



التجاري وفا بنك  
Attijariwafa bank

Believe in you



## ATTIJARIWAFABA BANK GROUP'S CSR APPROACH

December 2018

**BELIEVE IN  
THE CREATION  
OF SHARED  
VALUE**



# ATTIJARIWAFABA BANK IN BRIEF

## PAN-AFRICAN BANK

Attijariwafa bank is a Moroccan banking and financial group with a presence in 25 countries. It is the leading bank in Morocco and the 4th largest bank in Africa.

## UNIVERSAL BANK

In addition to banking, the Group operates through subsidiaries specializing in all financial businesses: day-to-day banking, real estate and consumer credit, insurance and assistance, asset management, leasing, factoring, financing and investment, etc.

Based on this diversified universal banking model, Attijariwafa bank serves 9.7 million customers worldwide.

## LOCAL BANK

As the leading retail bank on the continent, the Group has the most extensive branch network with 4,930 branches at the end of 2018.

## RESPONSIBLE BANK

Attijariwafa bank's CSR approach relies on its 20,125 employees, who are committed on a daily basis to respecting social and environmental principles and supporting the economic development of the countries where they operate.

## KEY FIGURES

At the end of 2018



**NBI OF MAD**  
**22.4**  
BILLION



**20,125**  
EMPLOYEES



**9.7**  
MILLION  
CUSTOMERS



**4<sup>TH</sup>** LARGEST BANKING GROUP  
IN AFRICA



**25**  
COUNTRIES  
OF PRESENCE

# A CSR APPROACH GEARED TOWARDS THE CREATION OF **SHARED VALUE**

The Attijariwafa bank group is convinced that the sustainable success of a company lies in its ability to create shared value. To this end, the Group has undertaken to conduct a CSR policy to benefit all its stakeholders, in line with the direction set by AL MADA, its main shareholder.

As a leading pan-African banking and financial player and company, the Group has a key role to play in promoting sustainable development.

As a result, it operates as a banker for the benefit of communities and provides products and services that meet their needs and preserve future generations. This approach is based on 4 axes and 10 strategic commitments.

## Supporting the development of a sustainable economy



1. Enabling universal access to banking and financial services
2. Working towards the development of territories
3. Establishing a lasting and trust-based relationship with customers

## Respecting the environment and fight climate change



4. Reducing the Group's environmental impact
5. Supporting green growth

## CSR Approach

## Setting an example in the conduct of business and in stakeholder relations



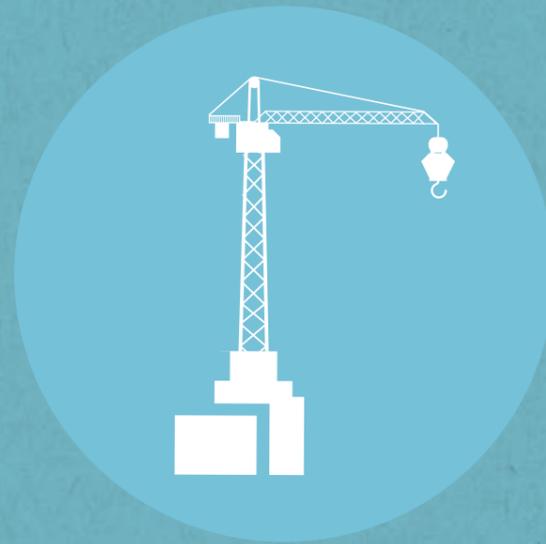
6. Ensuring integrity, loyalty and transparency at all organizational levels
7. Improving the living environment of employees
8. Ensuring responsible procurement

## Engaging with communities and civil society



9. Promoting community well-being and development
10. Strengthening interactions with civil society

# SUPPORTING THE DEVELOPMENT of a sustainable economy



As a major banking and financial player on the continent, the Group's missions include actively participating in the development of a resilient and sustainable African economy. As such, the Group is committed to financing projects that support the real economy and to providing access to banking and financial services for all, while ensuring a lasting and trust-based relationship with its customers.

## COMMITMENT No.1

Enabling universal access to banking and financial services

One of the Group's priorities is to provide access to banking services, and as such it strives to offer products and services that are accessible to all and adapted to the needs of its customers. To meet the needs of VSEs and SMEs, which form the majority of the African economic fabric, the Group is committed to supporting the development of these companies and actively supporting entrepreneurship.

1<sup>st</sup> banking group for micro enterprises and SMEs in Morocco



# SUPPORTING THE DEVELOPMENT of a sustainable economy



As a major banking and financial player on the continent, the Group is actively participating in the development of a resilient and sustainable economy. As such, the Group is committed to financing projects that support economic growth and to providing access to banking and financial services for all, while maintaining a trust-based relationship with its customers.

## COMMITMENT No.2 Working towards the development of territories

The Attijariwafa bank Group is convinced of the need to invest in projects that support the development of territories. As such, it provides ongoing support to States and companies, by financing structural projects and supporting various development programs in the countries where it operates. As a player involved in regional and international cooperation, Attijariwafa bank implements innovative initiatives that help to enhance trade and economic relations between African countries and with the rest of the world.

«  
No.1 in the financing of the  
economy in Morocco  
»

## COMMITMENT No.3 Establishing a lasting and trust-based relationship with customers

Attijariwafa bank places its customers at the heart of its actions and concerns. This requires an ever-closer relationship with its customers and careful attention to their needs, in order to know their evolving needs and maintain a lasting and trust-based relationship with them.

«  
93% overall customer satisfaction  
rate in Morocco  
»



# SUPPORTING THE DEVELOPMENT of a sustainable economy



As a major banking and financial player on the continent, the Group is actively participating in the development of a resilient and sustainable economy. As such, the Group is committed to financing projects that support economic growth, to providing access to banking and financial services for all, and to maintaining a trust-based relationship with its customers.



## The International Africa Development Forum for Regional Integration

Creating investment opportunities and fostering South-South cooperation is the mission of this prestigious annual event. The International Africa Development Forum (FIAD) was launched by the Group in 2010, in partnership with AL MADA, its main shareholder. This event brings together African decision-makers and investors each year in conferences and discussions,

B to B spaces, and is a place where they discover business opportunities through a list of projects presented during the Forum.

- 6 editions of FIAD since 2010
- Nearly 22,000 business meetings, 10,000 African companies and 36 countries represented



## The Africa Development Club, committed to South-South cooperation

Created by the Attijariwafa bank group in 2015, the Africa Development Club is a forum for meetings and networking bringing together the economic communities involved in Africa. It is also a platform providing access to information, training, services and expertise in order to pursue the development of networking, the identification of investment opportunities and the sharing of experiences.

- 9 branches of the Africa Development Club on the continent
- 15 multisectoral missions organized by the Club since 2015
- More than 3,000 members

## Attijariwafa bank's unfailing commitment to micro enterprises and SMEs

The banking inclusion of micro enterprises and SMEs is at the heart of Attijariwafa bank's strategy. The Group has set up a dedicated sales system focusing on local governance and advisory relationships, an innovative range of products and services to ensure optimal access to the bank's services, as well as financing solutions designed to stimulate investment and ease cash flow.

It also supports all government measures as well as various programs dedicated to micro enterprises and SMEs such as ecosystems with large corporates.

- More than MAD 100 billion distributed to Moroccan micro enterprises and SMEs since 2014

SUPPORTING  
of a sustain



## Dar Al Moukawil centers for VSEs

Attijariwafa bank launched the Dar Al Moukawil centers in 2017, an exclusive concept dedicated to supporting both VSE customers and non-customers. This enhances the services of the free web platform, <https://www.daralmoukawil.com>, launched in 2016. These are centers of expertise, support and consulting, particularly for the establishment of businesses, the development of projects, access to markets, and the activation of government mechanisms dedicated to supporting VSEs, etc.

- 19,000 VSEs and project leaders benefiting from the services of the Dar Al Moukawil centers in Morocco
- 126 centers dedicated to VSEs, including 7 Dar Al Moukawil centers in Morocco

## A player that is committed to banking inclusion

To meet the challenges posed by the banking inclusion of retail customers, the Group is committed to a policy of proximity, constantly expanding the number of branches in areas with few banks and adapting its offering to all income levels, including the lowest through low income banking.

The Group's subsidiary, Wafacash, was the first Moroccan company to set up the "Hissab Bikhir" low income banking offering in 2009, which helps to provide banking services to low-income populations and promote their financial inclusion in Morocco. The

"Hissab Bikhir" offering consists of a bank account giving access to basic financial services with adapted and accessible pricing, intended for a low-income population.

- No. 1 banking services network in Africa with 4,930 branches
- Several hundred thousand customers benefiting from the Hissab Bikhir offering in Morocco



THE DEVELOPMENT  
able economy

# RESPECTING THE ENVIRONMENT and fight climate change



Attijariwafa bank cannot create long-term shared value without taking the environmental impact of its activities into account. The Group is therefore working to reduce its ecological footprint and accelerate the transition to a low-carbon economy by offering its customers products and services that help them make a tangible contribution to this change: financing renewable energies, energy efficiency, etc.

## COMMITMENT No. 4 Reducing the Group's environmental impact

The Group strives to reduce the environmental impact of its own operations through significant actions to reduce energy consumption, waste and, more broadly, to protect the environment. In addition, it supports and responds to the needs of its customers while taking into account the extra-financial risks associated with their activities and that have a negative impact on the environment.

2 sites certified High Environmental Quality in Morocco



RESPECTING  
THE ENVIRONMENT  
and fight  
climate change



Attijariwafa bank cannot create long-term shared value without taking the environmental and social impact of its activities into account. The Group is therefore working to reduce its carbon footprint and accelerate the transition to a low-carbon economy by offering products and services that help them make a tangible contribution to sustainable development: renewable energies, energy efficiency, etc.

## COMMITMENT No. 5

### Supporting green growth

Aware that global warming is a threat to the global economy and the planet as well as to the health and well-being of people, Attijariwafa bank group is committed to green growth. As such, it supports the energy transition of companies and finances structural green projects, particularly in the renewable energy sector.

←← The **1<sup>st</sup>** commercial bank in Africa and the MENA region to be accredited by the Green Climate Fund (GFC) →→



## A constantly improving energy performance

Attijariwafa bank is implementing an effort to improve its energy performance by integrating environmental criteria into its procurement and implementing various measures at its sites, such as generalizing energy-efficient lighting, automatically switching off workstations and adapting air conditioning/heating to working hours and weather conditions.

Drawing on the experience of the Rabat Souissi Regional Department's HQE (High Environmental Quality) certification, the bank in Morocco plans to systematically take into account the sustainable construction criteria of Cerway, the international body, for its new sites. A new building (5 floors) in Tangier, currently under construction, is part of this approach.



## Attijariwafa bank's approach to a green economy

With more than MAD 6 billion mobilized to finance renewable energy projects at the end of 2018 (equivalent to a cumulative capacity of nearly 1,500 MW), the Group is firmly committed to supporting the energy transition.

The Group's commitment to a green economy is a long-term one and is illustrated by several concrete climate actions implemented in recent years:

- the development of a financing offering adapted to the various public-private players operating in the field of energy transition, particularly renewable energies;

- support to companies involved in a sustainable development process, or in minimizing energy consumption, particularly through the Effinergie offering;
- support for reflection on optimizing energy budgets and costs for individuals and professionals.

- More than MAD 6 billion in commitments for renewable energies
- 14 companies that have been awarded the "Effinergie & Sustainable Development" label created by the bank in Morocco

RESPECT  
THE ENVIRONMENT  
and fight

## Implement waste sorting for sustainable waste management

2018 was marked by the implementation of a sustainable waste management process at Attijariwafa bank's headquarters in Casablanca aimed at reducing the production of waste generated by its activity and recycling it. To this end, waste collection and treatment methods have been reviewed and a selective sorting system has been deployed for the recycling of paper, cardboard and plastic.

Through this structuring initiative, which involves its employees and service providers, the Group aims to reduce waste production by 31% and improve the

headquarters' carbon footprint by 68% by 2020, which is the equivalent of 2.5 hectares of preserved forests.

In addition, every year the Attijariwafa bank group donates IT equipment to an association to help reduce the digital divide among young people enrolled in public education from an early age and to promote the recycling of IT waste.

- Donation of more than 20,000 IT equipment to an association since 2007

## Reduce paper consumption

Paper is the primary consumable used in the Group's activities. Several actions have been initiated, such as the digitalization of many documents and the generalization of shared multifunction printers and their configuration in duplex and black mode printing. The bank's efforts in Morocco to rationalize its paper consumption led to a 15% reduction in deliveries of reams of paper in 2018 compared to the previous year,

saving more than 20,000 m<sup>2</sup> of forest. The bank in Morocco also recycles destroyed archives and paper waste at certain sites.

- 45% decrease in the consumption of reams of paper since 2016 in Morocco



REDUCING  
ENVIRONMENTAL  
impact  
and fight  
climate change



# SETTING AN EXAMPLE in the conduct of business and in stakeholder relations



Convinced that success is based on creating value for the company as well as its stakeholders, Attijariwafa bank is committed to establishing transparent, balanced and sustainable relationships with its partners. As such, the Group acts in full compliance with ethical rules, particularly in terms of business practices and procurement. It also pursues a social policy based on the preservation of health, safety and well-being at work and the development of employees' skills and careers.

## COMMITMENT No. 6

### Ensuring integrity, loyalty and transparency at all organizational levels

Compliance with the rules of integrity, business loyalty and transparency are key principles of Attijariwafa bank's corporate social responsibility. The Group is committed to preventing corruption and conflicts of interest, combating fraud and complying with competition rules. Its ethical commitment also includes fighting against tax evasion as well as money laundering and the financing of terrorism.



100%  
of employees have signed the  
Group's Code of Conduct



SETTING AN EXAMPLE  
in the conduct  
of business and in  
stakeholder relations



Convinced that success is based on creating value for the company, Attijariwafa bank is committed to establishing transparent, long-term relationships with its partners. As such, the Group acts in full compliance with international standards, particularly in terms of business practices and procurement. It also ensures that its operations are based on the preservation of health, safety and well-being at work, as well as the development of employees' skills and careers.

## COMMITMENT No. 7

### Improving the living environment of employees

The Group is committed to a social policy based on the preservation of health, safety and well-being at work as well as the skills and career development of its employees. It ensures that the provisions of the International Labour Organization's conventions and the Universal Declaration of Human Rights are promoted and respected.

40.5%  
of women among executives  
in Morocco

## COMMITMENT No. 8

### Ensuring responsible procurement

The Attijariwafa bank group ensures that it applies CSR principles in its supply chain by selecting goods and services produced and delivered in accordance with environmental, social and ethical standards. In addition, it strives to establish respectful, balanced and lasting relationships with its suppliers, by actively involving them in its CSR approach.

29%  
of suppliers have signed the new  
charter of principles for responsible  
purchasing in Morocco



# SETTING AN EXAMPLE in the conduct of business and in stakeholder relations



Convinced that success is based on creating value for the company, Attijariwafa bank is committed to establishing transparent, long-term relationships with its partners. As such, the Group acts in full compliance with applicable laws and regulations, particularly in terms of business practices and procurement. It also focuses on the preservation of health, safety and well-being at work, as well as the development of employees' skills and careers.



## Attijariwafa bank and its suppliers are committed to a charter of responsible procurement principles

In 2018, Attijariwafa bank published a charter that formalizes all the Group's commitments to responsible procurement.

This charter is in line with the Group's procurement policy and CSR approach, with the objective of overall and sustainable performance also involving the Group's subsidiaries. It now replaces the "ethics letter" signed by the Group's suppliers.

In this charter, Attijariwafa bank commits and involves its suppliers to reduce the social and environmental

risks associated with procurement, to contribute to the development of territories and to promote best business practices. Allowing companies to access tenders regardless of their size, reducing payment terms and innovating with suppliers are just a few examples of the Group's commitments.

- 9 day average for the payment of suppliers in Morocco
- 81% of VSE suppliers in Morocco



## Attijariwafa bank, now a "Tobacco-Free Bank"

In line with its health and safety approach and the promotion of employee well-being, Attijariwafa bank made a commitment in 2018 in Morocco to support the national tobacco control program launched by Her Royal Highness Princess Lalla Salma, President of the Lalla Salma Foundation for the fight against cancer.

All the bank's sites in Morocco have now become non-smoking and the smoking ban on the premises has

been posted. An action plan has also been put in place with the aim of reducing the number of smokers.

Awareness-raising campaigns against the harmful effects of tobacco, medical monitoring and withdrawal products provided practically free of charge are all measures deployed by the bank to help employees quit smoking.

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## A culture of ethics shared at Group level

In an ongoing effort to strengthen its governance structure and to meet the increasingly stringent requirements of regulators and changes in the banking environment at the national and international levels, the Group has adopted an ethical approach based on the highest ethical standards prescribed in various codes of ethics shared throughout the Group.

Each code of ethics has a pedagogical tool that allows it to be disseminated to relevant staff through awareness-raising sessions and in-classroom training or e-learning modules.

In 2018, the Ethics Department continued its work

to consolidate the Group's approach to provide it with a body of high-level standards while respecting the quality and consistency of the methodology that is widely disseminated throughout the Group: after Morocco, Europe, Tunisia, Senegal and many African subsidiaries, the Group continued to expand its ethics program, namely in Cameroon and Egypt.

- 5,413 employees trained in personal data protection in Morocco
- 5,202 network employees trained in anti-money laundering and terrorism financing in Morocco

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eholder relations



# ENGAGING WITH communities and civil society



The Attijariwafa bank group is committed to promoting the economic, social and cultural development of the countries where it is established, both by improving the impact of its business and by supporting causes of general interest. In line with the guidelines of AL MADA, its main shareholder, day after day it contributes to value creation for the company through its entities and subsidiaries as well as the Attijariwafa bank Foundation.

## COMMITMENT No.9 Promoting community well-being and development

As part of its social commitment, the Group's entities and subsidiaries carry out numerous civic and solidarity initiatives. The Attijariwafa bank Foundation promotes art and culture, education and entrepreneurship, supports associations involved in high-impact solidarity initiatives, as well as the exchange of ideas and intellectual production.



# ENGAGING WITH communities and civil society



## COMMITMENT No. 10

### Strengthening interactions with civil society

Taking into account the interests and expectations of stakeholders is at the heart of Attijariwafa bank's CSR approach. To this end, the Group's key stakeholders are involved and consulted on a regular basis. In addition, the Attijariwafa bank Foundation organizes constructive debates on economic, social and societal issues as well as meetings dedicated to the presentation of new works to the general public.

42 conferences organized as part of the "Exchanging for a better understanding" program since 2014

The Attijariwafa bank group is committed to promoting the economic development of the countries where it is established, both by its business and by supporting causes of general interest. In line with its main shareholder, day after day it contributes to value creation through its entities and subsidiaries as well as the Attijariwafa bank Foundation.



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## The Attijariwafa bank Foundation dedicated to creating shared value with society

Created more than 30 years ago, the Attijariwafa bank Foundation is involved in several fields of intervention in which it has developed a widely recognized know-how, through the implementation of several structuring and innovative projects.

Through its 3 divisions, the Attijariwafa bank Foundation promotes education & entrepreneurship, art & culture, the exchange of ideas & intellectual production, as well as supports associations involved in high-impact solidarity initiatives.

The Foundation is committed to sustainable change, with a positive impact on society, through the establishment of strong, long-term partnerships with civil society players who contribute to the achievement of its mission.

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### Art & culture

The Attijariwafa bank Foundation is committed to democratizing access to art and culture, two key vectors of development, citizen development and social cohesion. It supports talented artists, organizes art exhibitions for young people as well as a broader audience, showcases its art collection and provides financial support for the visual arts, heritage and music.



### Support for associations

The Foundation supports many associations working for projects with a strong societal impact and solidarity initiatives, particularly for the benefit of underprivileged populations. Support operations are numerous and take the form of financial assistance, in-kind donations or skills-based sponsorship. They aim to create value for the community and pertain to different fields.



### Education & entrepreneurship

The Foundation supports initiatives aimed at improving the educational level of young people, in particular the most underprivileged social classes, and fights against school failure and drop-out from pre-school to higher education. It also encourages the pursuit of higher education by valuing excellence and instilling an entrepreneurial spirit in young people.



### Exchange of ideas & intellectual production

The Foundation promotes constructive discussions through an exchange platform open to all, especially young people, to discuss current economic, social and societal issues. In addition, this platform aims to support and disseminate intellectual production in general and the research work carried out within the Attijariwafa bank group as well as the conferences organized by the Foundation.



**10,000 visitors**  
each year, including  
3,000 beneficiaries of  
commented tours  
of art spaces

**More than 1,000  
students** benefiting from  
the "Academy of Arts" program  
since 2009

**More than 20,000  
beneficiaries**  
of the support program for  
preparatory classes "Grandes  
Ecoles for all" since 2007

**More than 1,300  
volunteer** employees  
mobilized from 2016 to 2018

**More than 20,000  
IT equipment**  
provided to the "Green Chip"  
program since 2007

**Almost 440  
students**  
enrolled in the Master's  
program in Banking &  
Financial Markets since its  
launch in 2007



**1,680 Guests,**  
i.e. an average of 170  
participants per conference  
in the framework of the  
"Exchanging for a better  
understanding" program



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