



Barclays Africa Group Limited is a diversified financial services provider. We offer an integrated set of products and services across personal and business banking, credit cards, corporate and investment banking, wealth and investment management and insurance. We are building a leading financial services group in our chosen countries in Africa and selected customer and client segments.



**Our Values define the way we think, work and act ...**

Respect | Integrity | Service | Excellence | Stewardship

To reinforce the importance of living our Values every day, the performance of our business and employees are evaluated against both our objectives ('what') and our Values ('how').

**Our One Africa strategy**

Our growth strategy is based on a unique competitive advantage – we are an African bank that is fully global, fully regional and fully local.

**Our Balanced Scorecard**

We measure our performance against our strategy and the matters we consider to be most material to our sustainability through our Balanced Scorecard.

Balanced Scorecard component	Material matters
<p><b>Customer &amp; Client</b> We aim to be the 'Go-To' bank.</p>	Our value proposition including our products and services, accessibility through our physical and digital channels, the quality of our IT infrastructure, service excellence as well as trust and safety of money, information and personal safety.
<p><b>Colleague</b> We create an environment where employees can fulfil their potential.</p>	Attracting and retaining talent, increasing our succession coverage, employee engagement, diversity and inclusion, skills development, performance and reward as well as health and wellness (including financial health).
<p><b>Citizenship</b> We have a positive impact on the communities in which we operate.</p>	Managing our citizenship commitments across employee conduct, stakeholder management, environmental and social impacts, access to financial services, helping businesses start up and grow, youth employability and community upliftment.
<p><b>Conduct</b> We act with integrity in everything we do.</p>	Maintaining high ethical standards, responsible lending, Treating Customers Fairly and regulatory change.
<p><b>Company</b> We effectively manage risk and create sustainable returns.</p>	Focusing on sustainable revenue growth within the framework of an appropriate risk appetite and disciplined cost management.

This fact sheet is a supporting document for our 2014 Integrated Report and expands on our stakeholder engagement approach. The full suite of reports is available at [barclaysafrica.com](http://barclaysafrica.com)

# Stakeholder fact sheet

We proactively engage with local, regional and global stakeholders including governments, global development organisations, the private sector, civil society, shareholders and our employees. The outcomes of these engagements inform strategic priorities and key deliverables. The input and challenges raised by these key stakeholders are important in shaping and validating our strategy and our business conduct within the markets in which we operate.

To deliver sustainable performance, we must balance the needs of the stakeholders over the short and long term. 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. We have designated five stakeholder groups aligned to the Balanced Scorecard. The groups are:

- 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) 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 with formal engagements such as results announcements, AGM and one-on-one conferences taking place more than 10 times per year).



**Customers and clients**

**Why they matter:** Our customers and clients are at the core of everything we do and our strategy is based on their needs and expectations. Our goal is to help them to achieve their ambitions in the right way.

**How we engage:** customer experience programme, including surveys and focus groups – corporate websites and social media – complaints management process – face-to-face interaction – customer forums – relationship managers – marketing, sponsorship and advertising.

**Colleagues (employees and trade unions)**

**Why they matter:** Our employees are the primary interface between us and our key stakeholders and are critical to meeting our goals and fulfilling our purpose. To ensure a fair balance in our relationship with our employees we not only adhere to applicable labour relations regulations but also have recognition agreements with.

**How we engage:** human resource business partners – employee opinion surveys – intranet (My HR Portal) and leadership blogs – diversity forums – employee contact centre – television broadcasts, email communiqués, newsletters and magazine – line manager performance discussion – corporate-specific and other training interventions – face-to-face, electronic and telephone consultations with trade unions.

**Communities (including NGOs, suppliers, civil society and media)**

**Why they matter:** The success of our business depends on 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.

**How we engage:** community investments – financial literacy programmes – employee participation – stakeholder and sector forums and events, including sponsorship – research – dedicated supplier share call number and the procurement portal – media interviews and roundtables – media releases – electronic channels such as the internet.

**Regulators (including government and industry bodies)**

**Why they matter:** 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.

**How we engage:** management meetings – written responses in consultation processes – presentations and feedback sessions – conferences – participation in working groups and forums – regulator surveillance and interaction – tenders.

**Investors (and analysts)**

**Why they matter:** 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.

**How we engage:** JSE SENS announcements – financial results – roadshows and conferences – management meetings and query resolution – investor days – annual general meeting – integrated report.






# Managing matters material to our sustainability

From these engagements a significant number of issues, concerns and opportunities arise. These are important inputs into our three step materiality process which we outline in our 2014 integrated report on page 12. 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 report suite.

The table below depicts our material matters within the context of our Balanced Scorecard.

Further information on our material matters and how we measure our performance can be found in the Balanced Scorecard review. We are responding to these and measuring our views on pages 24-37 of our 2014 Integrated Report.



Our target outcomes	Key matters raised by stakeholders	Why this is important to us	Material matters	How are we responding
 <p><b>Customer &amp; Client</b></p> <p>We aim to be the 'Go-To' bank.</p>	<ul style="list-style-type: none"> <li>Improving the ease and convenience of banking</li> <li>System reliability and the availability to transact on their chosen platform</li> <li>Raising our level of service</li> <li>Efficient and timely complaints resolution with suitable communication</li> <li>Increasing access to credit within the bounds of the customers' and clients' means</li> <li>Reducing the cost of banking services</li> <li>Increasing financial inclusion and access to local, regional and global markets</li> <li>Preventing fraud</li> </ul>	<p>If we do not deliver innovative products and services that meet customers' and clients' needs in a convenient and cost-effective manner, we risk losing them to our competitors. Similarly, it is also essential that we manage customer and client complaints efficiently and responsibly and act to eliminate root causes.</p>	<p>The quality of our value proposition including:</p> <ul style="list-style-type: none"> <li>products and services;</li> <li>accessibility, through our physical and digital channels;</li> <li>quality of our IT infrastructure;</li> <li>service excellence; and</li> <li>trust and safety of customers' and clients' money, information and their personal safety.</li> </ul>	<p>We continue to:</p> <ul style="list-style-type: none"> <li>simplify our products and services to match our customers' and clients' needs with the right service model;</li> <li>implement new systems and technologies such as Front Arena, BARX, Barclays.Net, Homeowners app, Features Store and Payment Pebble;</li> <li>improve digital functionality on our cellphone, online and ATM channels;</li> <li>simplify customer and client interactions such as customer on-boarding, vehicle financing and loan applications; and</li> <li>drive service excellence and deal with customer complaints efficiently.</li> </ul>
 <p><b>Colleague</b></p> <p>We create an environment where employees can fulfil their potential.</p>	<ul style="list-style-type: none"> <li>Putting our Values and behaviours into practice</li> <li>Recognising and rewarding performance excellence</li> <li>Embedding transformation throughout the organisation</li> <li>Improving employee engagement</li> <li>Communicating consistently across all platforms</li> </ul>	<p>We depend on our employees' skills and expertise to deliver our products and services and meet our strategic objectives. It is therefore critical that we attract and retain an engaged and talented workforce.</p>	<ul style="list-style-type: none"> <li>Attracting and retaining talent</li> <li>Increasing our succession coverage</li> <li>Employee engagement</li> <li>Diversity and inclusion</li> <li>Skills development</li> <li>Performance and reward</li> <li>Health and wellness (including financial health)</li> </ul>	<ul style="list-style-type: none"> <li>Our Values define how we think, act and behave. The performance of our employees is evaluated against their specific objectives ('what') and our Values ('how').</li> <li>We continue to strengthen our leadership team with a number of senior internal promotions.</li> <li>We launched the Colleague Curriculum alongside the Barclays Leadership Academy, the Pan-Africa Graduate Programme and other development initiatives.</li> <li>We are driving a comprehensive diversity and inclusion plan.</li> </ul>
 <p><b>Citizenship</b></p> <p>We have a positive impact on the communities in which we operate.</p>	<ul style="list-style-type: none"> <li>Providing access to affordable financial services</li> <li>Bridging the gap between training/education and job creation and between enterprise development, small and medium enterprise funding and business opportunities</li> <li>Ensuring a consistent community investment strategy and funding commitment</li> <li>Collaborating with the community investment sector to build knowledge and best practice</li> <li>Gaining and maintaining access to procurement opportunities</li> <li>Clarifying how we manage and support smaller/local suppliers</li> </ul>	<p>Our Purpose and Values guide our broader conduct and the role we play as a corporate citizen.</p> <p>We must consider the impact of our day-to-day decisions on society and create positive long-term outcomes for all our stakeholders.</p>	<ul style="list-style-type: none"> <li>Employee conduct</li> <li>Effective stakeholder management</li> <li>Managing environmental and social impacts</li> <li>Access to financial services</li> <li>Helping businesses start up and grow</li> <li>Youth employability and community upliftment</li> <li>Inclusive procurement practices</li> </ul>	<ul style="list-style-type: none"> <li>We ensure the way we do business reflects broader societal and environmental considerations.</li> <li>We are contributing to growth through financing and supporting businesses and ensuring our products and services support sustainable progress.</li> <li>We are helping young people develop their employability and financial skills, as well as starting their own enterprises.</li> <li>We provide local suppliers with procurement opportunities, for example through our procurement portal.</li> </ul>
 <p><b>Conduct</b></p> <p>We act with integrity in everything we do.</p>	<ul style="list-style-type: none"> <li>Maintaining financial system stability</li> <li>Developing the regulatory oversight structures for the 'Twin Peaks' framework</li> <li>Responding to labour focused legislative changes</li> <li>Supporting affordable housing initiatives</li> <li>Personal lending environment, including the credit amnesty</li> <li>Adapting to and influencing changes to legislation/regulations that have a disproportionate impact on business</li> </ul>	<p>Doing the right thing, in the right way, is central to long-term sustainability. It enhances our reputation, promotes trust in the financial system more widely and avoids the need for future redress. Focusing on conduct helps us ensure that we provide appropriate products and services.</p>	<ul style="list-style-type: none"> <li>Maintaining high ethical standards</li> <li>Responsible lending</li> <li>Treating Customers Fairly</li> <li>Regulatory change</li> </ul>	<ul style="list-style-type: none"> <li>We implemented a formal, rigorous and transparent framework to effectively identify, assess, manage and report conduct risk.</li> <li>We are building our capacity to reduce or avoid the impacts of poor conduct on all our stakeholders, including customers and clients, counterparties and markets in general.</li> <li>We actively participate in industry discussion on regulatory change.</li> <li>We continue to refine our lending approach to account for changing economic conditions and the regulatory environment.</li> </ul>
 <p><b>Company</b></p> <p>We effectively manage risk and create sustainable returns.</p>	<ul style="list-style-type: none"> <li>Planning for an uncertain economic recovery</li> <li>Accelerating revenue growth</li> <li>Maintaining adequate credit provisions in a climate of rising interest rates</li> <li>Managing the portfolio outside South Africa while turning around RBB in South Africa</li> <li>Ensuring a stable management team</li> <li>Robust competitive environment</li> </ul>	<p>It is essential that we maintain a strong working relationship with our shareholders to ensure we have a shared understanding and vision for our future performance. Not meeting these expectations reduces shareholder confidence.</p>	<ul style="list-style-type: none"> <li>Revenue growth</li> <li>Managing risk, capital and liquidity within an appropriate risk appetite</li> <li>Disciplined cost management</li> <li>Fair and transparent executive remuneration practices</li> </ul>	<ul style="list-style-type: none"> <li>We have committed to clear financial targets.</li> <li>We are investing over R3bn into growth initiatives.</li> <li>We are creating an efficient and highly competitive business by investing in smarter systems and better ways of doing business.</li> <li>We continue to improve our controls and have implemented an updated enterprise risk management framework.</li> <li>We have revised our remuneration approach to take regulatory and shareholder issues into account.</li> </ul>