



**Absa Group Limited**

Data Sheets 2023





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## Environmental data – financial service

Indicator	Trend	2023	2022	2021	2020	2019
<b>Equator principles</b>						
Number of Equator Principle transactions	↑	9	6	2	3	–
Project finance transactions (> USD10m)	↑	8	4	2	2	–
Project-related corporate loans reaching financial close (>USD50m)	=	1	1	–	1	–
Project-related finance	↓	–	1	–	–	–
<b>Other transactions subject to equator principle standards</b>						
General transactions (number)	↑	263	227	93	70	84
<b>The Renewable Energy Independent Power Producers' Programme (REIPPP)</b>						
<b>– Closed transactions</b>						
Bidding round		Five	Four	Three	Two	One
Projects (number)		8	13	14	4	4
Capital value (Rbn)		21.5	26.6	56.7	6.5	8.3
Total MW		934	1 293	1 317	155	326
Solar PV (MW)		150	323	360		96
Wind power (MW)		784	945	557	105	230
Concentrated solar technologies (MW)		–	–	400	50	–
Biomass (MW)		–	25	–	–	–



## Environmental data – operations

Indicator	Trend	2023	2022	2021	2020	2019	2018
<b>Energy consumption</b>							
Total energy use (kWh)	↑	<b>222 569 779</b>	215 963 015	225 659 620	224 593 325	279 837 708	323 133 101
Renewable – Solar PV (kWh)	↑	<b>3 763 394</b>	1 638 504	1 494 069	1 791 801	1 958 756	1 995 524
Renewable – Wind (PPA)	↑	<b>196 609</b>	195 347	193 139	65 531		
Non-renewable – Gas (kWh)	↑	<b>36 383 299</b>	34 423 152	35 405 866	34 369 589	74 553 565	79 722 023
Non-renewable – Diesel (kWh)	↑	<b>43 434 402</b>	22 175 521	8 529 873	6 669 681	5 437 686	3 496 319
Non-renewable – Electricity (kWh)	↓	<b>138 792 075</b>	157 530 491	180 036 673	181 696 723	197 887 701	237 919 235
<b>Carbon emissions</b>							
Total carbon emissions (tonnes CO <sub>2</sub> )	↓	<b>151 750</b>	177 489	188 189	189 961	153 326	211 490
<b>Scope 1</b>	↑	<b>21 859</b>	15 885	12 276	12 258	20 835	22 003
Gas	↑	<b>7 370</b>	6 973	7 171	6 961	15 100	16 101
Company cars	↑	<b>2 834</b>	2 962	2 816	3 507	4 276	4 969
Diesel	↑	<b>11 655</b>	5 950	2 289	1 790	1 459	933
<b>Scope 2</b>							
Real estate (national grids electricity)	↓	<b>112 516</b>	138 157	159 708	160 682	105 747	169 581
<b>Scope 3</b>	↑	<b>17 375</b>	23 447	16 205	17 481	27 775	34 329
Flights	↑	<b>12 449</b>	8 365	487	1 583	8 610	10 534
Transmission and distribution	↓	<b>2 653</b>	13 756	14 769	14 391	14 827	18 124
Private cars	↑	<b>2 173</b>	1 259	923	1 424	4 226	5 526
Car hire	↓	<b>100</b>	67	25	83	112	145
Intensity ratio	↓	<b>4.1</b>	4.37	5.02	4.81	5.79	6.45
Carbon emission per m <sup>2</sup> of office space	↓	<b>0.16</b>	0.16	0.16	0.18	0.15	–
Total water consumption (kilolitres)	↓	<b>265 172</b>	194 622	190 103	160 848	n/a	n/a
<b>Other</b>							
Forest Stewardship Council-certified paper purchased (tonnes)	↓	<b>195</b>	438	847	744	1 104	–
Green buildings	=	<b>17</b>	17	6	5	5	5
<b>Waste per type (tonnes)</b>							
Paper	↓	<b>332</b>	336	378.5	860.8	–	–
Electronic waste	↓	<b>0</b>	1	1.5	0.4	–	–
General waste (landfill)	↑	<b>204</b>	193	249.5	777.4	–	–
Food waste	↑	<b>12</b>	5	1.3	70.2	–	–
Coffee cups	↑	<b>17</b>	12	9.5	–	–	–
Other recyclables	↑	<b>107</b>	72	68.6	97.3	–	–
<b>Waste management (tonnes)</b>							
Total waste (tonnes)	↑	<b>672</b>	617	705	1 289	2 807	2 894
Recycled waste (tonnes)	↑	<b>468</b>	424	455	811	1 470	1 649
Waste to landfill (tonnes)	↑	<b>204</b>	193	250	478	1 337	1 245

## Social data – operations

Indicator	Trend	2023	2022	2021	2020	2019
<b>Labour</b>						
<b>Total number of employees</b>	↓	<b>37 107</b>	35 451	35 267	36 737	38 472
<i>Per employment category:</i>						
Permanent – male	↓	<b>14 095</b>	13 413	13 503	14 032	14 325
Permanent – female	↓	<b>21 802</b>	20 924	21 061	22 147	23 086
Temporary – male	↑	<b>507</b>	495	302	258	626
Temporary – female	↑	<b>703</b>	619	401	300	435
Full time – male	↓	<b>14 562</b>	13 901	13 792	14 242	14 853
Full time – female	↓	<b>22 446</b>	21 519	21 407	22 307	23 276
Part time – male	↓	<b>40</b>	7	13	48	98
Part time – female	↓	<b>59</b>	24	55	140	245
<i>Per region</i>						
South Africa – male	↓	<b>9 844</b>	9 239	9 291	9 721	10 103
South Africa – female	↓	<b>17 241</b>	16 480	16 617	17 439	18 193
Absa Regional Operations – male	↓	<b>4 596</b>	4 518	4 355	4 547	4 832
Absa Regional Operations – female	↓	<b>5 229</b>	5 038	4 825	4 996	5 317
International – male	↑	<b>162</b>	151	159	22	16
International – female	↑	<b>35</b>	25	20	12	11
<i>By age:</i>						
<20 male	=	<b>5</b>	–	1	1	6
<20 female	↓	<b>3</b>	3	9	3	7
20 – 29 male	↓	<b>1 694</b>	1 577	1 527	1 860	2 328
20 – 29 female	↓	<b>2 323</b>	2 107	2 137	2 677	3 545
30 – 39 male	↓	<b>5 794</b>	5 717	5 960	6 272	6 612
30 – 39 female	↓	<b>8 908</b>	9 016	9 436	10 069	10 537
40 – 49 male	↑	<b>4 937</b>	4 592	4 374	4 202	4 026
40 – 49 female	↑	<b>7 622</b>	6 941	6 411	6 167	5 942
50 – 59 male	↓	<b>1 896</b>	1 778	1 707	1 729	1 726
50 – 59 female	↓	<b>3 218</b>	3 074	3 069	3 140	3 114
60 – retirement male	↑	<b>273</b>	244	236	226	253
60 – retirement female	↑	<b>413</b>	402	400	391	376
Full time equivalent	↓	<b>35 604</b>	35 040	34 811	36 204	37 826



## Social data – operations continued

Indicator	Trend	2023	2022	2021	2020	2019
<b>Employee profile</b>						
Number of employees at the beginning of the year	↓	<b>35 451</b>	35 267	36 737	38 472	40 856
New hires (permanent employees)	↑	<b>3 579</b>	2 829	1 472	1 075	2 057
Terminations (permanent employees)	↑	<b>2 564</b>	3 153	3 072	2 610	4 288
Resignations	↑	<b>1 771</b>	2 195	1 795	1 636	2 392
Retirement	↑	<b>282</b>	364	416	400	330
Voluntary retrenchments	↑	<b>57</b>	139	117	23	309
Involuntary retrenchments	↑	<b>145</b>	169	356	275	917
Death in service	↑	<b>65</b>	44	143	61	51
Dismissal	↑	<b>244</b>	242	245	215	289
Net temporary employees	↓	<b>641</b>	508	130	200	153
Total employees at the end of the year	↓	<b>37 107</b>	35 451	35 267	36 737	38 472
<b>Employee movements</b>						
Vacancies filled	↑	<b>7 162</b>	9 374	7 081	4 277	5 474
of which internal candidates	↓	<b>39.5%</b>	61.2%	70.4%	74.6%	68.7%
Internal promotions	↑	<b>45.3%</b>	61.6%	53.8%	51.7%	58.7%
of which are women						
<b>Employee movements (permanent employees) (%)</b>						
New hires						
of which are women	↑	<b>53.6</b>	51.4	45.3	44.7	49.8
High performers retained (senior management)	↓	<b>96.5</b>	94.8	95.4	96.5	93.1
High performers retained (all employees)	↓	<b>95.4</b>	94.0	94.3	–	–
Employee turnover	↑	<b>7.25</b>	9.2	8.7	7.0	11.9
Male	↑	<b>6.5</b>	11.0	10.1	8.4	13.2
Female	↑	<b>8.5</b>	8.0	8.0	6.2	9.9
Voluntary attrition	↑	<b>5.5</b>	7.4	6.4	4.9	6.3
<b>Employee tenure (%)</b>						
0 – 2 years	↓	<b>23.3</b>	16.3	14.1	16.9	21.8
3 – 5 years	↑	<b>11.6</b>	17.0	18.7	18.4	17.2
6 – 10 years	↑	<b>22.2</b>	22.6	22.5	21.4	18.6
11 – 20 years	↑	<b>31.0</b>	31.3	31.8	30.3	30.0
21 – 30 years	↑	<b>7.7</b>	8.2	8.3	8.6	8.6
31 – 40 years	↑	<b>4.0</b>	4.4	4.3	4.2	3.8
> 41 years	↑	<b>0.2</b>	0.2	0.2	0.1	0.1
<b>Employee diversity</b>						
Total women employees (%)	↓	<b>60.6</b>	60.8	60.9	61.1	61.1
Women in senior leadership (%)	↓	<b>38.8</b>	37.0	35.0	35.3	35.0
Women in middle leadership (%)	↓	<b>51.8</b>	51.2	50.6	51.1	50.9
Women in junior leadership (%)	=	<b>67.3</b>	66.8	67.1	67.1	67.7
Women in junior, middle and senior leadership (%)	↓	<b>59.4</b>	61.7	61.8	62.0	62.5
Women in revenue generating functions (%)	↓	<b>63.5</b>	63.6	64.7	64.9	62.5

## Social data – operations continued

Indicator	Trend	2023	2022	2021	2020	2019
<b>Additional labour stats</b>						
Staff costs and benefits (Rbn)	↑	<b>31 515</b>	27 823	26 133	25 407	26 262
Annual salary increase – unionised staff (%)	↑	<b>5.9</b>	8.0	5.8	4.1	7.0
% of staff covered by an independent union or collective bargaining agreements	↓	<b>36.2</b>	40.8	38.1	53.8	56.0
Retention of high-performing employees (%) (all employees)	↓	<b>95.4</b>	94.0			
Retention of high-performing employees (%) (senior management)	↓	<b>96.5</b>	94.8	95.4	96.5	93.2
Number of trade unions	↑	<b>16</b>	16	15	13	14
Absentee rate (%)	↑	<b>1.35</b>	1.40	1.71	1.12	1.57
Employees with disabilities (%)	↑	<b>0.75</b>	0.90	0.93	0.88	0.60
<b>Suppliers</b>						
Total procurement spend in South Africa (Rbn)	↑	<b>22.4</b>	19.5	18.9	18.8	18.9
Total procurement spend in Absa regional Operations (Rbn)	↓	<b>3.1</b>	2.8	2.1	3.0	1.8
Procurement spend with locally registered suppliers (Rbn)	↑	<b>17.8</b>	15.2	16.0	15.3	15.9
Total weighted spend with B-BBEE-accredited suppliers (Rbn)		<b>19.7</b>	16.8	16.3	17.8	17.7
Total procurement spend on qualifying small enterprises and exempt micro enterprises (Rbn)	↑	<b>4.6</b>	2.6	4.4	3.5	2.7
Total procurement spend on > 51% black-owned companies (Rbn)	↑	<b>10.5</b>	8.8	8.5	9.2	8.1
Total procurement spend on > 30% black-owned companies (Rbn)	↑	<b>8.5</b>	7.0	6.5	4.8	5.7
Local procurement as a percentage of total (South Africa) (%)	↓	<b>79.4</b>	77.9	86.2	94.7	93.7
Local procurement spend (% of Group spend)	↑	<b>69.8</b>	68.5	76.2	70.2	76.8
Supply chain: SA	↑	<b>2 624</b>	2 984	2 368	2 197	3 060
Supply chain: ARO	↓	<b>2 746</b>	1 919	2 401	2 572	3 320
B-BBEE level (South Africa)	↑	<b>Level 1</b>	Level 1	Level 1	Level 2	Level 1

## Social data – operations continued

Indicator	Trend	2023	2022	2021	2020	2019
<b>Occupational health and safety</b>						
Work-related injuries	↓	<b>73</b>	43	25	52	128
Days lost due to injuries	↑	<b>190</b>	298	185	124	830
Fatalities	=	<b>nil</b>	nil	nil	nil	nil
Work-injury rate (South Africa)	↓	<b>0.22</b>	0.07	0.06	0.11	0.24
Work-injury rate (Absa Regional Operations)	↓	<b>0.25</b>	0.06	0.03	0.08	0.25
Employees completing training on OHS policy and procedures ('000) <sup>1</sup>	↓	<b>40</b>	42	40	94	98
Total number of person days lost due to industrial action	=	<b>nil</b>	nil	nil	nil	nil
Percentage of total person days lost due to industrial action (%)	=	<b>nil</b>	nil	nil	nil	nil
Fatal-injury frequency rate (number of fatalities per 200 000 person hours worked)	=	<b>nil</b>	nil	nil	nil	nil
Lost-time injury frequency rate (number of lost-time injuries per 200 000 person hours worked) (South Africa)	↓	<b>0.08</b>	0.36	0.06	0.11	0.15
Lost-time injury frequency rate (number of lost-time injuries per 200 000 person hours worked) (Absa Regional Operations)	↑	<b>0.25</b>	0.28	0.03	0.02	0.11
Number of lost-time injuries (injuries on duty leading to at least one lost day)	↓	<b>26</b>	17	14	20	72
Number of first aid cases (injuries on duty leading to minor treatments, such as a plaster or a pain tablet)	↓	<b>13</b>	2	10	14	42
Number of medical treatment cases (injuries on duty leading to medical treatment, but no lost days)	↓	<b>4</b>	10	15	27	53

<sup>1</sup> The number of employees include contractors and temporary employees.



## Social data – operations continued

Indicator	2023
Onsite screenings on South Africa (employees)	1 061
Executive Medical Assessment (executives)	88
<b>Supporting employees and their dependants living with disabilities</b>	
Financial assistance	
Dependants assisted (R3.7 million)	R3.9m
Employees assisted (R0.2 million)	77
<b>Management of chronic diseases</b>	5 246
Personal health assessments (employees)	4 431
HIV counselling and testing (employees)	3 871
Clinic utilisation (employees)	
<b>Mental Wellbeing Partners Programme training</b>	
People Partners	201
People Managers	576
<b>WellMind, our mental wellbeing offering</b>	
Mindfulness sessions	12 638
Employee Assistance Program services	R5 844
<b>Employees</b>	
ReMind App	6 402
<b>Financial awareness and education</b>	
Financial awareness sessions (employees)	3 279
Staff debt consolidation applications	149



## Social data – diversity

### 2023

Race per management level Category	Grade	Male							Female							Grand total
		Indian	African	Coloured	White	ARO	International	Total	Indian	African	Coloured	White	ARO	International	Total	
Senior management	MP	18	33	3	61	30	4	149	7	26	4	16	6	1	60	209
	P	132	191	43	247	127	24	764	86	162	42	131	70	8	499	1 263
Middle management	VP	138	856	204	749	455	53	2 701	337	840	197	589	221	7	2 191	4 892
	AVP	331	1 558	325	563	811	65	3 653	407	2 083	562	858	602	11	4 523	8 176
Junior management	BA4	111	1 054	238	169	990	14	2 576	189	2 040	658	505	944	8	4 344	6 920
	BA3	77	1 088	235	88	1 309	2	2 799	248	3 204	893	614	1 628	0	6 587	9 386
Non-management	BA2	31	593	121	26	529	0	1 300	100	1 662	395	146	855	0	3 158	4 458
	BA1	0	17	1	0	536	0	554	0	17	0	0	928	0	945	1 499
No corporate title (contractors)		3	35	8	2	58	0	106	1	59	12	2	124	0	198	304
<b>Total</b>		<b>1 087</b>	<b>5 425</b>	<b>1 178</b>	<b>1 905</b>	<b>4 845</b>	<b>162</b>	<b>14 602</b>	<b>1 375</b>	<b>10 096</b>	<b>2 763</b>	<b>2 861</b>	<b>5 378</b>	<b>35</b>	<b>22 505</b>	<b>37 107</b>

### 2022

Race per management level Category	Grade	Male							Female							Grand total
		Indian	African	Coloured	White	ARO	International	Total	Indian	African	Coloured	White	ARO	International	Total	
Senior management	MP	14	29	3	56	22	4	128	7	14	3	11	8	1	44	172
	P	122	163	37	238	125	23	708	76	146	36	125	59	6	448	1 156
Middle management	VP	350	724	180	748	424	49	2 475	307	685	172	593	213	5	1 975	4 450
	AVP	329	1 416	321	592	794	65	3 517	404	1 864	546	908	573	8	4 303	7 820
Junior management	BA4	101	963	228	178	968	10	2 448	196	1 742	616	520	877	5	3 956	6 404
	BA3	81	1 026	224	97	1 290	–	2 718	246	2 979	940	663	1 611	–	6 439	9 157
Non-management	BA2	33	540	126	27	507	–	1 233	117	1 736	437	179	825	–	3 294	4 527
	BA1	–	14	–	–	567	–	581	–	18	2	–	885	–	905	1 486
No corporate title (contractors)		3	31	3	1	62	–	100	3	35	6	2	133	–	179	279
<b>Total</b>		<b>1 033</b>	<b>4 906</b>	<b>1 122</b>	<b>1 937</b>	<b>4 759</b>	<b>151</b>	<b>13 908</b>	<b>1 356</b>	<b>9 219</b>	<b>2 758</b>	<b>3 001</b>	<b>5 184</b>	<b>25</b>	<b>21 543</b>	<b>35 451</b>



## Social data – diversity continued

### 2021

Race per management level Category	Grade	Male							Female							Grand total
		Indian	African	Coloured	White	ARO	International	Total	Indian	African	Coloured	White	ARO	International	Total	
Senior management	MP	11	22	3	43	17	3	99	4	9	1	8	9	1	32	131
	P	109	147	30	262	132	21	701	70	118	34	114	58	5	399	1 100
Middle management	VP	369	630	181	786	420	51	2 437	303	596	165	607	205	4	1 880	4 317
	AVP	326	1 389	329	677	751	67	3 539	419	1 747	525	1 000	551	4	4 246	7 785
Junior management	BA4	109	891	228	181	895	11	2 315	193	1 497	553	522	771	6	3 542	5 857
	BA3	81	981	261	135	1 226	2	2 686	273	2 957	1 024	852	1 529	–	6 635	9 321
Non-management	BA2	44	551	124	28	506	–	1 253	128	1 930	509	210	818	–	3 595	4 848
	BA1	–	9	–	–	626	–	635	–	7	1	–	992	–	1 000	1 635
No corporate title (contractors)		26	42	8	15	45	4	140	5	53	13	12	50	–	133	273
<b>Total</b>		1 075	4 662	1 164	2 127	4 618	159	13 805	1 395	8 914	2 825	3 325	4 983	20	21 462	35 267

### 2020

Race per management level Category	Grade	Male							Female							Grand total
		Indian	African	Coloured	White	ARO	International	Total	Indian	African	Coloured	White	ARO	International	Total	
Senior management	MP	13	19	3	45	21	1	102	5	9	2	10	7	1	34	136
	P	96	142	29	267	124	11	669	70	109	32	110	61	5	387	1 056
Middle management	VP	357	581	174	803	426	7	2 348	287	526	163	628	223	3	1 830	4 178
	AVP	357	1 357	348	773	770	3	3 608	448	1 708	541	1 118	573	2	4 390	7 998
Junior management	BA4	119	874	248	202	905	–	2 348	213	1 535	546	586	782	1	3 663	6 011
	BA3	95	1 071	292	160	1 278	–	2 896	297	3 106	1 119	972	1 550	–	7 044	9 940
Non-management	BA2	46	673	147	31	565	–	1 462	131	2 122	549	235	865	–	3 902	5 364
	BA1	–	10	2	–	683	–	695	–	5	1	–	1 072	–	1 078	1 773
No corporate title (contractors)		36	47	6	22	51	–	162	8	49	16	11	35	–	119	281
<b>Total</b>		1 119	4 774	1 249	2 303	4 823	22	14 290	1 459	9 169	2 969	3 670	5 168	12	22 447	36 737



## Social data – diversity continued

### 2019

Race per management level Category	Grade	Male							Female							Grand total
		Indian	African	Coloured	White	ARO	International	Total	Indian	African	Coloured	White	ARO	International	Total	
Senior management	MP	17	27	3	54	9	1	111	6	14	2	13	3	–	38	149
	P	107	156	29	276	77	9	654	68	129	31	107	35	4	374	1 028
Middle management	VP	382	633	176	846	305	4	2 346	303	568	165	646	167	4	1 853	4 199
	AVP	408	1 392	359	869	710	1	3 739	472	1 719	563	1 189	504	1	4 448	8 187
Junior management	BA4	139	882	263	218	873	–	2 375	221	1 568	551	639	816	1	3 796	6 171
	BA3	103	1 107	302	169	1 246	–	2 927	307	3 150	1 177	1 059	1 467	–	7 160	10 087
Non-management	BA2	48	803	160	38	647	–	1 696	145	2 367	601	281	943	–	4 337	6 033
	BA1	–	13	2	–	883	–	898	–	6	1	–	1 292	–	1 299	2 197
No corporate title (contractors)		34	47	7	30	86	1	205	12	79	13	18	93	1	216	421
<b>Total</b>		<b>1 238</b>	<b>5 060</b>	<b>1 301</b>	<b>2 500</b>	<b>4 836</b>	<b>16</b>	<b>14 951</b>	<b>1 534</b>	<b>9 600</b>	<b>3 104</b>	<b>3 952</b>	<b>5 320</b>	<b>11</b>	<b>23 521</b>	<b>38 472</b>

## Social data – customers

Indicator	Trend	2023	2022	2021	2020	2019
<b>Physical footprint</b>						
Outlets		<b>1 010</b>	–	–	–	–
ATMs	↑	<b>6 410</b>	6 416	8 668	9 734	9 873
Point of sale (POS) devices	↑	<b>131 546</b>	114 895	123 153	124 432	115 708
<b>Digital</b>						
Number of digitally active customers	↑	<b>3 766 656</b>	2 982 000	2 688 000	2 390 000	1 886 000
<b>Affordable housing (SA only)</b>						
Affordable home loans – number of customers	↓	<b>3 491</b>	6 843	7 932	5 308	2 894
Affordable home loans – value (Rm)	↓	<b>1.9</b>	3.9	4.3	2.8	2.2
Borrower education programme – number of customers	↓	<b>4 004</b>	6 960	9 084	7 160	6 337
Government Finance-linked Individual Subsidy Programme – number of customers	↑	<b>482</b>	469	127	143	190
Total affordable home loan book (Rm)	↑	<b>17.8</b>	16.8	10.3	9.8	9.2

## Social data – other external

Indicator	Trend	2023	2022	2021	2020	2019
<b>Citizenship</b>						
Citizenship disbursements (Rm)	↑	<b>285.9</b>	267	195	380	371
Of which:						
Charitable donations (%)		<b>22</b>	26	30		
Community investments (%)		<b>73</b>	70	65		
Commercial initiatives (%)		<b>5</b>	4	5		
<b>Literacy</b>						
Consumer financial education programme – number of beneficiaries	↑	<b>105 337</b>	79 173	32 639	52 246	149 529
Consumer financial education programme – investment (Rm)	↑	<b>35.8</b>	33.8	14.0	27.7	34.3
Ready to Work participants	↓	<b>26 859</b>	29 881	20 620	20 914	35 168



## Social data – talent development

### Training

	Trend	2023	2022	2021	2020	2019
Training spend (Rm)	↑	<b>608</b>	500.0	449.0	406.2	450.5
Average hours training per person	↓	<b>47</b>	48.47	55.33	56.42	39.24
Number of programmes accessed	↑	<b>7 769</b>	7 035	7 294	5 047	4 719
Total hours for programmes accessed (m)	=	<b>1.8</b>	1.8	1.9	1.3	1.0

### Average training hours per person, by gender and by race, excluding compliance training

		African	Coloured	Indian	White	Not disclosed	Total
2023	Total	52.1	48.8	37.3	34.4	12.2	37.3
	Female	55.1	50.5	42.1	39.8	12.0	41.4
	Male	46.6	44.7	31.2	26.2	12.5	31.1
	Not known	–	77.8	–	–	4.1	4.6
2022	Total	51.87	52.57	54.00	47.09	12.86	40.13
	Female	55.23	52.76	54.43	52.63	14.34	44.62
	Male	45.60	53.61	46.33	38.51	11.31	33.32
	Not known	–	–	–	–	6.40	6.40
2021	Total	54.71	55.51	53.10	51.12	17.31	43.77
	Female	56.84	57.36	63.17	54.44	16.95	47.66
	Male	50.64	51.03	39.86	45.91	17.73	37.80
	Not known	–	–	–	–	14.14	14.14
2020	Total	33.76	40.66	30.76	29.24	12.50	29.71
	Female	42.34	43.12	36.26	35.05	12.43	33.96
	Male	31.89	34.81	23.58	19.98	12.56	23.02
	Not known	38.76	38.91	25.36	30.11	15.16	30.12
2019	Total	38.76	39.91	25.36	30.11	15.16	30.12
	Female	41.32	39.10	28.32	32.22	14.15	32.49
	Male	33.91	38.46	21.69	26.77	16.27	26.38

## Social data – talent development continued

### Average training hours per person, by gender and by race, including compliance training

		African	Coloured	Indian	White	Not disclosed	Total
2023	Total	62.9	58.9	41.0	43.6	20.5	37.3
	Female	65.8	60.4	51.7	49.0	20.4	51.2
	Male	57.5	55.3	40.9	35.5	20.4	51.2
	Not known	–	92.7	–	–	8.2	8.8
2022	Total	61.07	62.19	65.33	56.22	18.24	48.47
	Female	65.45	62.70	64.23	62.86	19.75	52.85
	Male	55.77	64.40	56.16	48.47	17.03	41.26
	Not known	–	–	–	–	16.78	16.78
2021	Total	69.08	69.02	62.97	62.67	24.59	55.33
	Female	72.10	71.41	73.66	67.14	24.23	60.20
	Male	63.32	63.24	48.91	55.66	24.97	47.84
	Not known	–	–	–	–	24.39	24.39
2020	Total	44.90	47.54	33.21	35.93	17.30	35.39
	Female	48.95	50.39	36.26	42.32	18.33	40.17
	Male	37.12	40.76	29.22	25.76	16.19	27.89
	Not known	–	–	–	–	25.12	25.12
2019	Total	47.79	48.51	36.64	41.09	22.99	39.24
	Female	50.42	48.53	37.71	42.55	21.91	41.55
	Male	42.82	48.49	30.83	38.79	24.18	35.60

## Social data – talent development continued

### Average training hours by geography

	2023	2022	2021	2020	2019
<b>South Africa</b>	<b>57.0</b>	59.78	66.69	42.91	46.06
Managing Principal to Principal	<b>27.0</b>	100.48	27.39	22.44	31.33
Assistant Vice president to Vice President	<b>48.3</b>	49.43	51.61	31.81	44.62
BA1 to BA4	<b>70.2</b>	64.09	80.61	51.99	47.75
Non-corporate title	<b>22.4</b>	58.72	21.94	6.03	59.35
<b>Absa Regional Operations</b>	<b>20.3</b>	17.91	24.05	15.39	23.40
Managing Principal to Principal	<b>28.5</b>	65.50	27.62	23.52	39.94
Assistant Vice president to Vice President	<b>25.5</b>	19.68	24.40	16.76	32.26
BA1 to BA4	<b>19.0</b>	15.56	23.99	14.91	21.49
Non-corporate title	<b>15.3</b>	12.97	16.99	6.77	15.62
<b>Other countries (UK and USA)</b>	<b>17.0</b>	14.52	19.89	10.82	14.31
Managing Principal to Principal	<b>12.7</b>	14.72	13.86	9.66	16.57
Assistant Vice president to Vice President	<b>48.3</b>	19.68	28.89	7.76	14.12
BA1 to BA4	<b>19.0</b>	14.58	69.96	4.83	5.66
Non-corporate title	<b>15.3</b>	12.85	13.86	3.83	3.83

### Average training hours per employment status

	2023	2022	2021	2020	2019
<b>Unemployed total<sup>1</sup></b>	<b>25.1</b>	16.78	14.22	15.30	12.00
African, Indian, Coloured and White	<b>35.3</b>	20.19	13.56	20.31	13.94
White	<b>15.1</b>	15.92	19.63	12.19	14.04
Other (undefined)	<b>14.7</b>	12.14	12.24	8.64	7.06
Citizens of countries outside Africa	<b>17.6</b>	11.70	18.91	9.98	4.77
<b>Employed total<sup>2</sup></b>	<b>47.0</b>	54.81	55.33	35.39	39.24
African, Indian, Coloured and White	<b>60.6</b>	68.78	68.32	44.53	46.27
White	<b>43.6</b>	59.48	62.69	35.93	41.09
Other (undefined)	<b>20.2</b>	35.51	19.90	10.82	14.31
Citizens of countries outside Africa	<b>15.8</b>	24.20	24.68	16.20	23.02

<sup>1</sup> Unemployed – Non-permanent staff, i.e. agency staff, unemployed learners, managed services.

<sup>2</sup> Employed – Permanent employees, fixed-term contractors.



## Social data – talent development continued

### Programme initiatives

	2023	2022	2021	2020	2019
Graduate programme (number of graduates)	<b>61</b>	107	32	35	65
Employee bursaries (number of bursaries)	<b>1 237</b>	1 056	1 148	864	782
Learnerships – to unemployed	<b>1 403</b>	1 278	984	200	n/a
Learnerships – to individuals with disabilities	<b>170</b>	253	199	30	n/a
Internships	<b>1 425</b>	742	651	300	n/a
Absa Leadership Academy	<b>11 813</b>	29 972	58 258	38 854	2 459
Video training (hours)	<b>14 651</b>	21 868	35 801	8 780	1 236
Video training (interventions)	<b>508</b>	500	384	386	116
Training catalogue	<b>18 687</b>	14 169	11 334	8 849	14 851
Online learning via mobile-enabled platforms (hours)	<b>2 513</b>	582 682	961 865	765 348	793 220
Online learning via mobile-enabled platforms (interventions)	<b>545</b>	4 517	3 961	2 908	3 094

## Social data – talent development continued

### Training delivery type

	2023		2022		2021		2020		2019	
	Training hours	Number of programmes utilised	Training hours	Number of programmes utilised	Training hours	Number of programmes utilised	Training hours	Number of programmes utilised	Training hours	Number of programmes utilised
Face-to-face (workshops)	163 506.1	366	–	–	–	–	102 445.1	326	703 803.3	1 178
Virtual (online)	888 512.5	5 394	834 208.2	5 131	961 864.8	3 961	765 348.7	2 908	793 220.4	3 094
Virtual (classroom)	567 491.5	952	816 658.7	973	856 976.5	903	407 319.2	631	–	–
Material (self-study)	101 600.0	777	21 540.4	361	63 479.8	1 987	13 919.7	708	5 693.7	270
Tests/assessments	10 873.0	90	7 388.7	70	26 267.3	59	2 472.0	88	5 746.8	167
Video (online)	14 650.6	508	21 867.8	500	35 800.6	384	8 780.3	386	1 236.8	116
<b>Total</b>	<b>1 746 628.7</b>	<b>8 087</b>	1 701 663.8	7 035	1 944 389	7 294	1 300 285.0	5 047	1 509 701.0	4 825

### External learning programmes

	2023		2022		2021		2020		2019	
	Training hours	Number of programmes utilised	Training hours	Number of programmes utilised	Training hours	Number of programmes utilised	Training hours	Number of programmes utilised	Training hours	Number of programmes utilised
Financial Advisory and intermediary Services continuing professional developments	20 921	190	12 404.8	122	14 621.3	84	9 025.0	58	12 527.6	89
Behavioural	261 552	1 196	670 789.0	2 055	717 616.6	1 909	222 248.0	1 290	305 142.7	1 732
Compliance	338 176	358	277 660.4	426	391 666.4	463	194 385.3	364	338 511.0	216
Leadership and management	197 876	398	277 393.1	566	145 923.8	829	119 405.2	527	110 506.4	684
Technical	1 019 006	5 627	659 424.2	3 866	674 561.3	3 911	755 221.4	2 692	743 018.3	2 104

<sup>1</sup> This table includes Absa internally developed/delivered learning programmes, as well as learning programmes delivered by external learning suppliers contracted to deliver learning on Absa's behalf.

<sup>2</sup> Numbers are different from Delivery Type as some face-to-face workshops have been migrated to virtual classroom programmes.

## Social data – talent development continued

### Financial assistance for formal qualifications: National Qualifications Framework (NQF) levels 5–10 (South Africa) by corporate grade

	Male	Female	Total Rm	Of which:	
				Disabled male	Disabled female
<b>2023</b>					
Senior management	3.8	2.5	6.3	–	–
Middle management	9.4	17.2	26.6	0.05	0.26
Junior management	3.5	11.7	15.2	–	0.15
Non-management and non-permanent	0.3	0.9	1.2	–	–
<b>Total</b>	<b>17.0</b>	<b>32.3</b>	<b>49.3</b>	<b>0.05</b>	<b>0.41</b>
<b>2022</b>					
Senior management	1.6	1.8	3.4	–	–
Middle management	9.7	14.6	24.3	0.10	0.10
Junior management	2.6	7.5	10.1	–	0.10
Non-management and non-permanent	0.1	0.3	0.4	–	–
<b>Total</b>	<b>14.0</b>	<b>24.2</b>	<b>38.2</b>	<b>0.10</b>	<b>0.20</b>
<b>2021</b>					
Senior management	1.3	2.4	3.7	0.04	–
Middle management	11.1	16.1	27.2	0.02	0.13
Junior management	2.9	7.0	9.9	0.06	0.09
Non-management and non-permanent	0.2	0.4	0.6	–	–
<b>Total</b>	<b>15.5</b>	<b>25.9</b>	<b>41.4</b>	<b>0.12</b>	<b>0.22</b>
<b>2020</b>					
Senior management	1.4	1.9	3.3	0.14	–
Middle management	5.8	9.3	15.1	0.04	0.05
Junior management	1.7	5.3	7.1	0.04	0.05
Non-management and non-permanent	0.2	0.4	0.6	–	–
<b>Total</b>	<b>9.1</b>	<b>17.0</b>	<b>26.1</b>	<b>0.21</b>	<b>0.10</b>

## Social data – talent development continued

### Financial assistance for formal qualifications: NQF levels 5–10 (South Africa) by gender, race and disability

2023	Male	Female	Total Rm	Of which:		AIC %
	Number of delegates			Disabled male	Disabled female	
Senior management	28	12	40	–	–	80.0
Middle management	219	425	644	1	5	86.2
Junior management	119	396	515	–	4	93.6
Non-management and non-permanent Unemployed	10	29	39	–	–	94.9
<b>Total</b>	<b>376</b>	<b>862</b>	<b>1 238</b>	<b>1</b>	<b>9</b>	<b>89.3</b>
<b>2022</b>						
Senior management	20	14	34	1	–	79.4
Middle management	236	384	620	2	4	85.6
Junior management	94	292	386	–	2	92.0
Non-management and non-permanent Unemployed	5	11	16	–	–	100.0
	–	–	–	–	–	–
<b>Total</b>	<b>355</b>	<b>701</b>	<b>1 056</b>	<b>3</b>	<b>6</b>	<b>88.0</b>
<b>2021</b>						
Senior management	19	11	30	1	–	76.7
Middle management	248	408	656	1	6	86.6
Junior management	114	322	436	1	3	90.6
Non-management and non-permanent Unemployed	7	19	26	–	–	84.6
	116	89	205	8	32	97.1
<b>Total</b>	<b>504</b>	<b>849</b>	<b>1 353</b>	<b>11</b>	<b>41</b>	<b>89.2</b>
<b>2020</b>						
Senior management	15	18	33	1	–	57.6
Middle management	174	274	448	1	3	86.8
Junior management	82	267	349	1	2	94.4
Non-management and non-permanent Unemployed	6	22	28	–	–	96.4
	7	7	14	–	–	–
<b>Total</b>	<b>284</b>	<b>588</b>	<b>872</b>	<b>3</b>	<b>5</b>	<b>86.5</b>

## Social data – talent development continued

### Financial assistance for informal (non-accredited) training: (South Africa), by gender and disability

	Male	Female	Total Rm	Of which:	
				Disabled male	Disabled female
<b>2023</b>					
Senior management	17.8	9.8	27.6	0.03	0.18
Middle management	16.4	15.9	32.3	0.02	0.21
Junior management	2.1	5.7	7.8	0.08	0.02
Non-management and non-permanent	0.4	0.4	0.8	–	–
<b>Total</b>	<b>36.7</b>	<b>31.8</b>	<b>68.5</b>	<b>0.13</b>	<b>0.41</b>
<b>2022</b>					
Senior management	7.3	5.7	13.0	0.3	–
Middle management	12.1	13.4	25.5	0.1	0.1
Junior management	1.2	2.2	3.4	–	–
Non-management and non-permanent	1.6	1.8	3.4	–	–
<b>Total</b>	<b>22.2</b>	<b>23.1</b>	<b>45.3</b>	<b>0.4</b>	<b>0.1</b>
<b>2021</b>					
Senior management	4.4	3.4	7.8	0.1	0.1
Middle management	13.1	9.9	23.0	0.3	0.1
Junior management	1.6	2.5	4.0	–	0.0
Non-management and non-permanent	0.7	0.4	1.2	–	–
<b>Total</b>	<b>19.8</b>	<b>16.2</b>	<b>36.0</b>	<b>0.4</b>	<b>0.2</b>
<b>2020</b>					
Senior management	1.9	1.6	3.5	0.1	–
Middle management	11.6	7.4	19.0	0.0	0.0
Junior management	1.5	1.5	3.0	0.0	0.0
Non-management and non-permanent	1.8	0.6	2.4	–	–
<b>Total</b>	<b>16.7</b>	<b>11.1</b>	<b>27.9</b>	<b>0.1</b>	<b>0.0</b>

## Social data – talent development continued

### Financial assistance for informal training: No NQF (South Africa), by gender and disability

2023	Male	Female	Total	Of which:		AIC
	Number of delegates			Disabled	Disabled	
			Rm	male	female	
Senior management	477	397	874	7	8	64.5
Middle management	1 280	1 525	2 805	10	16	71.1
Junior management	309	722	1 031	6	3	79.6
Non-management and non-permanent	53	48	101	–	–	72.3
<b>Total</b>	<b>2 119</b>	<b>2 692</b>	<b>4 811</b>	<b>23</b>	<b>27</b>	<b>71.8</b>
<b>2022</b>						
Senior management	427	337	764	24	1	63.1
Middle management	1 109	1 279	2 388	12	12	71.7
Junior management	202	355	557	3	4	83.7
Non-management and non-permanent	46	45	91	–	–	85.7
<b>Total</b>	<b>1 784</b>	<b>2 016</b>	<b>3 800</b>	<b>39</b>	<b>17</b>	<b>72.1</b>
<b>2021</b>						
Senior management	235	226	461	11	3	55.7
Middle management	947	908	1 855	10	3	66.7
Junior management	194	308	502	1	4	75.9
Non-management and non-permanent	56	46	102	–	–	81.4
<b>Total</b>	<b>1 432</b>	<b>1 488</b>	<b>2 920</b>	<b>22</b>	<b>10</b>	<b>67.1</b>
<b>2020</b>						
Senior management	134	168	302	3	–	68.5
Middle management	1 095	786	1 881	3	2	68.7
Junior management	180	146	326	7	2	89.3
Non-management and non-permanent	294	94	388	–	–	43.6
<b>Total</b>	<b>1 703</b>	<b>1 194</b>	<b>2 897</b>	<b>13</b>	<b>4</b>	<b>67.7</b>



## Social data – talent development continued

### Coaching

	2023		2022		2021	
	Number of employees Coaching in progress	Number of employees Coaching completed	Number of employees Coaching in progress	Number of employees Coaching completed	Number of employees Coaching in progress	Number of employees Coaching completed
Executive and leadership coaching	66	40	46	20	26	28
Career coaching	6	411	12	13	1	29
Performance coaching	3	6	5	4	4	2
Systemic team coaching	4	2	1	1	0	0
Business process coaching	0	0	0	0	0	0
<b>Total</b>	<b>79</b>	<b>459</b>	64	38	31	59

**Executive and leadership coaching** – Focused on helping existing senior leaders, as well as leaders transitioning into more senior levels, to understand their disproportionate impact on culture and the shift required in mindsets, language, and behaviour to lead employees towards a unified Absa.

**Career coaching** – Conducted in partnership with Manpower Group South Africa with a focus on taking individual ownership and striving for continued career growth and professional development.

**Performance coaching** – Focused on supporting employees to enhance their performance and personal effectiveness within their role.

**Systemic team coaching** – Aims to increase the capacity of teams to

**Business process coaching** – Focused on internal processes that impact team performance

# Governance

Indicator	Trend	2023	2022	2021	2020	2019
<b>Board of Directors</b>						
Number of board members	↑	15	14	15	16	16
Independent non-executive directors	↑	13	11	12	11	12
Non-executive directors	↓	0	1	1	3	1
Executive directors	=	2	2	2	2	3
Independent Board Chairman		Yes	Yes	Yes	Yes	Yes
Women board members	↑	6	4	6	5	4
AIC board members	↑	7	5	6	6	7
Board meeting attendance (%)	↓	96	98	98	99	95
Total number of board and board committee meetings	↓	60	97	105	94	86
Board training hours	↓	36	60	27		
<b>Board tenure</b>						
<b>Average tenure</b>						
0 – 3 years		11	4	9	1	9
4 – 6 years		3	9	3	8	4
7 – 9 years		1	3	3	2	2
10+ years		0	2	–	2	1
<b>Average age</b>						
40 – 49 years		2	2	3	3	4
50 – 59 years		4	3	3	3	5
60 – 69 years		9	8	8	8	5
70+ years		0	1	1	2	2
<b>Executive committee</b>						
Total number of exco members		14	14	10	8	11
Executive directors		2	2	2	2	3
Prescribed officers		5	5	2	2	2
Ex-officio member		1	1	1	1	1
Women exco members		3	3	2	1	2
AIC exco members		8	8	4	3	5
<b>Tenure in the Executive Committee</b>						
0 – 3 years		11	11	6	5	8
4 – 6 years		1	1	2	3	2
7 – 9 years		2	2	2	1	1
<b>Tenure at Absa</b>						
0 – 10 years		4	4	2	4	6
11 – 20 years		7	7	6	3	4
> 21 years		3	3	2	2	1

## Governance continued

Indicator	Trend	2023	2022	2021	2020	2019
<b>Ethics</b>						
Employees completing the Absa Way Code of Ethics training (%)	↓	<b>95.6</b>	98.5	n/a	92.0	96.5
Employees completing Preventing Financial Crime training (%)	↑	<b>99.8</b>	98.5	98.2	98.6	96.5
Whistleblowing – reported cases	↑	<b>441</b>	416	416	312	408
Whistleblowing – still under investigation	↑	<b>164</b>	131	103		
Whistleblowing – substantiated cases	↑	<b>94</b>	105	112	83	38
Whistleblowing – unsubstantiated cases	↑	<b>183</b>	180	201		
Disciplinary cases reported	↓	<b>1 970</b>	1 690	1 577	1 498	
Disciplinary cases concluded	↑	<b>1 678</b>	1 480	961	1 482	1 712
of which were due to ethical breaches	↓	<b>341</b>	422	414	317	394
Disciplinary cases ongoing	↑	<b>292</b>	210	616	16	
<b>Remuneration</b>						
Vote for Remuneration Implementation Report (%)	↑	<b>67.59</b>	58.85	93.96	82.99	68.57
Vote for Remuneration Policy (%)	↑	<b>86.98</b>	84.45	84.52	87.22	88.96
Vote for proposed remuneration for non-executive directors (%)	↑	<b>97.15</b>	97.03	86.70	98.57	97.44
Suspicious transactions	↑	<b>14 864</b>	13 156	19 976	20 855	12 575
Closed customer accounts	↑	<b>725</b>	769	711	619	–
<b>Basel measurements (Change heading as appropriate - Cindy check)</b>						
CET1	↑	<b>12.5</b>	12.8	12.8	11.2	1.1
LCR	↓	<b>124.0</b>	127.6	116.8	120.6	134.4
NSFR	↑	<b>118.1</b>	113.4	116.1	115.9	112.7
<b>Transparency through reporting/Frameworks subscribed to (for example UNPRI; Global compact; etc) (even if not a member)</b>						
TCFD		<b>Yes</b>	Yes	Yes	Yes	No
ESG		<b>Yes</b>	Yes	Yes	Yes	Yes
<IR>		<b>Yes</b>	Yes	Yes	Yes	Yes
PRB		<b>Yes</b>	Yes	Yes	Yes	No
King IV		<b>Yes</b>	Yes	Yes	Yes	Yes
JSE Sustainability Guidance		<b>Yes</b>	Yes	n/a	n/a	n/a



[www.absa.africa](http://www.absa.africa)

## Contact information

### Absa Group Limited

Incorporated in the Republic of South Africa  
Registration number: 1986/003934/06  
JSE share code: ABG  
ISIN: ZAE000255915

### Registered office

7th Floor, Absa Towers West  
15 Troye Street, Johannesburg, 2001  
PO Box 7735, Johannesburg, 2000  
+27 11 350 4000

### Head: Investor Relations

Alan Hartdegen

### Group Company Secretary

Nadine Drutman

### Head: Financial Control

John Annandale

### Queries

Investor relations	<a href="mailto:ir@absa.africa">ir@absa.africa</a>
Media	<a href="mailto:groupmedia@absa.africa">groupmedia@absa.africa</a>
Absa Group shares	<a href="mailto:web.queries@computershare.co.za">web.queries@computershare.co.za</a>
	<a href="mailto:groupsec@absa.africa">groupsec@absa.africa</a>
General queries	<a href="mailto:absa@absa.africa">absa@absa.africa</a>

### Transfer secretary

Computershare Investor Services (Pty) Ltd  
+27 11 370 5000 | [computershare.com](http://computershare.com)

### Sponsors

#### Lead independent sponsor

J.P. Morgan Equities South Africa (Pty) Ltd  
+27 11 507 0300 | [jpmorgan.com/ZA/en/about-us](http://jpmorgan.com/ZA/en/about-us)

#### Joint sponsor

Absa Bank Limited (Corporate and Investment Bank)  
+27 11 895 6843 | [equitysponsor@absacapital.com](mailto:equitysponsor@absacapital.com)

### Auditors

PricewaterhouseCoopers Inc.  
+27 11 797 4000 | [pwc.co.za](http://pwc.co.za)

KPMG Inc.  
+27 11 647 7111 | [home.kpmg/za/en/home](http://home.kpmg/za/en/home)