Year Award at the 15th annual African Utility Week held in May 2015. The key contributions highlighted for the project were its impact on skills development and the provision of basic services in the form of photovoltaic solutions for electrified homes, and a newly installed portable water reticulation system to provide water to homes of neighbouring communities.
- Project Finance International awarded iLanga the Solar Energy Deal of the Year Award in Middle East and Africa for 2015. We were the lender and lead arranger for this project. Green vehicle financing In addition to the above, Absa Vehicle and Asset Finance offers a 'green finance' product, provides customers with rebate between 0.25 and 0.75% on interest rates when buying a passenger vehicle which emits carbon outputs of less than 120g/km. We also plant a tree for every green vehicle loan being granted on behalf of our customers who finance vehicles with lower emissions, thereby assisting to further reduce carbon emissions. As a result, 4 500 trees were committed for planting in 2015. Due to water restrictions in the latter part of the year, only 1 000 trees were planted in 2015, with the remaining trees to be planted by February 2016.

Funding to business customers for energy-efficient and renewable energy projects

In partnership with the AFD (Agence Francaise de Developpement), we have been able to provide funding to business customers for energy efficient and renewable energy projects. To date, 12 green energy projects received funding value at R134m. These projects have generated over 3.5 megawatts of clean electricity and boast approximately 6 500 tonnes of CO₂ emissions per annum.

FS13* Access points in low-populated or economically disadvantaged areas by type.

Initiatives reported represent a selection of examples.

Partial

Our ability to support customers and clients hinges on our ability to reach them through the channels most convenient and useful to them. We continued with our multi-channel programme which included the reshaping of our network to more closely reflect market opportunities and our customer base. The ongoing investment in digitisation, innovation, intensified focus on developing our people and reinvigorating the branch and ATM networks.

Internet banking is now available in all markets and we have intelligent ATMs in all markets. Strengthening and extending our online and mobile service continues to be a priority. Over and above our online and mobile platforms, we provide access via 1 253 branches and 10 378 ATMs across our operations. Our partnerships with various retailers are another way we serve our customers.

In South Africa, we have worked actively to expand the reach of our sales and service points since the inception of the Financial Sector Charter in 2005 and have maintained our coverage for the past three years. In 2015, 59.55% (2014: 57.52%) of our entry-level customers (corresponding with living standards measure (LSM) 1 to 5) lived within five kilometres of a transaction point; 73.71% (2014: 73.26%) lived within 10 kilometres of a service point; and 73.57% (2014: 74.55%) lived within 15 kilometres of a sales point. Whenever we open or close points of presence, we carefully consider the resulting impact on coverage, and in the case of closures, identify a suitable alternative. Among these customers, electronic access penetration decreased to 13.57% from 14.9% in 2014.

* Financial Services Sector Disclosure indicator.

FS14* Initiatives to improve access to financial services for disadvantaged people.

Initiatives reported represent a selection of examples.

Partial

We focus on relevant affordable products and services, innovative delivery channels designed to facilitate easier access to financial services, and consumer education that improves financial literacy. We have a clear focus on developing innovative ways to improve access to economically disadvantaged people.

- In addition to the physical access outlined in FS13, we have a number of products aimed to increase access to financial services and we seek to help customers transition to 'smart banking' with cheaper and more convenient banking channels. Our pricing model encourages and rewards customers who choose to make use of electronic or digital channels.
- Our first-to-market Family Springboard home loan for South Africa allows applicants, who meet the credit criteria, to successfully apply for home finance if they have a family member who is willing to assist by investing 10% of the property purchase price in a fixed deposit account as security.
- Stokvels, a group savings and lending system, have long been a safety net for millions of Africans, providing financial security and social wellbeing. The Absa Club Account operates as a convenient savings and transactional tool for groups of people with common financial interests who want to save together.
- Our affordable housing business unit (My Home) addresses the housing challenges faced by consumers who earn less than R20 000 per month (single or joint household) in support of the South African government's agenda on providing affordable housing to people. We provided more than 4 500 customers with home loan finance valued over R1.5bn in 2015. We also trained the majority of these customers through our borrower education programme that covers key aspects of home ownership, home maintenance and personal financial matters.
- We continue to expand our branchless banking to include more retailers. Currently, over 1 000 retailers, 468 of which are independent small businesses (up 15%), enable customers to deposit and withdraw money, check balances, obtain mini-statements and buy pre-paid airtime. Approximately 575 000 transactions were processed through this channel in 2015.
- Our partnership with PEP Stores in South Africa enables us to provide financial services to people in marginalised and poor communities through a channel that is convenient and trusted. Launched in late 2014, approximately 10 000 new PEPplus accounts are opened each month with account use growing steadily, averaging 299 000 transactions and 292 000 money transfers per month. December saw a record of 400 000 money transfers being generated in PEP Stores
- Customers are able to withdraw money via point of sale devices with select retail partners in South Africa, Seychelles (first-to-market) and Zambia.
- South African customers have free access to internet banking – enabling customers to transact at any time, any place and at no monthly cost.
- Remote account opening, via an iPad at remote locations, continues to gain momentum across Botswana, Ghana, Kenya, Mauritius, South Africa and Zambia.
- Our ATM and mobile channels functionality includes services such as cash acceptance, CashSend (customers can electronically transfer funds via mobile or internet banking to a recipient, who is then able to withdraw the funds without needing a card or bank account) and Scan and Pay (which allows anyone to make payments to selected beneficiaries by either scanning or keying in a reference/account number).

* Financial Services Sector Disclosure indicator.