



# Believing in the creation of shared value

CORPORATE SOCIAL  
RESPONSIBILITY REPORT 2019

2019

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## « BELIEVING IN THE CREATION OF SHARED VALUE »

This is how the Attijariwafa bank group summarizes its corporate social responsibility.

The Group is committed to contributing to the development of a balanced and sustainable economy which our stakeholders can place their trust in.

As such, the Group pursues several key missions, namely to be a universal, local, responsible and innovative pan-African bank.

The Group's presence on the continent is in line with the commitments made by its reference shareholder, the pan-African fund AL MADA, as summarized in its "positive impact" signature.

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# MESSAGE FROM THE CHAIRMAN AND CEO MOHAMED EL KETTANI



**Mohamed EL KETTANI**

**More than ever, sustainability is at the heart of the international agenda. As a leading banking and financial player in Africa, it therefore plays a key part in our development strategy.**

« Believing in the creation of shared value”, such is the ambition stated by Attijariwafa bank to embed sustainability into the heart of our mission and to address the economic, social, societal and climate challenges on the continent. It is based on 4 strategic priorities and 10 commitments that form the basis of our corporate social responsibility approach and which set the tone for this report.

As in previous years, this report describes the approach we have adopted to improve our societal contribution and our day-to-day practices. It sets out the Group’s vision and achievements in 2019.

This report meets the requirements of the AMMC as set out in Circular No. 03/19 on non-financial reporting, to which the bank is subjected.

Resolved to meet the highest international standards and mindful of our duty to set an example, we also drew on the guidelines of the Global Reporting Initiative in preparing this report. In doing so, we are demonstrating our transparency regarding our CSR practices.

2019 was particularly noteworthy in terms of green and sustainable finance. In February 2019, the Group obtained accreditation by the prestigious United Nations Green Climate Fund. We have thus become the only commercial bank in Africa and the MENA region to benefit from this Fund, with regional coverage to support our clients in their projects to combat the effects of climate change.

The bank in Morocco has launched a major project to set up an environmental and social risk management mechanism for corporate lending and major projects in Africa by the end of 2020. In this way, we will be able to strengthen a sustainable approach to financing.

In addition, the Group’s commitment to renewable energies was further strengthened in 2019 with the financing of the new Boujdour wind farm in Morocco, bringing the Group’s total commitments in this sector to more than MAD 7.5 billion.

# MESSAGE FROM THE CHAIRMAN AND CEO



Setting up a sustainable waste management project within the central sites of the bank in Morocco was also the opportunity to involve Attijariwafa bank's employees and partners in our ambitious and proactive approach to environmental protection.

## VSEs, SMEs and young entrepreneurs continue to be at the heart of our concerns.

As a result, new Dar Al Moukawil centers were opened during the year. The range of non-financial support services has been enhanced and expanded, enabling more than 25,500 VSEs and project leaders to benefit from tailored services this year, as well as the creation of 410 businesses through the recent "Entrepreneurship Hub" program. More than 2,200 training sessions and nearly 10,000 advisory and coaching sessions have been conducted in these centers by the end of 2019.

Furthermore, since 2014, the Group has been committed to a proactive approach to the financing of VSEs and SMEs, which has continued to grow over the years. At the end of 2019, nearly MAD 129 billion have been earmarked for VSEs and SMEs in Morocco over the past 5 years.

2019 ended with a strong mobilization of employees in Morocco to step up our communication around the "Ana Mâak" program, which demonstrates our commitment to VSEs and SMEs, as well as social and financial inclusion, following the speech of His Majesty

King Mohammed VI, may God assist him, delivered on 11 October 2019. This program has gained new momentum in order to propose disruptive and far-reaching initiatives to increasingly meet the needs of VSEs and SMEs in the coming year.

The Group continued its CSR approach with its suppliers in 2019. In line with the Responsible Purchasing Charter published in 2018, a framework for assessing CSR risks in the supply chain is currently being implemented with deployment expected in 2020. Moreover, "Attijari Sourcing", the digital purchasing platform, was launched in 2019. In particular, it reinforces the Moroccan bank's efforts to ensure transparency and fairness in the handling of purchasing and tenders.

We also continued to be actively involved in the health and well-being of our employees, ensuring their development and growth. At the end of 2019, the Group will have more than 20,300 employees of more than 25 different nationalities, united around the strong values of "Corporate Citizenship, Leadership, Solidarity, Commitment and Ethics".

Finally, the Attijariwafa bank Foundation and the subsidiaries of the Group have contributed to various structuring and impactful citizen actions for the development and the well-being of the communities in the countries where we operate.





## ABOUT US ?



**1<sup>st</sup>**  
**BANKING AND  
FINANCIAL GROUP  
IN MOROCCO**



**25**  
**COUNTRIES  
OF PRESENCE**



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



**1<sup>st</sup>**  
**NETWORK OFF BANKING  
SERVICES  
IN AFRICA**

# GROUP PRESENTATION



## Group profile

With 20,602 employees at the end of December 2019, the Attijariwafa bank group is present in 25 countries and has 10.2 million customers worldwide.

In addition to banking, and through its specialized subsidiaries, the Group delivers a full range of financial services.

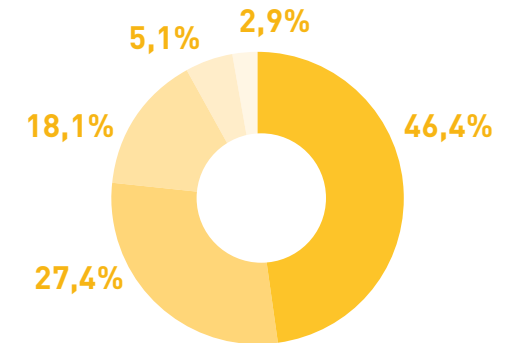
Attijariwafa bank group is based in Morocco and operates in Africa, through banking subsidiaries controlled for the most part by the bank, in Europe through its subsidiary Attijariwafa bank Europe, and in Dubai, Geneva, London, Montreal and Riyadh, through representative offices.

The Group is a leader in retail banking on the continent, with the largest branch network comprising 5,265 branches at the end of December 2019.

## Shareholding

As at end December 2019

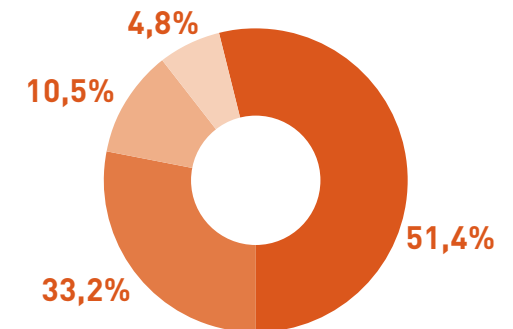
- AL MADA Holding
- National institutional investors
- Floating and other
- Grupo Santander
- Bank employees



## Net Banking Income

MAD 23.5 billion

- Bank in Morocco, Europe, and offshore
- Specialized Finance Companies
- Insurance
- International Retail Banking



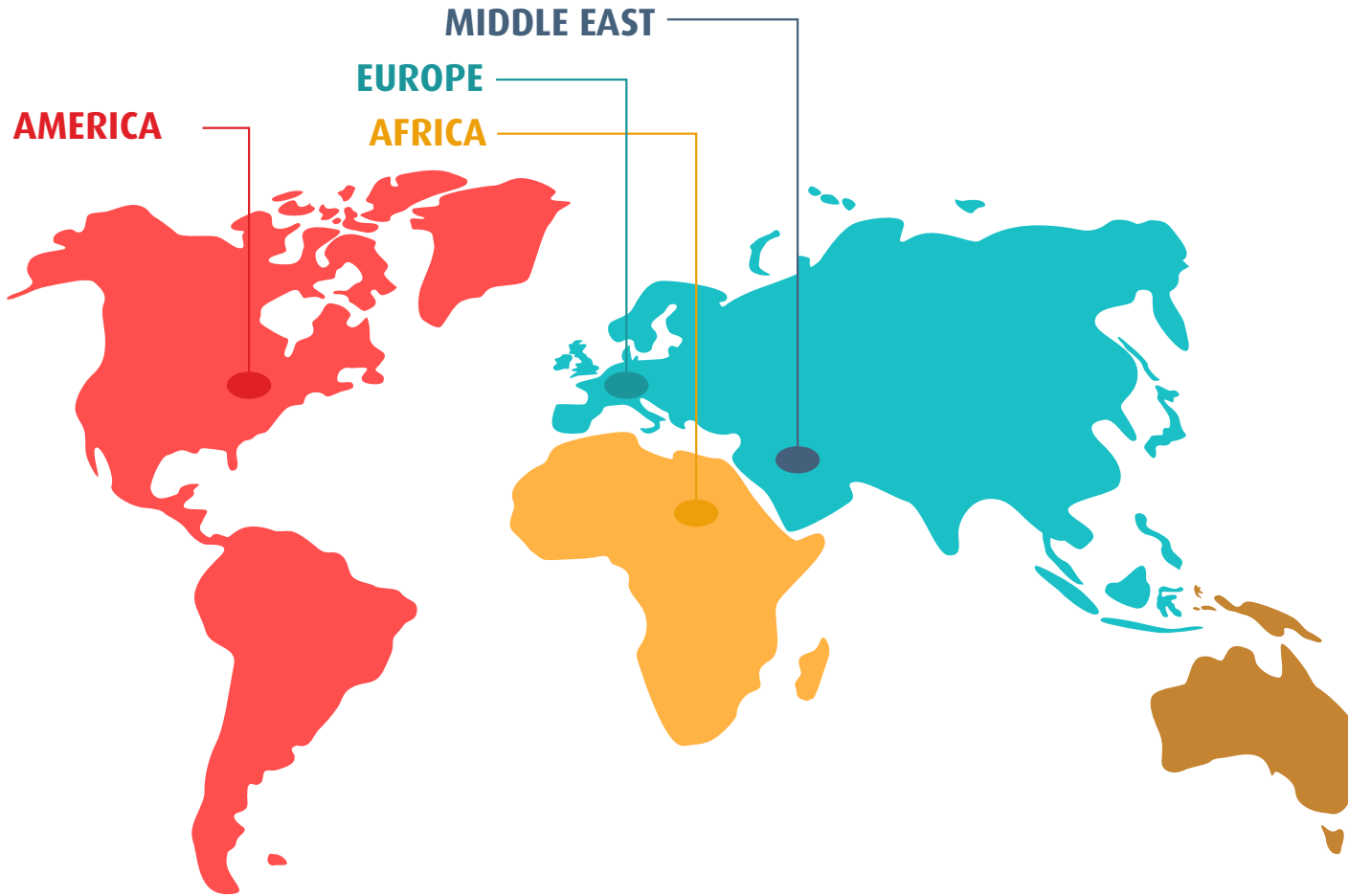
## Capital

MAD 2,098,596,790

# COUNTRIES OF PRESENCE



**25** countries of presence  
**5 265** branches worldwide



## AMERICA

Canada

## EUROPE

Germany Italy  
Belgium Netherlands  
Spain United Kingdom  
France Switzerland

## AFRICA

Benin Mali  
Burkina Faso Morocco  
Cameroon Mauritania  
Congo Niger  
Côte d'Ivoire Senegal  
Egypt Togo  
Gabon Tunisia

## MIDDLE EAST

Saudi Arabia  
United Arab Emirates



# GROUP BUSINESS LINES AND SUBSIDIARIES



INDIVIDUALS  
MOROCCANS LIVING ABROAD  
PROFESSIONALS  
CORPORATES  
INSTITUTIONS  
STATES



**Securities & Trading Custody**

Attijari Intermédiation  
Wafabourse  
Attijari Titrisation



**Investment Banking and Advisory**

Attijari Finances Corp  
Attijariwafa bank  
Large corporates  
Project finance  
Attijari Global Research



**Capital markets**

Capital Markets



**Asset management**

Attijari Invest  
Wafa Gestion



**Retail banking**

- Branch network
- Multi-channel banking
- Customer Relations Center
- Automated teller machine
- Self-service banking
- Shopping bank



**Bancassurance**

Wafa Assurance  
Wafa Ima Assistance  
Wafa Courtage



**Consumer credit**

Wafasalaf



**Participative bank**

Bank Assafaa



**Mortgage loans**

Wafa Immobilier



**Factoring**

Attijari Factoring Maroc



**Leasing**

Wafabail



**Long-term car rental**

Wafa LLD

# GROUP STRATEGY



## UNIVERSAL BANK

Based on a diversified universal banking model, the Group operates in all banking and financial sectors with a view to supporting its clients in their various projects: day-to-day banking, mortgages and consumer credit, insurance and assistance, asset management, leasing, factoring, corporate and investment banking, etc.



## PAN-AFRICAN BANK

The Group's missions include contributing to the development of a resilient and sustainable African economy by supporting the various development programs in its countries of presence. It does so by implementing innovative initiatives aimed at strengthening trade and economic ties among African countries, as well as with the rest of the world.



## LOCAL BANK

The Group offers its customers a banking experience combining the most qualified human resources and digital technology, allowing them to interact with the bank anywhere and any time. The Group is the leader in retail banking on the continent and relies on multiple channels to deliver its services: online banking, branch networks, self-service banking, Customer Relationship Centers and mobile banking.



## BANK OF THE FUTURE

The Group strives to develop innovative solutions to offer its customers continually greater convenience and efficiency. To this end, Attijariwafa bank constantly adapts its information systems, sets up increasingly more powerful IT infrastructure and relies on Open Innovation to provide its customers with greater value while ensuring the security of their transactions.



## RESPONSIBLE BANK

As a responsible and committed banking player on the African continent, the Group fulfills its missions with the utmost respect for social, environmental and ethical standards, pursuing its vocation to create shared value with its stakeholders. It builds on a CSR approach supported by the company's top management and deployed at all levels by employees within the Group and its partners.

# GROUP STRATEGY



## Value chain

Attijariwafa bank seeks to create a social, economic, societal and environmental value for the greatest number of people.

To this end, the Group relies on several key missions: being a universal, local, responsible and innovative pan-African bank.

Here are a few figures illustrating the value that was created and shared with our stakeholders in 2019:



### Environment

**MAD 7.5 BN**  
of commitments in renewable energy projects

**22% decrease**  
in paper consumption since 2017 for the bank in Morocco



### Customers

**10.2 million customers** worldwide

**MAD 476.1 BN**  
of total collected savings

**MAD 323.8 BN**  
of total credits granted



### Company

More than **MAD 128 BN** of credits allocated to Moroccan VSEs and SMEs since 2014

**More than 80 corporate citizenship initiatives** carried out by the Group and the Attijariwafa bank Foundation



### Shareholders

Net Banking Income of **MAD 23.5 BN** for the Group  
**MAD 5.8 BN** Net income Group share



### Suppliers

**937 suppliers** in Morocco  
**95%** are VSEs and SMEs

**8 days on average** to pay suppliers for the bank in Morocco



### Employees

**20,602 employees** worldwide

**42.3%** women

**MAD 44.4 million** invested in training for the bank in Morocco

# GOVERNANCE



## Board of Directors

The role of the Board of Directors is to oversee the Group's financial strength. It defines its strategic orientations, including its development policy, both locally and internationally, and supervises the management of its operations.

At the end of December 2019, it was composed of 10 directors, including two independent directors, with a renewable 6-year term. It is chaired by Mr. Mohamed El Kettani, Chairman and Chief Executive Officer of the Group since 2007.

The Board of Directors met 9 times in 2019 with an attendance rate of 80%.

## Specialized Committees

The Board of Directors has set up 5 specialized committees to assist it in its mission. They have an advisory role and aim to further develop and support its work.

The committees are governed by charters defining their mandate, composition, scope and operating rules.

- **The Strategic Committee** is responsible for steering, overseeing and managing the Bank's strategic operations and its various business lines at both national and international level.

It also reviews the Group's major purchases and large real estate transactions prior to their approval by the Board of Directors.

- **The Group Audit Committee** analyzes the Group's financial statements, examines the Statutory Auditors' work plan, monitors the effectiveness of the internal and external audit services, and sees to it that the independence of the internal audit department is strengthened.

- **The Group Risk Committee** is responsible for monitoring the process of risk identification and management, with a view to assisting the Board of Directors in the strategy, management and monitoring of the risks to which the bank is exposed.

- **The Group Governance, Appointments and Remuneration Committee** submits to the Board proposals regarding the governance system and the appointment and remuneration of the Group's senior officers.

- **The Major Loans Committee** is responsible for deliberating on commitments and debt recovery operations exceeding a certain Group threshold before the Board of Directors ratifies them.

## Rules of good governance

A Group Governance Charter, which describes the governance system set up within the Attijariwafa bank group, formalizes the principles, rules, procedures and processes that have been developed. These have been established to organize the functioning of the system of the bank and its subsidiaries, with the aim of promoting a sound governance.

Within the framework of this system, a set of rules governs the operation of the bank's Board of Directors. Rules of procedure set out its missions and the measures for organizing and holding its meetings, while a Directors' Charter sets out the rights and obligations associated with the position of Director, particularly with regard to confidentiality, managing interests and transactions involving the bank's values.



## Training and evaluation of directors

In line with good governance practices, an external evaluation of the Board of Directors was performed in 2017 in order to enhance the Board's effectiveness. In this context, a first self-evaluation of the Board of Directors' performance is planned in 2020 and will cover the 2019 financial year.

Attijariwafa bank also implemented a training program for its Board of Directors in 2019 and held three seminars on strategy, compliance and IS security.

Furthermore, in 2019, the directors of the African subsidiaries of the WAMU and CEMAC countries attended two training workshops in order to share a clear and common vision of the missions and responsibilities of directors within the Group, to update knowledge of the banking sector and the main issues at stake, to stay abreast of the new international risk management and strengthening standards, particularly Basel II/III, and their impact in the region.

## Remuneration of Directors

A budget of MAD 4 million is allocated each year to the directors as directors' fees. It is approved by the Ordinary Shareholders' Meeting and a resolution of the Board of Directors decides on the distribution of this sum, taking into account the actual presence of the directors at Board meetings.

## Shareholder information

A team is in charge of financial reporting within the Group. It publishes various press releases, letters and reports that are shared with Attijariwafa bank's investors and shareholders, as well as the financial community.

Moreover, the website [ir.attijariwafabank.com](http://ir.attijariwafabank.com), dedicated to investors, publishes continuous information on Attijariwafa bank Group's financial and non-financial performance, in addition to news flashes throughout the year.

Meetings of the Board of Directors and its Committees:

# GOVERNANCE



## Meetings of the Board of Directors and its Committees:

GOVERNANCE BODIES							
DIRECTOR	EXPIRY OF THE TERM*	BOARD OF DIRECTORS	GROUP AUDIT COMMITTEE***	GROUP RISK COMMITTEE***	GROUP GOVERNANCE, APPOINTMENTS AND REMUNERATION COMMITTEE	STRATEGIC COMMITTEE	MAJOR LOANS COMMITTEE
<b>Mr. Mohamed EL KETTANI</b> Chairman and Chief Executive Officer	Current term of office: 2014-2020	Chairman			Member	Chairman	Chairman
<b>Mr. Mounir EL MAJIDI</b> Director Representative of SIGER	Current term of office: 2015-2021	Member			Chairman		
<b>Mr. Hassan OURIAGLI</b> Director Representative of AL MADA	Current term of office: 2017-2023	Member			Member	Member	Member
<b>Mr. Abdelmjid TAZLAOUI</b> Director	Current term of office: 2017-2023	Member	Member	Chairman	Member	Member	
<b>Mr. Aymane TAUD</b> Director	Current term of office: 2016-2022	Member	Member	Member		Member	Member
<b>Mr. Abed YACOUBI SOUSSANE</b> Director	Current term of office: 2017-2023	Member	Chairman				
<b>Mr. José REIG</b> Director	Current term of office: 2018-2024	Member	Member	Member	Member	Member	Member
<b>Mr. Aldo OLCESE SANTONJA</b> Independent Director**	Current term of office: 2014-2020	Member	Member				
<b>Mr. Manuel VARELA</b> Director Representative of Santander	Current term of office: 2014-2020	Member					
<b>Mr. Lionel ZINSOU</b> Independent Director**	Current term of office: 2019-2025	Member		Member			
<b>NUMBER OF MEETINGS IN 2019</b>		9 meetings	13 meetings	-***	11 meetings	4 meetings	11 meetings
<b>ATTENDANCE RATE</b>		80%	97%	-	100%	100%	99%

[\*]For all these terms of office, the year corresponds to the year in which the Shareholders' Meeting is held and called to approve the financial statements for the previous year.

[\*\*] Independence criteria are defined by circular 5/W/2016 of Bank Al-Maghrib.

[\*\*\*] The Group Audit and Accounts Committee, which held 13 meetings in 2019, is superseded by the Group Audit Committee and the Group Risk Committee as of 1 January 2020.



# GOVERNANCE



## The General Management Committee

The General Management Committee is responsible for the Group's operational and administrative management. It manages major strategic projects and reviews the issues to be submitted to the Board of Directors.

The Chairman and Chief Executive Officer and the four Executive Vice-Presidents meet on a weekly basis.

## The Management and Coordination Committee

A Management and Coordination Committee is responsible for operational management. Each month, it brings together 25 key managers (Deputy Managing Directors and Executive Directors) in addition to the five members of the General Management Committee.

Various management committees, made up of the Bank's managers and/or business line experts, decide on all areas of business with different levels of authority, in accordance with the principle of collegiality in the Group's decision-making process.

## Executive remuneration and benefits

For the 2019 financial year, the members of the Management and Coordination Committee were remunerated as shown in the following table :

Total remuneration of senior officers (in KMAD)	2019
Total remuneration	118,302

# GOVERNANCE



## The Management and Coordination Committee



**Mohamed EL KETTANI** Chairman and Chief Executive Officer; **Boubker JAI** Executive Vice President - Corporate and Investment Banking, Capital Markets & Financial Subsidiaries; **Omar BOUNJOU** Executive Vice President - Retail Banking; **Ismail DOUIRI** Executive Vice President - Finance, Technology and Operations; **Talal EL BELLAJ** Executive Vice President - Group Global Risk Management; **Youssef ROUISSI** Deputy Managing Director - Group Corporate and Investment Banking; **Jamal AHIZOUNE** Deputy Managing Director - International Retail Banking; **Wafaâ GUESSOUS** Deputy Managing Director - Group Logistics and Purchasing; **Hassan BERTAL** Deputy Managing Director - Casablanca-Settat Region; **Mohamed SOUSSI** Executive Director - Group Human Capital; **Hassan BEDRAOUI** Deputy Managing Director - Transformation; **Mouawia ESSEKELLI** Deputy Managing Director - Group Transactional Banking; **Saloua BENMEHREZ** Executive Director - Group Communication; **Rachid EL BOUZIDI** Executive Director - Support and Resources - Retail Banking Division; **Soumaya LRHEZZIUI** Executive Director - Group Information Systems; **Rachid MAGANE** Executive Director - Tangier - Tetouan - Al Hoceima Region; **Karim IDRISSE KAITOUNI** Executive Director - Corporate Market; **Khalid EL KHALIFI** Executive Director - Fez - Meknes Region; **Jalal BERRADY** Executive Director - Private Banking ; **Saâd BENWAHOUD** Deputy Managing Director - Rabat - Sale - Kenitra Region; **Malika EL YOUNSI** Executive Director - Group Legal Counsel; **Omar GHOMARI** Deputy Managing Director - Specialized Financing Companies ; **Ismail EL FILALI** Executive Director - Group Services and Processing; **Mohamed Karim CHRAIBI** Executive Director - Marrakech - Béni Mellal - Tafilalet Region; **Rachid KETTANI** Executive Director - Group Finance; **Othmane BOUDHAIMI** Executive Director - South-West Region; **Bouchra BOUSSERGHINE** Executive Director - Group Compliance; **Driss MAGHRAOUI** Executive Director - Personal & Small Businesses Markets; **Younes BELABED** Executive Director - Group General Audit; **Tarik BERNOUSSI** Executive Director - Eastern Region.



## OUR CSR APPROACH



Attijariwafa bank is included in the **CASABLANCA ESG 10** index of the Casablanca Stock Exchange



Wafasalaf and Wafa Insurance **OBTAINED THE CSR LABEL FROM CGEM**



Renewal of **CSR TOP PERFORMER AWARD FOR ATTIJARIWAFABANK BY VIGEO EIRIS**



**27** **CSR FOCAL POINTS**

appointed within the bank in Morocco to lead the approach



# COMMITMENTS AND AMBITIONS



## The Group's CSR approach

The Group is committed to creating sustainable shared value by conducting its business to benefit as many people as possible and in compliance with ethical guidelines.

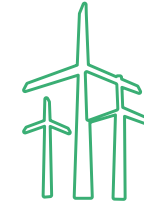
This approach is formalized in a CSR policy. It is structured around 4 pillars and 10 strategic commitments, whose objectives are to support the development of a sustainable and balanced economy, to respect the environment and contribute to combating climate change, to set an example in the conduct of business and in stakeholder relations, and to engage with communities and civil society.

In support of this policy, in 2017 the Group prepared a CSR roadmap for 2020, which sets out all the initiatives to be undertaken in order to meet its ambitions. This gives rise to annual CSR action plans that involve the Group's various entities, business lines, and partners in the process.



### Supporting the development of a sustainable economy

1. Providing universal access to banking and financial services
2. Promoting territorial development
3. Establishing a long-term relationship of trust with customers



### Respecting the environment and combating climate change

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



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

6. Ensuring integrity, fairness and transparency at all organizational levels.
7. Improving the living environment of our employees
8. Carrying out responsible purchasing



### Engaging with communities and civil society

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

# COMMITMENTS AND AMBITIONS



## The 4 pillars of the CSR approach

As a major banking and financial player on the continent, one of the Group's missions is to actively contribute to 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 universal access to banking and financial services, while at the same time ensuring that it builds long-term relationships of trust with its customers.

Attijariwafa bank cannot create sustainable shared value without taking into account the impact of its operations on the environment. As such, the Group is striving to reduce its ecological footprint and to step up the transition towards a low-carbon economy, by offering its customers products and services that enable them to make a tangible contribution to this change: financing renewable energies, energy efficiency, etc.

Convinced that success is based on the creation of value for both the company and its stakeholders, Attijariwafa bank is committed to establish transparent, balanced and long-lasting relations with its partners. As such, the Group operates with the utmost respect for ethical guidelines, particularly in terms of business practices and purchases. It also pursues a social policy based on the preservation of health, safety and well-being at work, as well as the development of employees' skills and careers.

The Attijariwafa bank group is committed to promote the economic, social and cultural development of its countries of presence, both by enhancing the impact of its operations and by supporting causes of public interest. In line with the orientations of AL MADA, its reference shareholder, it contributes, day after day, to value creation for the company through its entities and subsidiaries as well as through the structuring initiatives spearheaded by the Attijariwafa bank Foundation.



# COMMITMENTS AND AMBITIONS



## Managing the CSR approach

The CSR approach is championed by the Chairman and Chief Executive Officer, and is applied in all the bank's business lines through policies, systems and bodies that mainstream the various CSR themes.

Since 2018, the CSR entity has been in charge of the CSR approach. This entity is part of the Group Communication department. It defines the Group's CSR policy, ensures its management and coordination within the Group, as well as internal awareness-raising and communication on the subject. It is in charge of deploying the 2020 roadmap, devising and monitoring annual CSR action plans and collecting CSR indicators.

Each year, the CSR Report is submitted to the Chairman and Chief Executive Officer for validation and shared with all the Group's directors. Since this year, it has been presented to the Board of Directors for its opinion and validation prior to publication.

Lastly, various CSR initiatives are discussed at the level of the CSR and Corporate Philanthropy Committee of AL MADA, the reference shareholder, such as the Group's societal contributions.

In 2019, 27 CSR focal points have been appointed at the level of the bank's entities in Morocco. The mission of these focal points is to monitor the deployment of annual CSR action plans and to drive the implementation of the approach in their business lines. This effort will continue in 2020 with the appointment of CSR focal points for each subsidiary in Morocco and abroad, as well as the creation of a network of CSR focal points to bring the approach to life at Group level.

## Identification of priority issues

In 2016, Attijariwafa bank has identified the priority issues for its CSR approach and for the development of its 2017-2020 CSR roadmap.

To this end, the Group sought external expertise, based on credible international CSR benchmarks such as the ISO 26 000 standard, the United Nations' Sustainable Development Goals and certain sectorial and national standards, such as the roadmap for aligning the Moroccan financial sector with sustainable development, announced on the sidelines of COP22.

The CSR issues were then prioritized by taking into account their importance for the Group' stakeholders and their potential impacts on Attijariwafa bank's medium and long term business model.

No direct consultation process was set up with stakeholders for this analysis. Nevertheless, the Group intends to conduct a materiality analysis in 2020, which will enable it to identify new issues that will need to be taken into account in its CSR strategy and to draw up a new CSR roadmap for 2024. This exercise will be carried out by an independent expert and will be based on a broad consultation of internal and external stakeholders.



# COMMITMENTS AND AMBITIONS



There are 20 priority issues identified by the Group and they are aligned with the United Nations' Sustainable Development Goals.

THEME	PRIORITY ISSUES
<b>Economic</b>	Access to banking
<b>Economic</b>	Support for VSEs and SMEs
<b>Economic</b>	Support for entrepreneurship
<b>Economic</b>	Support for structuring programs
<b>Economic</b>	Regional integration and international cooperation
<b>Societal</b>	Prevention of over-indebtedness and support for clients in situations of distress
<b>Societal</b>	Accessibility of banking products and services
<b>Societal</b>	Prevention of social and environmental risks in banking and financial operations
<b>Societal</b>	Customer Satisfaction
<b>Societal</b>	Responsible Purchasing Policy
<b>Societal</b>	Contribution to causes of public interest
<b>Societal</b>	Financial education
<b>Societal</b>	Stakeholder dialogue
<b>Environment</b>	Reduction of the direct environmental footprint
<b>Environment</b>	Supporting the energy transition
<b>Social</b>	Improving health, safety and well-being at work
<b>Social</b>	Non-discrimination and promotion of diversity
<b>Social</b>	Training and career management
<b>Ethics</b>	Business Integrity and Fair Practices
<b>Governance</b>	Transparency and good corporate governance practices



# STAKEHOLDER DIALOGUE



## Stakeholder dialogue

The Group is convinced that the long-term success of a company is based on its ability to create economic value while creating societal value for its stakeholders. To this end, it has embarked on a CSR approach that aims to take into account the sustainable development issues that are important to its stakeholders, by actively tuning into their expectations and engaging in proactive dialogue.

### SHAREHOLDERS AND INVESTORS

#### EXPECTATIONS

- Financial performance
- Risk control
- Transparency of information
- Long-term value creation

#### DIALOGUE MODE

- Regular communication to shareholders
- Board of Directors and various specialized committees
- General Meeting
- Investor Relations Team
- Website dedicated to investors

### CUSTOMERS

#### ATTENTES

- Transparency of information
- Product security
- Range of adapted products
- Quality of service
- Support in difficult situations

#### DIALOGUE MODE

- Agencies and specialized centers
- Various Group websites
- Customer Relationship Center
- Satisfaction surveys and mystery visits
- Banking mediation
- Innovative offers and devices

### EMPLOYEES

#### EXPECTATIONS

- Social dialogue and collective bargaining
- Training, career development
- Fair compensation
- Health, safety and well-being
- Non-discrimination

#### DIALOGUE MODE

- Negotiation of agreements with social partners
- Internal communication through different media
- Satisfaction survey
- Annual performance review
- Sharing the Code of Conduct

### PARTNERS

#### EXPECTATIONS

- Collaboration on common issues/interests
- Fair treatment
- Balanced and sustainable relationship

#### DIALOGUE MODE

- Contractual CSR clauses
- Assessments and progress plans
- Adoption of the Purchasing Code of Ethics
- Participation in the meetings of various organizations (Maroc PME, GPBM, etc.)

### CIVIL SOCIETY

#### EXPECTATIONS

- Contribution to social, economic and environmental issues
- Business ethics
- Quality and transparency of information

#### DIALOGUE MODE

- Organization of conferences - discussions
- Financial and skills patronage
- Academic partnerships
- Press Conferences
- Press Releases
- Publications, media appearances, participation in trade fairs, forums

### COMMUNITIES AND TERRITORIES

#### EXPECTATIONS

- Job creation
- Economic and social benefits
- Taking into account rights and interests
- Controlling non-financial risks

#### DIALOGUE MODE

- Financial contribution
- Skills patronage
- Organization of events
- Regional tours
- Various partnerships

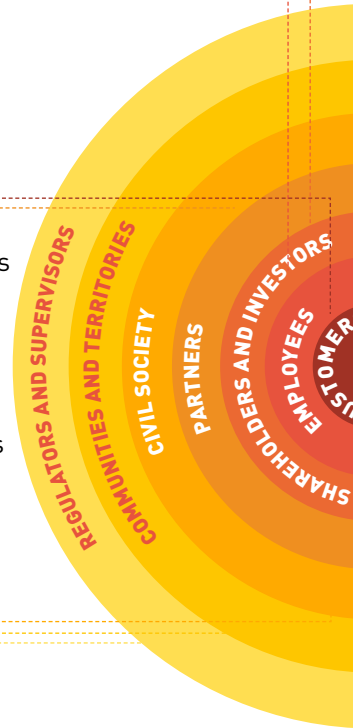
### REGULATORS AND SUPERVISORS

#### EXPECTATIONS

- Compliance with laws and regulations
- Development of best practices
- Business ethics

#### DIALOGUE MODE

- Involvement in financial sector reform projects
- Participation in the major events of the financial center
- Active member in the efforts led by the Groupement Professionnel des Banques du Maroc (Professional Grouping of Banks of Morocco - GPBM) and other financial institutions



# COMMITMENTS AND AMBITIONS



## Attijariwafa bank group, “ 2019 Top CSR Performer” by Vigeo Eiris

The Attijariwafa bank group has been designated “Top CSR Performer” in 2019, for the third consecutive year, by Vigeo Eiris, European leader in non-financial ratings.

This ranking rewards the companies listed on the Casablanca Stock Exchange, whose CSR approaches are the most advanced, and which have thus earned the best scores according to the Vigeo Eiris reference framework for their ability to incorporate Environmental, Social and Governance (ESG) factors into their management system.

The scoring reference framework includes more than 38 criteria and nearly 330 indicators covering six areas: human capital, human rights, the environment, business ethics, governance and societal commitment.

Attijariwafa bank has earned some of the highest scores in the market, especially for the following criteria:

- Development of green products and services
- Continuous improvement of employees’ skills and employability
- Respect for fundamental human rights
- Prevention of discrimination and promotion of gender equality and equality for vulnerable groups
- Information to customers
- Ensuring fair treatment of shareholders

Furthermore, in 2019 the Group is still included in the Moroccan CSR benchmark index called “Casablanca ESG 10” created in 2018.

This index launched by the Casablanca Stock Exchange brings together the 10 listed stocks with the highest scores from Vigeo Eiris in terms of Corporate Social Responsibility.





## SUPPORTING THE DEVELOPMENT OF A SUSTAINABLE ECONOMY

**N°.1**



**BANKING GROUP  
FOR VSES** in Morocco



**171 500**

**CUSTOMERS BENEFITING**  
from low-cost essential  
services in Morocco



**90%**

**OVERALL CUSTOMER  
SATISFACTION**  
in Morocco



**ISO 9001**

**CERTIFICATION**  
for two activities in Morocco



# PROVIDING UNIVERSAL ACCESS TO BANKING AND FINANCIAL SERVICES

One of the Group's priorities is to provide banking services and products that are accessible to all and adapted to the needs of its customers. To meet the needs of VSEs and SMEs, which make up the majority of the African economic fabric, the Group is committed to supporting the development of this segment. It is also involved in promoting entrepreneurship on the continent.

## Banking products and services for the most vulnerable

The Group has developed a range of tailored banking products and services to support the most vulnerable.

Through its Wafacash subsidiary specializing in low income banking, the Group has launched several initiatives to improve universal access to basic banking and financial services, such as the Hissab Bikhir low-cost account and the Floussy payment card, which make it possible to connect the entire Moroccan population to the most basic banking services. The "Hissab Bikhir" offer consists of a bank account entitling the holder to basic financial services with adapted and affordable pricing, aimed at a low-income population.

With "JIBI", the first mobile payment account in Morocco for individuals and merchants created in 2018, Wafacash promotes access to simple banking services for underprivileged populations, adapted to their habits and customs. This is an account which is attached to a telephone number enabling payments and money transfers. In 2019, "JIBI" underwent several changes such as the possibility of remote account funding, the ability to pay bills to merchants holding a "JIBI" account and the implementation of new enhanced security measures.

Since 2016, the 100% mobile and accessible offer "L'Bankalik" launched by the bank in Morocco allows individuals, mainly young people, to have a bank account and an international card from MAD 0. It has been reinforced by the free "Smart'Epargne" service, which provides the possibility to build up gradual savings during credit card payment transactions. In 2019, the lbankalik.ma website attracted hundreds of thousands of visits per month.

In Tunisia, the prepaid and low-cost "LighCard" card launched in 2018 has enabled individuals, most of whom were unbanked, to pay school and university tuition fees online or using mobile phones.

The Group also supports the Central Bank's initiative for financial education and banking inclusion with the "Wafa Saver" offer. This offer, created in 2018, targets new individual customers by offering a simple bank account service adapted to their needs.

Lastly, the bank in Morocco has developed essential services for VSEs and low-income self-entrepreneurs. They include an account exempt from account maintenance fees, a bank card and access to online banking. In 2019, 171,500 customers have benefited from these low-cost banking packages for their day-to-day banking needs.

## Developing microfinance

Since 2014, the Wafacash Group subsidiary has been working closely with Moroccan association Al Amana, the leading operator in the microfinance industry in Morocco.

Wafacash markets a microcredit offer on behalf of Al Amana to finance the development of micro-entrepreneurs and farmers' businesses, and to facilitate access to housing for vulnerable populations.



# PROVIDING UNIVERSAL ACCESS TO BANKING AND FINANCIAL SERVICES

## Developing inclusive insurance

Wafa Assurance, the Group's subsidiary, is a player involved in inclusive insurance. Each year, it strengthens its offer with new products dedicated to microinsurance.

In October 2019, the company launched the "Taamine Iktissadi" product line, which aims to protect both children and parents in the event of the insured's death, to contribute to covering medical expenses in the event of hospitalization, and to cover business premises or homes against fire and water damage.

This affordable offer, whose price does not factor in the age of the policyholder or the nature of the risk, is open to everyone, regardless of their state of health.

## Financial education

Convinced that financial education must start from a very early age, Attijariwafa bank Foundation supports the financial education week for children and young people in Morocco every year. This event is organized by the Moroccan Foundation for Financial Education, in partnership with Bank Al-Maghrib and the Professional Grouping of Banks of Morocco.

In 2019, the instructors participating in this initiative at the level of the bank's branch network provided 30,894 young pupils and high school students with practical training (i.e. 15% of the total number of beneficiaries) for this event, which is now in its 8th year.

Attijariwafa bank Egypt and the CBAO in Benin are aligned with this vision. Each year, they support the Financial Education Week organized by the central bank. On this occasion, several initiatives are launched in various regions.

In 2018, Attijariwafa bank Egypt also created "Personal Economy", the financial education program, in partnership with the INJAZ Al-Arab association, for schoolchildren from underprivileged communities identified by the Ministry of

Education. In 2019, 16 bank employees trained 2,000 pupils in 85 classes in 16 public schools.

In 2019, Wafa Immobilier launched the web series "Dar Brahet Lbal", comprising 25 informative and instructive video clips to explain the concept of mortgage loans.

Finally, Société Ivoirienne de Banque (SIB) supported the "La Finance S'engage" initiative launched by the Ivorian employers' association to promote financial education and support Ivorian SMEs.

## Access to housing

Through its subsidiary Wafa Immobilier, which specializes in mortgages in Morocco, the Group is actively committed to promoting access to housing.

In 2019, Wafa Immobilier financed 33 social housing projects.

In addition, the company actively supports state programs for access to home ownership, such as FOGARIM, aimed at customers with unstable or modest incomes, FOGALEF, aimed at members of the Mohammed VI Foundation for the Promotion of Social Works in Education and Training; and finally FOGALOGÉ, aimed at middle-class clients working in the public or private sector, or working independently.

Since the launch of these programs, Wafa Immobilier financed more than MAD 4.9 billion.





# PROVIDING UNIVERSAL ACCESS TO BANKING AND FINANCIAL SERVICES

## The Group's Commitment to VSEs and SMEs

Supporting VSEs and SMEs is at the heart of the concerns of the Attijariwafa bank group and it continues to play a prominent role in its strategy.

The Group set up a system dedicated to this segment of customers, focusing on local governance and advisory relationships. It has developed an innovative offer, with adapted financing solutions and a variety of non-financial services.

Attijariwafa bank is committed annually to financially support the growth of VSEs and SMEs in Morocco. In 2019, the Group renewed its commitment for the 6th consecutive year by reserving a significant credit allocation of MAD 27 billion for these companies, including MAD 18 billion for SMEs and MAD 9 billion for 45,000 VSEs.

This brings the total loans granted to Moroccan SMEs to nearly MAD 129 billion since 2014. Attijariwafa bank is also the reference partner of state programs supporting VSEs and SMEs in Morocco and is a leader in this niche.

In 2019, Attijariwafa bank supported more than 30% of the companies participating in the programs of Maroc PME, in particular "ISTITMAR CROISSANCE" which allows VSEs to benefit from grants of up to 30% of their investment program with a ceiling of MAD 2 million and "IMTIAZ CROISSANCE" which allows SMEs to get financing corresponding to 20% of the investment amount through the obtaining of grants of up to MAD 10 million.

More than **MAD 39 BN**  
**LOANS GRANTED**  
to VSEs since 2014

**MAD 9 BN**  
**OF LOANS RESERVED**  
for **45 000 TPE** in 2019

More than **MAD 89 BN**  
**OF LOANS GRANTED**  
to SMEs since 2014

**MAD 18 BN** of  
**LOANS RESERVED**  
for **SMES** in 2019



# PROVIDING UNIVERSAL ACCESS TO BANKING AND FINANCIAL SERVICES

## Encouraging project leaders

The Group supports sponsors in bringing their projects to fruition through a number of concrete initiatives.

Since 2014, the Group Corporate and Investment Bank (GCIB) of Attijariwafa bank supports young project leaders through the “Smart Start” support program, which was developed by the association INJAZ AL-Maghrib.

This pre-incubation program is based on the support of young project leaders (mentees) by volunteer mentors from the Group over a minimum period of six months, as part of the creation of their startup.

The GCIB’s involvement takes the form of the commitment of its employee mentors to support project leaders by helping them to brainstorm, design support documents, carry out the economic and strategic analysis of the project, and develop financial models.

In 2019, the 5th edition was launched and benefited 24 young people, supported by 17 GCIB mentors. Since the launch of this program, no less than 134 project leaders have benefited from the support of 77 volunteer employees from the Group. Attijariwafa bank Egypt supports the “Nile takers” initiative launched in 2017 by the Central Bank to support entrepreneurs, in partnership with the renowned Nile University. In 2019, the bank created the first center dedicated to the non-financial support of SMEs and project leaders as part of this initiative.

Finally, Attijariwafa bank supports the Center of Very Small Solidarity Enterprises launched by the Mohamed V Foundation for Solidarity in 2015 in order to support the creation and development of Very Small Enterprises among young project leaders from needy families in Morocco. The bank’s contribution to this program in Morocco consists of annual financial support as well as skills patronage.

## Helping VSEs and SMEs in difficulty

Helping VSEs and SMEs, regardless of their situation, is one of the Group’s commitments to its customers.

As part of its partnership with the government program “Fonds de Soutien Financier des TPME” (“VSE and SME Financial Support Fund”), the bank in Morocco supports companies experiencing cash flow difficulties, with co-financing at reduced rates, deferrals and longer repayment terms.

In 2019, 186 corporate clients of Attijariwafa bank benefited from this support program, representing 39% of the beneficiaries in the banking market.

## Supporting self-entrepreneurship

Attijariwafa bank is also engaged in the fight against “informal businesses” and supports the development of the self-entrepreneur status in Morocco, by relying on its network (Dar Al Moukawil centers, VSE centers, bank branches, etc.) and a local organization developed with various regional and national players.

As such, since 2017 Attijariwafa bank has registered nearly 11,250 self-entrepreneurs to the scheme, 24% of whom are women.



# PROVIDING UNIVERSAL ACCESS TO BANKING AND FINANCIAL SERVICES

## Trophies to encourage young entrepreneurs

Every year, the Group hosts trophies to promote and contribute to the success of new social entrepreneurs who create jobs and wealth.

Every year, within the framework of the “Trophées du Jeune Entrepreneur” organized during the International Africa Development Forum (FIAD), Attijariwafa bank rewards young entrepreneurs and startups who have stood out. At the 6th edition of FIAD organized in March 2019, three entrepreneurs and a favorite of the jury were awarded prizes.

After a first successful edition in 2018, Attijariwafa bank organized the “Ana Mâak” trophies to reward the ambitions and success of Very Small Enterprises in Morocco in 2019. Out of 1,950 applications registered in 2019, 405 candidates in all categories were auditioned and 50 projects qualified to participate in the final of this second edition. 15 projects were awarded prizes, 11 more than the first edition.

The 15 winners of this final have each received a financial grant and will benefit from discounted interest rates on loans, as well as a free bank account for life. In addition, all the participants in this competition will benefit from tailor-made support from Dar Al Moukawil centers or Attijariwafa bank’s VSE centers, whose mission is to provide free support to project leaders and VSEs.

## A Forum dedicated to VSEs

Cognizant of the crucial role of Very Small Enterprises (VSEs), as a real driver of the economy, Attijariwafa bank organized the “VSE Forum” in February 2019, under the theme: “What concrete measures to strengthen and structure the fabric of VSEs in Morocco? ».

This nationwide event, which brought together 600 public and private stakeholders of the VSE ecosystem in Morocco, was an opportunity to discuss concrete measures to put in place to address the problems of small businesses in the areas of entrepreneurship training, access to financing, access to public and private tenders, payment terms, administrative procedures, adaptation of taxation, etc.

The many recommendations from this forum were compiled in a White Paper as concrete solutions and mechanisms to be put in place in the near future. They have also been taken into account by the Group in developing its strategy for this business segment in 2020.



# PROVIDING UNIVERSAL ACCESS TO BANKING AND FINANCIAL SERVICES

## The Dar Al Moukawil centers provide free support to VSEs and project leaders

Since 2016, the bank in Morocco has created an exclusive and free concept dedicated to supporting VSE clients and non-clients as well as project leaders, using the web platform and Dar Al Moukawil centers.

Through these tools, Attijariwafa bank has allowed several thousand VSEs to benefit from free daily training sessions, business leads with partners and potential clients, useful information and tailored advice provided by specialized counselors in order to succeed in their projects.

There are now 9 Dar Al Moukawil centers throughout the Kingdom. In line with this, in 2018 the bank in Morocco launched a new program to promote entrepreneurship called the “Hub of Entrepreneurship”, with the objective of encouraging young people to embark on the journey of entrepreneurship.

It aims to transform “non-entrepreneurs” into “entrepreneurs” through a process that lasts several months and is broken down into four phases:

- Training on all of the company’s management tools to provide future entrepreneurs with the keys to sound governance of their business.
- Individualized development of the business model and business plan with a dedicated Dar Al Moukawil consultant.
- Supporting candidates in the field in the process of actually creating their companies.
- Mentoring over several months with frequent progress reviews to ensure that the business is running smoothly and, if necessary, to make any appropriate adjustments.

# PROVIDING UNIVERSAL ACCESS TO BANKING AND FINANCIAL SERVICES



The Dar Al Moukawil centers provide free support to VSEs and project leaders

**9**  
**DAR AL MOUKAWIL CENTERS**

Nearly **1 MILLION CONNECTIONS** on the **www.daralmoukawil.com** platform at the end of 2019

More than **2,200 TRAINING** sessions organized by the end of 2019

**3 542 020 VIEWS** on the YouTube channel of **DAR AL MOUKAWIL** in 2019

**410 COMPANIES CREATED** via the “Entrepreneurship Hub” program **260 of which by women** in 2019

**25 000 BENEFICIARIES** of the services provided by Dar Al Moukawil centers at the end of 2019

More than **10,000 ADVISORY AND SUPPORT MEETINGS** held to help VSEs in the management of their daily activities at the end of 2019

**273 103 SUBSCRIBERS** on the **ANA MÂAK** Facebook page at the end of 2019

**280 BUSINESS OPPORTUNITIES** generated by B2B and market meetings in 2019

**38% OF WOMEN** among the beneficiaries

**16 MARKET DAYS** and **41 B2B sessions** for VSEs in 2019

More than **7 MILLIONS VIEWS** of the **ANA MÂAK** campaign on other online media outlets in 2019

# PROVIDING UNIVERSAL ACCESS TO BANKING AND FINANCIAL SERVICES



## Boosting Female Entrepreneurship

The Group is convinced that Africa's growth depends on the strong potential of women, which is still largely untapped today. Thus, it is committed to a proactive approach to supporting female entrepreneurship. In 2019, the bank in Morocco launched the "Rasmali Sayyidat" offer dedicated to women entrepreneurs. This offer of financial and non-financial services includes exclusive perks that have already benefited 726 female entrepreneurs.

Attijariwafa bank Egypt is also involved in this approach and financially supports "SheLeads", the professional training program for women created by the "Youth Leaders" Foundation. "SheLeads" supports 50 women from various professional backgrounds in launching their start-ups. During FIAD 2019, the Group organized a conference on female entrepreneurship in Africa, with the participation of the African Development Bank and the IFC-World Bank Group's "Banking on Women" initiative. During this event entitled "How to boost entrepreneurship?", the panelists were able to tackle the main obstacles to women's entrepreneurship in Africa as well as the drivers for its development, particularly in terms of access to financial and non-financial services from banks.

Furthermore, on the sidelines of the "Global Gender Summit" which took place in Kigali in November 2019, the Attijariwafa bank group signed a Memorandum of Understanding with the African Guarantee Fund group, a major fund in Africa, whose main objective is to promote the financing of Small and Medium Enterprises.

This MoU will enable Attijariwafa bank group to support female entrepreneurs by benefiting from portfolio guarantees on the one hand, and to provide technical support, in partnership with the African Guarantee Fund, to SMEs in all the countries of presence of the Group on the other hand.

Lastly, following the Group's accreditation to the United Nations Green Climate Fund, a training course on gender and climate finance was organized in 2019 for around thirty of the bank's employees in Morocco. This hands-on

training facilitated by an expert enabled participants to understand the Fund's requirements in terms of social risks related to gender and social inclusion, and to be able to carry out a social risk analysis on gender equality and social inclusion in loan applications, in accordance with UN requirements.

## The Stand Up for African Women program

The "Stand Up for African Women" (SUFWE) program is an initiative dedicated to female entrepreneurship launched by the Africa Development Club at the 2017 International Africa Development Forum.

SUFWE's objectives are to support and promote female entrepreneurship in Africa, to provide visibility and tools to enhance this development, to catalyze the creation of businesses and values, and to contribute to the development of entrepreneurial communities and the creation of opportunities.

On the sidelines of FIAD 2019, this program was consolidated by the partnership signed between Attijariwafa bank group, the African Development Bank (AfDB) and several African women's business associations on the support of African female entrepreneurs.

On this occasion, the partners committed to implement a support mechanism for female entrepreneurs in each country where the Attijariwafa bank group is present, in synergy with the actions deployed by the AfDB through its AFAWA initiative (an initiative to promote women's access to financing in Africa).

The program also provides for the awarding of trophies to African female entrepreneurs who have distinguished themselves through their efforts to promote the economic development of their countries and communities. In 2019, the first trophy was awarded to a Cameroonian entrepreneur for her involvement in entrepreneurship and her contribution to the creation of added value and jobs.





# PROMOTING TERRITORIAL DEVELOPMENT

The Attijariwafa bank Group is convinced of the need to invest in projects that support territorial development. In this respect, it provides long-term support to States and companies, by financing structuring projects and supporting various development programs in its countries of presence. As a player involved in regional and international cooperation, Attijariwafa bank sets up innovative initiatives that help to strengthen exchanges and economic relations between African countries and with the rest of the world.

## Encouraging South-South cooperation

The Group's contribution to economic and financial integration in Africa takes the form of the development of important cooperation agreements aimed at developing market activities in Africa.

2019 follows along these lines with the signing of a cooperation protocol with Kenya Commercial Bank, the leading bank in Kenya, in order to enable the Attijariwafa bank group to offer its economic operators in all its countries of presence, access to the Kenyan market and to all markets covered by Kenya Commercial Bank in East Africa.

A Memorandum of Understanding was also sealed between Attijariwafa bank and the Ministry of Trade and Industry of Sierra Leone on investment promotion and business creation in the countries of presence of the Group's banking subsidiaries as well as in Sierra Leone.

Similarly, an agreement has been signed with the Regional Investment Agency of the Common Market for Southern African States. It focuses on the joint development of investment opportunities in the Agency's member countries. (COMESA).

## Supporting major projects in Africa

The Attijariwafa bank group actively contributes to the success of the sectorial programs of the countries of presence and supports public and private investment projects for Africa's development.

The Group has signed several financing agreements in this regard in 2019, including the construction of the Kékéli gas-fired power plant in Togo, which will make a significant contribution to the country's electrification with better and less polluting conditions, as well as the new landfill site in Abidjan, Côte d'Ivoire, for enhanced waste disposal and recovery.

## Strengthening relations between Africa and Asia

In line with the commitments made by the Group to facilitate trade relations between Africa and Asia, Attijariwafa bank signed a partnership agreement in 2019 with Mizuho Bank, one of the largest Japanese banking and financial groups. Under the agreement, the two parties undertake to formalize a cooperation framework to promote the sharing of best practices in the banking, financial and business fields.

On the sidelines of the 2nd edition of the CIIE (China International Import Exposition) which took place in November 2019, the Attijariwafa bank group signed a partnership agreement with the Export-Import Bank of China group, the main financial institution in charge of supporting the Chinese strategy in terms of international trade, investment and economic cooperation. This Memorandum of Understanding concerns the promotion of African exports to China, as well as the financing of investment and the construction of industrial parks in the countries of presence of the Attijariwafa bank group through a USD 5 billion fund set up by the Export-Import Bank of China.

# PROMOTING TERRITORIAL DEVELOPMENT



## Africa Development Club's activities

Created by the Attijariwafa bank group in 2016, the Africa Development Club is a forum for networking and establishing business relations between the economic communities involved in Africa.

It is also a platform that provides access to information, training, services and expertise in order to support the dynamics of establishing connections, identifying investment opportunities and sharing experiences. It had more than 3,000 members at the end of 2019.

In 2019, the Club was officially launched in Egypt and boasted no less than 10 chapters on the continent. Two multisectorial missions were organized in Abidjan, Côte d'Ivoire and Douala, Cameroon during the year.

In 2019, it also joined the Trade Club Alliance, launched by the Banco Santander banking group. This international network brings together 14 partner banks from Europe, Africa, Asia and the Americas to support companies in their international business activities.

The Trade Alliance Club is a digital platform, bringing together more than 16,000 member companies.

It helps to identify potential business partners and connect buyers and suppliers in all industries around the world.

**10** CHAPTERS  
of the Africa Development  
Club on the continent

More than  
**3 000** MEMBERS  
within the Africa Develop-  
ment Club

**19** MULTISECTORIAL  
MISSIONS organized by  
the Africa Development  
Club since 2010

**4**  
CONVENTIONS  
signed at the 6th edition of the  
FIAD

More than **2,000**  
PARTICIPANTS  
and **5,000 business mee-  
tings** at the 6th edition of the  
FIAD

More than **25,000**  
BUSINESS MEETINGS  
organized by the Africa  
Development Club since  
2010

# PROMOTING TERRITORIAL DEVELOPMENT



## Connecting companies

The Group connects companies and investors in Africa and with the rest of the world through various structures such as the Africa Development Club and by organizing major events such as the International Africa Development Forum, which was at its 6th edition in 2019. The “Attijari Business Link” platform launched in November 2016 by the Group in partnership with Bpifrance, connects companies and investors in all the countries where the Group is present. “Attijari Business Link” is the first digital community at the African level within Euroquity, making it possible to connect project leaders and companies of all sizes and in all industries with development partners and investors looking for investment opportunities.

In 2019, this community of more than 1,600 members provided for the establishment of 848 business connections during the year.

In Tunisia, the “QuickStart by Attijari bank” event, launched for the first time in 2018, aims to bring together start-ups and corporate clients that are able to develop business partnerships. Two editions have been organized since the launch of this program.

## A leading Forum dedicated to South-South cooperation

A leading Forum dedicated to South-South cooperation

Since 2010, the Africa Development Club has been organizing the International Africa Development Forum (FIAD), launched at the instigation of the Group’s reference shareholder, the AL MADA investment fund.

Creating investment opportunities and encouraging South-South cooperation is the mission of this major annual event. Every year, FIAD brings together African decision-makers and investors in conferences and debates, B to B spaces, to explore business opportunities through a project bank exhibited during the course of the Forum.

The 6th edition of the FIAD held in March 2019 was placed under the theme of “When East meets West.” It has been a great success with more than 2,000 participants from 34 countries and no less than 5,000 business meetings over 2 days and the signing of four conventions.

Furthermore, the International Africa Development Forum is a unique opportunity for the Attijariwafa bank Foundation to highlight the important role of culture in economic relations. For this 6th edition, an exhibition invited participants to travel the continent from East to West, North to South, through the works of 33 artists from the emerging scene of the Continent and the Diaspora, as well as recognized artists.

## Supporting ecosystems of clients-VSEs and SMEs

Since 2017, the bank in Morocco has launched the plans for businesses, notably the “El Kheir Plan” for agriculture and agro-industry, the “Automotive Plan” for the automotive industry, the “Offshore Plan”, and the “Supply Chain Plan” in 2018.

This sectorial support system meets the needs of the various industrial ecosystems and aims to develop a local fabric of high-performance and competitive VSEs and SMEs.

In the same vein, Attijariwafa bank launched the new “Textile Plan” in 2019. This offer specifically designed for businesses operating in textile ecosystems offers several advantages, including solutions for attractive financing, non-financial services adapted to the industry, offshore services, etc.



# ESTABLISHING A LONG-TERM RELATIONSHIP OF TRUST WITH CUSTOMERS

Attijariwafa bank places its customers at the heart of its concerns. This requires even closer relations with its customers and being even more attentive to their needs, to ensure that we constantly understand their evolving needs and maintain a long-lasting relationship of trust with them.

## Fighting the digital divide

The Group is accelerating its digital transformation and strengthening its digital services offering, in order to provide its customers with the best banking experience. In 2019, the bank in Morocco recorded more than 8 million connections per month on Mobile banking and has nearly 525,000 active online customers.

Several digital platforms are available to meet the specific needs of customers and non-customers, such as the “Dar Al Moukawil” site for VSEs and project leaders, the Africa Development Club site, and “Attijari Business Link”, providing professional connections to companies, and the first digital leasing branch office in Morocco created in 2019 by Wafabail.

“JIBI”, the mobile banking offer created in 2018 by Wafacash and “L’bankalik”, the 100% mobile offer launched by the bank in 2018, are also part of the Group’s development strategy in favor of digital innovation.

“Attijarinet”, the online banking solution, and the “Attijari Mobile” application have been upgraded with new features in 2018 and 2019, allowing the bank’s customers in Morocco to better manage their accounts on a day-to-day basis, perform new transactions in real time, and enjoy new services.

Finally, the Group overhauled its corporate website in 2019. This site was built

using an application and technological architecture which is among the most cutting-edge, secure solutions aligned with the Group’s digital transformation, in order to meet the new uses and expectations of web users.

## Preventing over-indebtedness

The Group is fighting over-indebtedness through a conservative risk management approach, particularly in the granting of loans. Thus, all loan applications undergo a system that carries out rigorous scoring before each decision is made. No loan is granted if it exceeds the customer’s borrowing capacity, and a follow-up is conducted a posteriori to assess changes in the customer’s situation.

As of 2012, the Wafasalaf subsidiary specializing in consumer loans has

created an entity to manage customers with cash flow problems and offer them solutions adapted to their circumstances, such as debt deferral, rescheduling and buybacks. This unit is mainly aimed at customers who are experiencing cash flow difficulties but who are not insolvent.

The “El Gharemat” program for female debtors launched in 2018 by Attijariwafa bank Egypt in partnership with the Misr El Kheir Foundation also falls along this line. This financial education and vocational training program supports women from low-income communities who are subject to legal proceedings.

During their incarceration, female debtors are taught how to manufacture blankets and scarves, to help them acquire skills and get a job after their release, while ensuring that they are paid a monthly salary to support their families. Upon completion of the program, the Foundation recruits these women at its “ABIS” factory in Belbes, where they are taught how to make handmade carpets that meet the highest international standards.

## Always attuned to VSEs

Attijariwafa bank regularly enhances its actions to be closer to VSEs, through for example “Les Rendez-vous de la TPE”, which is a cycle of regional meetings, and the new immersion experiences of the bank’s sales staff in the customers’ premises in order to better understand their needs.



# ESTABLISHING A LONG-TERM RELATIONSHIP OF TRUST WITH CUSTOMERS

A total of 120 centers dedicated to VSEs are also spread across Morocco in order to better advise and support this customer base.

## Wafa Assurance focuses on prevention

Prevention is a key part of Wafa Assurance's CSR approach. Since 2015, the subsidiary has been organizing the Prevention Trophies every year and rewards companies for their efforts in terms of safety and risk prevention policies.

The company has also been a partner and first sponsor of the "Préventica" congress for the past 5 years. This national event held its 6th edition in 2019.

## Improving customer satisfaction

The customer care program (Programme d'écoute client - PEC) implemented at Group level since 2008 measures the level of satisfaction of both external and internal customers (between the Bank's networks, subsidiaries and central services). In 2019, this program, consisting of spot and follow-up surveys, barometers and focus groups, reached 7,700 internal customers, 25,000 external customers and 500 suppliers of the bank in Morocco.

The overall satisfaction of external customers in Morocco evaluated under this program was 90% in 2019, which is relatively stable compared to previous years (91% in 2017 and 94% in 2018).

Internal surveys, with an overall satisfaction rate of 79%, have led to action plans for continuous improvement.

At the same time, 4,800 mystery calls and 800 mystery visits were carried out to assess the quality of the telephone and physical contact offered by employees.

## Claims handling

Claims management is a major tool to sustainably maintain customers' satisfaction and their relationship with Attijariwafa bank.

The Group has set up several channels to receive and handle customer claims: bank branches, Customer Relationship Center, social networks, mail, fax or e-mail, banking sites (institutional and other), etc. The Group has also set up a dedicated entity, namely the Claims Management Center, which provides the highest quality in handling and following up on customer claims.

In 2019, the rate of timely handling of customer claims stood at 96% for the bank in Morocco. The annual survey on customer claims handling in Morocco was carried out in 2019 on a sample of more than 4,526 individual customers, VSEs, SMEs and MREs (Moroccans living abroad). The overall satisfaction rate for claims handling, at 66% this year, illustrates once again that the bank in Morocco has been improving in recent years (compared to 56% in 2016).

The management of customer claims was certified ISO 9001 in 2019, in recognition of the Group's efforts in terms of quality of service.





# ESTABLISHING A LONG-TERM RELATIONSHIP OF TRUST WITH CUSTOMERS

## The National Quality Award

Every year since 2011, the National Quality Award honors the Group's employees in Morocco who have stood out through their performance in terms of quality of service.

The 6th edition of the 2018 National Quality Award was held in May 2019 under the theme "ENERGY IS IN US, to put quality at the heart of customer relations".

## "CEV" employees to embed a culture of quality within the Group

The quality approach within the Group is based on the "CEV" ("Croire En Vous" - Believing in you) system, which consists of volunteer employees acting as true Quality contacts in the networks, central entities and subsidiaries and ensuring close daily contact in the field. At the end of 2019, there were 169 "CEV" employees.

The CEVs are distinguished each year at the National Quality Awards to recognize the best initiatives they have deployed during the year.

During the 6th edition held in 2019, 10 "CEV" initiatives out of 30 proposed initiatives were selected to present their achievements.

## Certifications to recognize quality of service

Quality of service is a key and strategic tool for building customer loyalty. It plays a central role in the Group's policy.

Thus, in July 2019, two activities of the bank in Morocco successfully passed the certification audit for the ISO 9001 version 2015 standard: the management of customer claims and the securities chain (Customer Relationship Management, Securities Account Management, Issuer & Investor Services and Custodian of Collective Investment Schemes).

With this international recognition, the bank has put in place a quality policy and

systems to guarantee its customers improved responsiveness, support, visibility and transparency.

These certifications delivered by Bureau Veritas are an acknowledgement of the efforts of multidisciplinary teams who strived to achieve the construction of Attijariwafa bank's Quality Management Systems.

In addition, in October 2018 and for the second consecutive year, Wafacash was elected winner of the "Customer Service of the Year 2019" award in the category "Payment methods and money transfer". This distinction rewards the subsidiary's ongoing commitment to service quality and customer satisfaction.

## Improving accessibility of the bank's premises

The bank in Morocco intends to make all its central sites and regional offices, as well as one site in each city, compliant in terms of accessibility, to be able to welcome people with disabilities in the best possible conditions.

To this end, a site accessibility policy has been initiated and provides for the establishment of conditions of access and movement for people with disabilities.

A practical guide targeting all types of sites and governing the requirements and standards to be observed for the "accessible" facilities as well as an action plan for the deployment of accessibility at the level of Attijariwafa bank sites were being developed at the end of 2019.



## PROTECTING THE ENVIRONMENT COMBATING CLIMATE CHANGE



More than **100**  
**EMPLOYEES**  
of the bank in Morocco  
trained in social and  
environmental risks  
related to bank loans



**THE BANK IS ACCREDITED**  
by the United Nations  
Green Climate Fund

**6% REDUCTION**  
**IN PAPER**  
**CONSUMPTION**  
for the bank in Morocco  
compared to 2018



**MAD 10,8 BN**  
of funding allocated to  
major green projects since  
2011

**2**  
**SITES CERTIFIED**  
High Environmental Quality  
(HEQ) in Morocco





# REDUCING THE GROUP'S ENVIRONMENTAL IMPACT

The Group strives to reduce the environmental impact of its operations through significant actions to reduce paper consumption, energy consumption, waste production and, more broadly, to protect the environment.

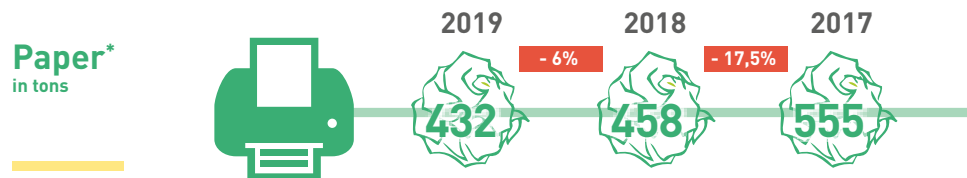
## Reduction of paper consumption

Paper is the primary consumable good used in the Group's activities, yet it represents a major environmental challenge. In order to reduce its paper consumption, Attijariwafa bank was a pioneer in initiating a process to reduce paper consumption and to digitalize processes and documents, both internally and for the customers and its partners. Thus in 2019, the bank's paper consumption in Morocco fell by 6% compared to 2018.

Electronic media are given priority and paper-based advertising media are gradually being reduced. For example, tablets and screens have been deployed in the meeting rooms of the central sites and the bank's network of branches in Morocco.

To help reduce the number of printed documents, individual printers are gradually being replaced by shared multifunction printers, configured in duplex and black and white mode. This system is applicable to the vast majority of employees in the bank's central sites and network of branches in Morocco.

At the same time, the Group is increasingly using recycled paper from sustainably managed forests.

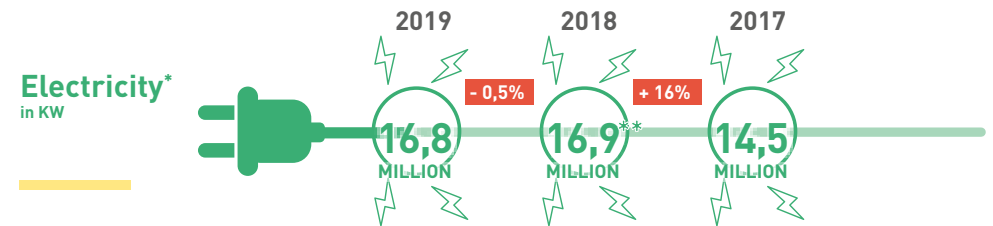


\* Scope: Central sites in Morocco

## Controlling energy consumption

Attijariwafa bank is implementing an approach to improve its energy performance through the incorporation of environmental criteria in purchasing and the implementation of various devices within its sites. To this end, low-energy lighting has been widely introduced and obsolete equipment is being replaced with low-energy consumption installations and equipment: motion detectors, new elevator technology, air conditioning with variable refrigerant flow, etc.

Some sites now have centralized management, which makes it possible to improve energy consumption to meet needs as closely as possible. Several subsidiaries, such as Wafasalaf and Wafa Assurance, have implemented photovoltaic solutions in their buildings. For its part, Wafacash has equipped its mobile branches with an autonomous solar energy system via the installation of solar panels since 2015. These efforts have enabled the bank in Morocco to control its energy consumption compared to 2018, at a time when its activities are expanding.



\*\* The increase is due to the commissioning of two Data Centers and a new workspace.



# REDUCING THE GROUP'S ENVIRONMENTAL IMPACT

## ✓ I REDUCE, I SORT, I TAKE ACTION.

This is the signature of the sustainable waste management approach launched by Attijariwafa bank in Morocco early 2019. This proactive and ambitious approach, undertaken by the bank, aims to improve the carbon footprint of the central sites through 3 main areas: waste reduction, sorting and recycling.

It is based on an action plan intended to be deployed and streamlined to other sites by 2020.

Through its structuring initiative, to which its employees and service providers are committed, the Group aims to reduce waste production by 31% and improve the head office's carbon footprint by 68% by 2020, representing the equivalent of 2.5 hectares of preserved forests.

The overall outcome of this approach has already led to a 52% reduction in waste at the Group's head office in 2019 and an overall gain in emissions of 155.48 t CO<sub>2</sub> eq, i.e. 82% of CO<sub>2</sub> emissions avoided.

In order to engage partners, particularly employees, in the sustainable waste management process, an eco-friendly gesture awareness campaign entitled "Objective 7 million eco-friendly gestures" was launched in March 2019 and invites the Group's employees to apply at least 1 eco-friendly gesture per day, in order to collectively achieve, annually, more than 7 million positive actions for the environment.

A support system has been implemented to raise awareness of good ecological practices, whether in the workplace, at home or in public spaces: installation of awareness-raising posters, distribution of a manual on eco-friendly gestures, production of a web series on eco-friendly gestures, organization of a community day in Casablanca, etc.





# REDUCING THE GROUP'S ENVIRONMENTAL IMPACT

## View the web series

### “Objective: 7 million eco-friendly gestures”

Over 7 episodes covering the different chapters of the eco-friendly gestures manual, follow the adventures of Samia and Karim, employees of the Group who have plenty of ideas to encourage their colleagues to adopt a positive ecological gesture every day, because collectively, that represents more than 7 million positive actions for the environment every year! The video clips have been posted on the institutional website [www.attijariwafabank.com](http://www.attijariwafabank.com) You can also watch them on Attijariwafa bank's Youtube channel:

[https://youtu.be/NpZP\\_N7eNHE](https://youtu.be/NpZP_N7eNHE)

## Implementing waste sorting and recycling

As part of the sustainable waste management approach, selective waste sorting containers were introduced in 2019 in the bank's central sites in Morocco and, in accordance with standards, replaced individual bins for recycling paper, cardboard and plastic. Waste generated by the bank's cafeterias in Casablanca is also now sorted and recycled.

The waste premises have therefore been fitted out in accordance with selective sorting standards and the waste collection procedures have been reorganized. Service providers' staff involved in these processes have also been trained in this new system.

Partnerships have been set up to enable the recycling of collected waste, as well as the recovery of special waste such as construction site waste and cooking oil.

End-of-life computer equipment is also donated to associations for reuse or recycling, and empty print cartridges and toners are recovered for reuse.

To avoid over-consumption of disposable products, coffee machine plastic cups are gradually being replaced by mugs and plastic sticks by wooden stirrers. This saved 171,000 plastic cups during the year.

Finally, water fountains and pitchers have been installed to reduce the consumption of plastic water bottles.

## Limiting transport-related emissions

In order to reduce transport-related carbon emissions, the bank in Morocco has generalized the optimization of cash in hand in its branches, which has led to a 25% reduction in the number of cash transports since the end of 2015.

Furthermore, Wafa LLD, the subsidiary in charge of long-term vehicle rentals, ensures the renewal and modernization of the vehicle fleet owned by its customers, by injecting new vehicles with low CO2 emissions over an average of three years, in order to contribute to improving the Group's environmental performance.

Since 2016, the Wafa IMA Assistance subsidiary has been making hybrid replacement vehicles available to its customers in the event their vehicle is grounded after an accident.

## Combating food waste

In order to combat food waste in the bank's cafeterias in Casablanca, portions will be adjusted and industrial dishes will gradually be replaced by fresh dishes in 2020. A food waste awareness campaign was displayed in 2019 to encourage employees to consume responsibly. Furthermore, food leftovers are weighed and uneaten bread is collected for recycling.

# REDUCING THE GROUP'S ENVIRONMENTAL IMPACT



## Meeting sustainable building standards

In 2018, the Regional Directorate of Rabat Souissi had obtained the HEQ (High Environmental Quality) certification. In 2019, Attijariwafa bank obtained the HEQ certification, level "Excellent", for the design of the Drissia-Tangier site, bringing to two the number of HEQ certified sites in Morocco.

Other sites under construction or being redeveloped, such as the future regional directorate of Fes and the future site of the Attijariwafa bank Foundation in Casablanca, are in the process of obtaining HEQ certification.

This HEQ certification aims to promote four key themes: energy, the environment, health and comfort. From now on, all logistics investment projects in Morocco are in line with this sustainable development process and systematically take into account the sustainable construction criteria of Cerway, the international organization.

## Attijariwafa bank wins the "Health and Comfort" award at the Green Solutions Awards

In October 2019, the Energy Efficiency of Building Materials (EMC) Cluster recognized the Moroccan winners of the international Green Solutions Awards competition for the year.

On this occasion, Attijariwafa bank won the "Health and Comfort" award for the construction project of the Tangier Drissia building hosting a branch and a Group directorate. Indeed, the Tangier Drissia building is characterized by optimal energy efficiency, notably through a ventilated facade, high-performance thermal and acoustic glazing and the installation of 24 photovoltaic panels on its terrace, providing 38% of the building's overall energy and 100% of the building's lighting.

## Raising awareness on environmental protection

The Group's contribution to environmental protection also involves raising employee awareness.

In 2019, Wafacash launched the Eco-Cash community to involve its employees in environmental protection through various initiatives.

A first event entitled "Trash challenge" brought together more than 350 employees for a day in 25 cities and 38 sites in Morocco, Senegal and Cameroon to collect trash.

In Egypt, Attijariwafa bank took part in an action to clean up the Nile as part of the "VeryNile" initiative launched by the Egyptian start-ups Bassita and Greenish for the protection of the Nile.

During this day, 40 volunteer employees cleaned the Nile's quays and were able to collect a ton of plastic waste for recycling.

These start-ups also received financial support from the Egyptian subsidiary to produce cotton bags and to combat the use of plastic bags.

In addition, the bank in Morocco organized the first Community Day dedicated to the environment, this time focusing on recycling and waste recovery, with the participation of some thirty volunteer employees.

The event took place on the premises of the Al Ikram association as part of its "Ressourc'In" social integration project, which produces design and decorative objects from recycled paper, cardboard, plastic and textiles.

For this first Environment Community Day, volunteer employees took part in awareness-raising workshops on the issue of waste recycling during which they were introduced to techniques for recovering plastic, paper and fabric.





# SUPPORTING GREEN GROWTH

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

## Financing the Energy Transition of Companies

The Group is committed to climate issues and is carrying out a number of concrete actions in this area, such as developing a financing offer adapted to the various public-private players operating in the energy transition, particularly renewable energies; and supporting companies engaged in a sustainable development process or optimization of energy consumption. Attijariwafa bank group is today considered as a reference player in Africa in terms of energy transition with more than MAD 10.8 billion of cumulative commitments in ecological projects since 2011, including more than MAD 7.5 billion dedicated to large renewable energy projects with a cumulative capacity of more than 1 700 MW.

Thus, by the end of 2019, renewable energies will represent 25% of the Group's project financing portfolio, as well as 50% of the electricity mix financed by the Group in project financing.

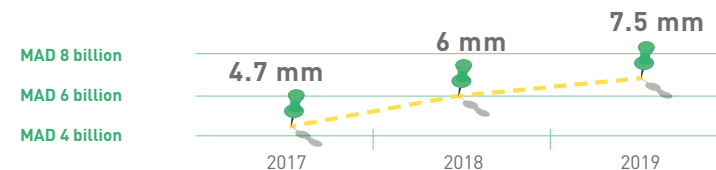
In Morocco, the "Effinergie" offer has been developed to finance companies' investments in energy efficiency and optimization of their energy consumption.

The "Effinergie & Sustainable Development" label was developed in 2017 to recognize African companies that are in a process of ecological transition, energy efficiency and sustainable development, through the creation or use of environmentally friendly products and services or the adoption of processes with a positive environmental impact.

Since its launch, the label has been awarded to 14 companies and has enabled them to benefit from technical and financial support and contacts with various players for the deployment and implementation of ecological solutions on the market.

The subsidiary SCB Cameroun now offers an ecological loan dedicated to companies with projects in energy efficiency, renewable energies and sustainable management of wood and forests. It provides technical assistance through experts from the Agence Française de Développement (AFD) to examine technical criteria, for the setting up and verification of the business plan.

## Cumulative financing commitments in renewable energies (in MAD)





# SUPPORTING GREEN GROWTH

## MAJOR ENVIRONMENTAL PROJECTS FINANCED BY THE GROUP SINCE 2010:

- Foum El Oued, Akhfennir and Haouma wind farms in Morocco, 2011
- Implementation of the Lydec anti-pollution system in Morocco, 2011
- Tarfaya wind farm in Morocco, 2012
- Drinking water supply to landlocked areas in Morocco (ONEP), 2014
- Extension of the Akhfennir wind farm in Morocco, 2015
- Aftissat wind farm in Morocco, 2016
- Safeguarding Cocody Bay in Abidjan, Côte d'Ivoire, 2016
- Ras Ghareb Wind Farm Project in Egypt, 2017
- Nachtigal Hydroelectric Project in Cameroon, 2018
- Boujdour wind farm in Morocco, 2019
- Abidjan landfill site in Côte d'Ivoire, 2019

## Green offers for households

Several solutions have been developed within the Group to support the energy transition of individuals.

Since 2016, Wafasalaf, the subsidiary specializing in consumer credit in Morocco, has developed a "Salaf Ecolo" offer that allows individuals to benefit from a completely free loan designed to rationalize their energy consumption, such as for the purchase of solar water heaters and hybrid and electric cars. At the end of 2019, 605 hybrid vehicles had been financed under this offer.

Since 2007, Attijari bank in Tunisia has been financing the national program "Prosol" led by ANME and STEG, aimed at equipping households with solar water heaters and photovoltaic panels at special conditions.

## United Nations Green Climate Fund Accreditation

Attijariwafa bank group is the 7th commercial bank worldwide to have obtained the prestigious accreditation from the United Nations Green Climate Fund in February 2019, with a regional coverage.

With this accreditation, Attijariwafa bank will be able to support its public and private customers in their sustainable development projects on the African continent, through co-financing or guarantees of large investments, which can exceed USD 250 million per project, by the Fund.

In this context, in 2019 the Group adopted the United Nations standards and formalized the approach to financing that will use this Fund, such as the gender policy and the policy on indigenous peoples.



# SUPPORTING GREEN GROWTH

## Implementing an environmental and social risk management system for corporate financing

Attijariwafa bank group assists and meets the needs of its customers while taking care to limit their Environmental, Social and Governance (ESG) impacts.

Indeed, special attention is paid to sensitive industries and for major projects. The Group therefore reaches out to experts to conduct environmental, social and governance impact studies and to monitor them.

In order to strengthen this approach, the bank in Morocco launched a major project at the end of 2018 for the implementation of an Environmental and Social Risk Management System (ESRM) integrated into the overall risk assessment process for granting loans to companies.

This system will initially cover all corporate investment financing transactions in Morocco and major projects in Africa.

The ESRM takes into account the best international standards, and in particular meets the requirements of the International Finance Corporation (IFC) relating to excluding certain activities, categorizing projects according

to their impacts, and performing risk assessment and monitoring.

In 2019, the bank thus formalized its environmental and social policy and associated procedures. The various tools have been developed and the governance of this system has been defined, involving various entities of the bank, and a person has also been appointed as head of the ESRM.

Furthermore, an initial sample of around one hundred employees was trained in environmental and social risks related to financing and the new approach that will be applied by the bank in Morocco.

In 2020, the ESRM will be integrated into the bank's information systems for implementation by the end of the year. An expert will also be recruited to assist the teams in this process.

Several African subsidiaries are also involved in this process and are working with the Group to deploy their ESRM by the end of 2020.



## SETTING AN EXAMPLE IN THE CONDUCT OF BUSINESS AND IN STAKEHOLDER RELATIONS



**100%**  
**OF EMPLOYEES**

have signed the Group's  
code of conduct.

ALMOST  
**38%**

**OF WOMEN**  
in the bank in  
Morocco



NEARLY **7**  
**DAYS**  
**TRAINING**

on average for employees  
of the bank in Morocco



**8**  
**DAYS**

on average for the payment  
of the bank's suppliers in  
Morocco



# ENSURING INTEGRITY, FAIRNESS AND TRANSPARENCY AT ALL ORGANIZATIONAL LEVELS



The Attijariwafa bank group takes action for the respect of the rules of integrity, business fairness and transparency. It is particularly mobilized in the prevention of corruption and conflicts of interest, in the fight against fraud and in the respect of competition rules. Its ethical commitment also covers the fight against tax evasion as well as money laundering and the financing of terrorism.

## The Group's rules of ethics

Attijariwafa bank has set up an ethical process in order to safeguard compliance of the rules of integrity, business fairness and transparency. This process is supported by an Ethics Officer who engages all the Group' employees according to a code of conduct.

This code establishes the rules and procedures that guide employees in the performance of their duties in accordance with ethical commitments such as the principles of fairness and equality, the obligation of confidentiality and transparency, cooperation, specific rules for customer relations, advertising, gifts, personal banking transactions by employees, the protection of Group assets and the use of IT tools. It also prevents conflicts of interest and provides for anti-corruption measures.

Employees are made aware of this code during onboarding as soon as they join the Group. This code is handed out to each new recruit and an e-learning module on the subject is available to all employees. Face-to-face training is also provided.

Letters reminding employees of the ethical rules are sent annually to sensitive functions and governance bodies.

In addition, a whistleblowing system makes it possible to report cases of violation to the Group's Ethics Officer, who conducts moral investigations and ensures compliance with the ethical principles laid down in this code. In 2019, 5,231 bank employees completed e-learning training on the code of conduct.



# ENSURING INTEGRITY, FAIRNESS AND TRANSPARENCY AT ALL ORGANIZATIONAL LEVELS



## Fighting fraud

Attijariwafa bank is fighting fraud, particularly through its robust internal control system which is divided into several functions.

The permanent control function monitors, detects and handles events likely to generate frauds, and in this way is able to act on the measures of risk improvement and control in a comprehensive manner. This permanent monitoring system also aims to establish a dynamic of continuous process improvement and risk control, including the risk of fraud.

The periodic control function regularly and independently assesses the effectiveness of governance and risk management processes, the efficiency of internal procedures and policies, and the proper functioning of the various levels of control.

Finally, an efficient audit system has been put in place and helps to prevent and identify cases of fraud.

## Preventing conflicts of interest and corruption

The Group attaches particular importance to the prevention of conflicts of interest and corruption.

In addition to the Code of Conduct, which sets out the basic rules for ensuring business integrity within the Group, specialized codes are designed to prevent conflicts of interest and corruption. These various codes enable employees to alert the Ethics Officer of any unethical behavior.

A Purchasing Code of Ethics is sent to purchasing officers to prevent corruption risks related to purchases. Suppliers are also committed to respecting this code by signing an ethics letter.

In addition, a code of ethics applicable to the Group's directors governs practices related to the position of director, particularly in terms of confidentiality of

information, management of conflicts of interest and transactions affecting the bank's valuation.

## Committed to tackling financial crime

Attijariwafa bank has a strong policy of prevention against financial crime, whether it concerns combating tax evasion, money laundering and the financing of terrorism (AML/CFT).

An AML/CFT system has been implemented and is based on an AML/CFT Charter and procedures which describe all the strategic orientations and applicable rules in this field, as well as the organization, the functioning and the roles and responsibilities of each actor in the process.

Behavioral analysis and customer profiling solutions have been implemented to improve the relevance of the monitoring of the transactions. They are regularly updated to incorporate regulatory and technological developments and improve their effectiveness.

2019 was marked by the implementation of these tools at the level of the international subsidiaries and Attijari International bank, the offshore bank.

In addition, trainings and awareness programs are regularly organized by the Group in order to heighten the vigilance of the employees. In 2019, 2,435 employees of the retail bank in Morocco benefited from a face-to-face AML/CFT training and 5,209 employees from e-learning.

The international subsidiaries and Attijari International bank also benefited from training on embargo programs and the management of international economic sanctions.



# ENSURING INTEGRITY, FAIRNESS AND TRANSPARENCY AT ALL ORGANIZATIONAL LEVELS



## Security and data protection

The Group has adopted several policies to ensure data security and protection, such as the confidentiality charter for internal data, which describes the conditions under which internal data must be processed by the relevant users.

A code relating to the circulation of important or privileged information defines the rules for the circulation of important or privileged information for employees exercising so-called “sensitive” functions and who are mainly permanent insiders. To this end, it provides for security measures to prevent the unauthorized dissemination of confidential information.

In order to protect personal and confidential data, access to the various information systems is governed by dedicated authorizations, the granting of which is subject to a secure and formalized validation process. As a result, sensitive data is only accessible to the specific population that needs to process it.

Attijariwafa bank raises employees' awareness on this topic through training and information sessions. In 2019, 772 bank employees received face-to-face training on personal data protection.

Several awareness-raising campaigns dedicated to data protection were also organized during the year, including a “TED” talk, bringing together teams from the Group's Information Systems entity.

In November 2019, following the example of the parent company in terms of ethics, Attijari bank Tunisia launched its code dedicated to the employees exercising so-called “sensitive” functions and who are, by their position within the bank, considered as permanent or occasional insiders. This code includes the rules that need to be followed by its employees concerning the circulation of privileged and important information.

Finally, in 2019, the Group has also launched a study to assess the impact of the new General Regulations on Data Protection on the processes of the bank and its subsidiaries. A roadmap and an action plan are being put in place to comply with this new regulation.

## Roll-out of the Business Continuity Plan (BCP) within subsidiaries

In order to ensure the resilience of the company in case of a major disaster, Attijariwafa bank group is rolling out a business continuity plan in accordance with the regulatory requirements.

In 2019, a BCP roll-out framework within the Group's subsidiaries has been launched. It provides for the establishment of a common foundation for all subsidiaries in Morocco and abroad as well as a roadmap for the roll-out and a dedicated methodological guide.

# IMPROVING THE LIVING ENVIRONMENT OF OUR EMPLOYEES



The Group is committed to pursuing a social policy based on the preservation of health, safety and well-being in the workplace as well as the development of its employees' skills and professional careers. It is also committed to respecting fundamental human rights and promoting diversity.

## Uniting employees around the Group's values

Defined in 2005, the Group's values "Citizenship, Leadership, Solidarity, Commitment and Ethics" form the foundation of its corporate culture and its CSR approach.

Several actions have been taken to unite employees around these values and promote well-being within the company. They are based in particular on meetings that promote dialogue, such as operating committees, Group committees and other thematic meetings with managers, annual conventions, regional roadshows, breakfasts with the Chairman and Chief Executive Officer to welcome new recruits, etc.

E-news flashes are also sent to employees on an almost daily basis to share the Group's news highlights with as many people as possible. Quarterly newsletters and bulletins dealing with in-depth topics about the Group's current events are also a means of disseminating information to all the Group's employees and strengthening their sense of belonging.

The "Think & Make" program launched in 2018 by the bank in Morocco acts as a stimulus for exchange. This program was initiated to reach out to employees in order to exchange ideas on predefined themes in an innovative, fun and friendly format.

Its aim is to instill a dynamic around innovation within the Group, making collective intelligence a key driver to better anticipate tomorrow's challenges and implement shared collective strategies.

Finally, various sports initiatives also promote internal cooperation and team spirit within the Group. One example is the "Attijari International Cup", which annually brings together employees of the bank and all the African and European subsidiaries around an international mini-soccer competition.

Thus, in October 2019, the 5th edition of this tournament brought together delegations representing 11 countries where the Group is established.

## Promoting cultural diversity

With a strong presence in many countries, the Group has more than 25 different nationalities among its workforce and attaches great importance to intercultural relations.

Through the "Yeelen" program created in 2009, Attijariwafa bank wishes to promote diversity and emphasize local skills within the Group.

Running for 12 months for each graduating class, every year the "Yeelen" program aims to recruit sub-Saharan graduates of Moroccan higher education institutions within the head office of the Group and to deploy them, once this period is completed, in the African subsidiaries.

Since its launch, the "Yeelen" program has led to the recruitment of a total of 133 employees, including 14 in 2019.

Following this trend, two large-scale recruitment campaigns were organized in Dakar in April and in Abidjan in June 2019. During these events, 160 applicants were selected and invited to recruitment committees. A total of 59 applicants were selected and assigned within the Group in Morocco in order to meet specific needs and enrich local skills.

# IMPROVING THE LIVING ENVIRONMENT OF OUR EMPLOYEES



## Integration of disabled persons

Attijariwafa bank is mainstreaming the integration of disabled persons by offering them adapted jobs and by supporting them in their daily work. Accordingly, several measures have been taken in order to facilitate their integration: the assignment at workstations adapted to their state of health, coverage of all costs for the acquisition of suitable equipment, medical follow-ups by the occupational physician, integration into evacuation plans for immediate care.

In addition, persons who are victims of occupational accidents and who have a disability are redeployed in conditions which respect their dignity and promote their professional development.

The bank in Morocco also offers employees with serious/heavy illnesses or disabilities very advantageous medical assistance: "Coups Durs" and mutual aid through solidarity and relief funds. Since 2018, the Group has been participating in the annual "Handicap Maroc" employment forum organized by the association "Espoir Maroc" to proactively recruit people with disabilities. The Group's participation in the Handicap 2018 Forum made it possible to recruit four disabled employees.

In 2019, the share of employees identified as having a disability within the bank in Morocco was of 0.14%.

For the International Day of Persons with Disabilities on 3 December 2019, the Attijariwafa bank Foundation took part in the first edition of the "Duo Day Challenge" organized by the Anais association, which promotes the integration of people with mental disabilities, by welcoming a beneficiary of the association for a one-day professional immersion in its offices.

This first edition launched in Morocco was an opportunity for mentally disabled people to define a professional project, to start an integration process and also to convince an employer of their capabilities in terms of integration, performance and autonomy.

## Gender equality in the workplace

Attijariwafa bank strives for gender equality within the Group, both in terms of recruitment and career management. As such, all the HR indicators are broken down by gender and are analyzed.

In 2019, women accounted for 39.6% of the bank's workforce in Morocco (+1.2% compared to 2018) and 47.3% of new recruits.

The Group has also made it a priority to promote women to leadership positions. In 2019, they represented 41.4% of the bank's executive population in Morocco and 16% of the members of the Management and Coordination Committee.

In order to improve the working conditions of female employees and promote a better work-life balance, the Group offers a wide range of services tailored to their needs.

During maternity leave, the bank in Morocco guarantees that employees will receive their full salary for the statutory period and allows them to extend their leave by 6 months with half their pay, without the need for any prior agreement.

Finally, the Attijariwafa bank group pays tribute to its female employees every year on international women's day by distributing gifts and organizing activities associated with women in Morocco and abroad: exhibiting the work of female artists-painters, organizing conferences on "gender", sports events, etc.

# IMPROVING THE LIVING ENVIRONMENT OF OUR EMPLOYEES



## Deploying an attractive remuneration and social protection policy

The remuneration policy aims to reduce gaps and seek equity, promote attractiveness and loyalty, while also rewarding performance. As such, the remuneration rules take into account the assessments resulting from the annual performance review, internal positioning, as well as positioning in relation to the external market, particularly the banking sector.

Employees also benefit from additional social benefits such as:

- Insurance cover for protection and prevention against risks of illness, disability and invalidity;
- Medical and financial assistance in the event of serious and/or burdensome illnesses: "Coups Durs";
- Loans offered at special terms and conditions;
- Mutual aid through solidarity and relief funds in the event of serious difficulties, serious illnesses or disabilities;
- Financing the Haj pilgrimage to Mecca for a certain number of employees per year.

Furthermore, and with a view to bringing a new source of motivation to the Group's employees in Morocco, Attijariwafa bank offers an employee shareholding policy aimed at associating the employees to the Group's performances. Several successive Initial Public Offerings (IPO) have been reserved for the employees in Morocco in recent years. At the end of 2019, the Group's employees held 2.91% of the capital.

## Social dialogue and collective bargaining

The Group maintains a constructive and in-depth dialogue with the various employee representative bodies, with the aim of maintaining employee commitment and constantly seeking to promote employee fulfillment.

Within the bank in Morocco, material resources are made available to staff representatives who are also trade union representatives: dedicated premises, notice board, reserved meeting rooms, etc.

Weekly meetings are organized by the Human Capital Department. Accordingly, in 2019, the bank in Morocco held 52 meetings with no less than 236 representatives.

The scope of topics covered was particularly broad and included: training, appraisal, remuneration, management of employee loans, occupational health and social services.

95% of the Bank's employees are covered by the memorandum of understanding signed internally and the branch collective agreements in Morocco.

# IMPROVING THE LIVING ENVIRONMENT OF OUR EMPLOYEES



## Improving health and safety at work

Attijariwafa bank places prevention, accessibility and responsiveness at the heart of its health and safety management system.

The bank's system in Morocco is coordinated by the central Hygiene and Security Committee (CHS) and is rolled out in the regions with the support of 11 medical units composed of 5 nurses, 2 social workers, 2 medical assistants and 14 occupational physicians.

The approach is based on an internal reference framework established on the basis of an occupational risk assessment survey for each workstation and each site of the bank. A risk mapping is updated every year during the annual medical report and gives rise to a central annual action plan whose actions are deployed through the regional health services.

Attijariwafa bank also attaches great importance to preventive medicine. As such, several initiatives are led every year to prevent possible risks that could affect the health of employees, such as vaccination and screening campaigns as well as awareness-raising on specific themes: benefits of

sports and a balanced diet, activities during the WHO World Health Days, marches against diabetes and screening, initiatives to fight against smoking and cardiovascular diseases, etc.

In 2019, 3,970 medical exams and 1,323 check-ups were conducted.

In addition, an observatory of psychosocial risks, whose mission is to monitor the progression of psychiatric pathologies and to recommend preventive measures, was set up in 2017. It also provides a scientific watch on the subject, which has gained importance in recent decades.

Since 2018, the bank in Morocco has been supporting the national anti-smoking campaign launched by the Lalla Salma Foundation for the fight against cancer and has been awarded the "Tobacco-Free Company" gold label in 2019 for the second consecutive year.

In this context, the bank runs awareness-raising campaigns against the harmful effects of smoking and provides medical follow-up for employees wishing to quit smoking, with financial support for the purchase of smoking cessation products. Such is the case of Wafasalaf, which was awarded this label in 2014 and has now been granted its fourth renewal.

# IMPROVING THE LIVING ENVIRONMENT OF OUR EMPLOYEES



## Focusing on the well-being of employees

Convinced that the well-being of employees also depends on their personal development, the bank in Morocco offers several benefits in this respect.

Sports clubs, yoga and soft gym facilities, as well as agreements with clubs and gyms in various cities throughout the Kingdom provide very attractive offers to employees who wish to engage in sports activities.

Other disciplines, such as art therapy, have been introduced to relieve stress and promote well-being. An adult painting workshop is open to Group employees in Morocco every Sunday morning.

Since 2006, art and sports classes have been offered throughout Morocco to employees' children aged between 6 and 12 years to complement their school curricula with early-learning activities: drawing, painting, music, dance, drama and sports. In addition, summer camps are also organized for employees' children.

Finally, agreements have been signed with tourist resorts throughout the Kingdom and vacation properties owned by the bank enable employees and their families to enjoy holidays for a reasonable price.

## Recruiting and integrating young people

The Group has chosen to focus its recruitment policy on young people. This rejuvenation process is aimed not only at ensuring the succession at the level of all its activities, but also at giving young talents every chance of success. By the end of 2019, more than 62% of the bank's population in Morocco was under the age of 36.

The integration of new recruits is ensured through various processes: mentoring, integration days and training seminars. A one-day integration seminar called "Cycle Sindbad" is organized for young executive recruits, who are then introduced to the Group's values and culture, encouraging challenge and leadership in a spirit of ethics, citizenship and solidarity. At the same time, the "Afak Cycle" has been set up to integrate future managerial employees, always with the same spirit, that of bringing young recruits closer to the Group's values and culture.

Pursuing this trend, 2019 was marked by the strengthening of the partnership between the bank in Morocco and the National Agency for the Promotion of Employment and Skills, through the signing of several agreements aimed at increasing the professional integration of young people.

Finally, the bank welcomed 1,050 interns in 2019. These internships constitute a potential breeding ground for the Group's recruitment.



# IMPROVING THE LIVING ENVIRONMENT OF OUR EMPLOYEES



## Training to upgrade skills

The Group is constantly striving to upgrade the skills of its employees through a rich and diversified training program that is perfectly aligned with the evolving nature of jobs within the bank by implementing:

- Soft Skills training courses;
- Professional trainings designed as continuing education or within the framework of the training academy "Attijari Academy";
- E-learning trainings playing the role of an innovative training tool.

Investment in training was sustained in 2019 with nearly 35,498 man-days of training for 16,700 participants. Finally, the training budget reached a total of MAD 44.4 million for the bank in Morocco alone (MAD +250 000 compared to 2018).

In addition, digital training played a prominent role in the training system in 2019 with the 42-existing e-learning modules recording more than 262,000 connections.

Following up on the "Banking Operations Advisor" skills training course launched in 2018, the bank in Morocco created the "Java J2EE developers" course in 2019 in partnership with the Office for Professional Training and Employment Promotion (OFPPT). This IT-oriented training is intended for young students. It will be delivered by lecturers from both institutions and will involve a practical internship within the Attijariwafa bank group in order to allow young people to benefit from a progressive immersion in a professional environment.

## Mobility and career management

Attijariwafa bank has set up a career management system which is based on the Provisional Job and Skills Management (Gestion Prévisionnelle des Emplois et des Compétences - GPEC) in order to meet the current and prospective needs of the Group and to accompany the personal and professional development of its employees.

During the annual performance and career development reviews, each year Attijariwafa bank appraises the performance and the skills of employees, and identifies their training and development needs.

In 2019, this process concerned 99% of the bank's employees in Morocco.

In order to promote mobility and foster employee development, open positions are published internally in a job exchange. Of 85 offers published in 2019, 2,039 applications were received and more than 200 of the bank's employees in Morocco were supported in their mobility project. In 2019, the internal mobility rate stood at 6% and the internal promotion rate reached 5% for the bank in Morocco.

The Provisional Job and Skills Management system also makes it possible to better identify and support the Group's high-potential employees. Since 2017, 38 Group employees, 45% of whom are women, have been identified as high-potential employees.

# IMPROVING THE LIVING ENVIRONMENT OF OUR EMPLOYEES



## “Attijari Academy” gets a new look

After 12 years of existence, 2019 has been a year of renewal for Attijari Academy in Morocco.

2019 was marked by a complete overhaul of the content of its curricula in accordance with the new relational model of the bank’s network in Morocco and taking into account all the novelties and developments that the business lines are undergoing.

Several courses were introduced this year, thus broadening the scope of academic training to other business lines that interact directly with the Network. Other courses aimed at horizontal development have enhanced the training offering, such as the latest course in versatility, which reinforces the Group’s Human Capital policy relating to the creation of bridges between the different networks.

Also, a major project to certify 34 internal trainers in accordance with the highest standards of adult learning was rolled out throughout the year. The objective is to

professionalize the non-permanent position of internal trainers and to harmonize teaching practices.

As such, a complete course was designed, combining assessment, training, coaching, classroom support sessions, etc., at the end of which 20 trainers received their certificates which are valid for a period of 3 years. In addition to the internal trainers, support was provided to trainers from different regions in order to provide them with pedagogical expertise both in terms of training kits and facilitation methodology. In 2020, this training will be extended to nearly 150 regional trainers.

In 2019, the training academy benefited 2,234 employees and provided an average of 5.7 days of training per participant.

# IMPROVING THE LIVING ENVIRONMENT OF OUR EMPLOYEES



## Responsible Employer Dashboard

INDICATOR	UNIT	SCOPE	2017	2018	2019
<b>Total workforce</b>	number	Group	19 754	20 125	20 602
<b>Total workforce</b>	number	Bank in Morocco	8 533	8 681	8 769
<b>Including women</b>	%	Bank in Morocco	37,7%	38,4%	39,6%
<b>Number of interns</b>	number	Bank in Morocco	1 203	1 109	1 050
<b>Percentage of permanent contracts</b>	%	Bank in Morocco	95,9%	95,9%	95%
<b>Percentage of temporary contracts</b>	%	Bank in Morocco	4,1%	4,1%	5%
<b>Number of new hires</b>	number	Bank in Morocco	813	745	766
<b>Including women</b>	%	Bank in Morocco	44%	38,8%	47,3%
<b>Number of layoffs</b>	number	Bank in Morocco	19	33	31
<b>Resignation rate</b>	%	Bank in Morocco	3,8%	4,7%	5%
<b>Percentage of female resignations</b>	%	Bank in Morocco	30,8%	29%	32,6%
<b>Percentage of employees under the age of 35</b>	%	Bank in Morocco	65,7%	64,4%	62,7%
<b>Percentage of employees between the age of 36 and 55</b>	%	Bank in Morocco	29,1%	30,2%	32,1%
<b>Percentage of employees above the age of 55</b>	%	Bank in Morocco	5,2%	5,4%	5,2%
<b>Percentage of employees with less than 5 years seniority</b>	%	Bank in Morocco	37%	35,5%	32,3%
<b>Including women</b>	%	Bank in Morocco	38,7%	39,7%	43,8%
<b>Percentage of employees between 5- and 12-years seniority</b>	%	Bank in Morocco	36,2%	35,6%	38,7%
<b>Including women</b>	%	Bank in Morocco	40,8%	39,9%	38%
<b>Percentage of employees with more than 12-years seniority</b>	%	Bank in Morocco	26,8%	28,9%	29%
<b>Including women</b>	%	Bank in Morocco	31,7%	35,2%	36,9%
<b>Percentage of executives</b>	%	Bank in Morocco	54%	55%	55,6%
<b>Including women</b>	%	Bank in Morocco	39,5%	40,6%	41,4%
<b>Percentage of non-executives</b>	%	Bank in Morocco	46%	45%	44,4%
<b>Including women</b>	%	Bank in Morocco	35,4%	35,8%	37,3%

# IMPROVING THE LIVING ENVIRONMENT OF OUR EMPLOYEES



INDICATOR	UNIT	SCOPE	2017	2018	2019
<b>Percentage of senior management</b>	%	Bank in Morocco	0.4%	0.4%	0.3%
<b>Including women</b>	%	Bank in Morocco	11.4%	15.8%	17%
<b>Number of departures on maternity leave</b>	number	Bank in Morocco	-	242	198
<b>Number of returns from maternity leave</b>	number	Bank in Morocco	-	170	78
<b>Percentage of the workforce registered as having a disability</b>	%	Bank in Morocco	0.15%	0.15%	0.14%
<b>Occupational accident frequency rate</b>	%	Bank in Morocco	10.3%	9.8%	8.9%
<b>Occupational accident severity rate</b>	%	Bank in Morocco	0.1%	0.18%	0.13%
<b>Absenteeism rate</b>	%	Bank in Morocco	2%	2.36%	2%
<b>Number of medical consultations</b>	number	Bank in Morocco	5,264	4,242	3,970
<b>Total training budget</b>	K MAD	Bank in Morocco	29,900	44,152	44,400
<b>Total number of training days</b>	number	Bank in Morocco	88,831	61,909	54,150
<b>Average number of training days per employee</b>	number	Bank in Morocco	3.7	7.1	6.9
<b>Percentage of training initiatives for senior managers</b>	%	Bank in Morocco	-	11%	11.8%
<b>Percentage of training initiatives for executives</b>	%	Bank in Morocco	-	48%	43%
<b>Percentage of training activities for non-executives</b>	%	Bank in Morocco	-	41%	45.2%
<b>Percentage of employees having attended at least one training course during the year</b>	%	Bank in Morocco	-	99.6%	96.6%
<b>Internal promotion rate (vertical development)</b>	%	Bank in Morocco	-	26%	5%
<b>Percentage of employees benefiting from periodic performance reviews</b>	%	Bank in Morocco	96%	95%	99%
<b>Percentage of employees covered by collective bargaining agreements</b>	%	Bank in Morocco	96%	95.8%	95%
<b>Number of agreements signed</b>	number	Bank in Morocco	-	1	0
<b>Number of staff representatives</b>	number	Bank in Morocco	-	243	239
<b>Number of meetings with staff representatives</b>	number	Bank in Morocco	52	53	52
<b>Number of strike days</b>	number	Bank in Morocco	-	-	0
<b>Number of social disputes</b>	number	Bank in Morocco	-	-	218

# RESPONSIBLE PURCHASING



The Attijariwafa bank group is dedicated to applying the CSR principles in its supply chain by selecting goods and services produced and supplied 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.

## The Group's responsible purchasing principles

The guidelines of the responsible purchasing policy pursued by Attijariwafa bank are historically based on the Purchasing code of ethics, which governs its relations with suppliers since 2006.

In 2018, in order to take into account the regulatory developments and best practices for responsible purchasing, the Group published a charter of principles of responsible purchasing. This charter, which is more comprehensive, includes all of the Group's commitments to suppliers and those expected from suppliers in terms of regulatory, ethical, social and environmental requirements.

Suppliers are now committed to complying with these principles from the moment they are qualified. In 2019, 80% of suppliers have signed this charter (+51% compared to 2018).

It is also shared with the Group's subsidiaries to ensure their progressive adoption. Several awareness-raising workshops have been held to this end since 2018.

Finally, a CSR clause incorporating the principles of responsible purchasing has been included in the general purchasing terms and conditions, in the specifications for calls for tenders, and in contracts signed with suppliers.

## Fostering fairness, transparency and equal treatment of suppliers

To ensure fairness, transparency and equal treatment of suppliers, the purchasing procedure is based on a strict selection process.

All purchases over MAD 30,000 are subject to consultation with at least three different suppliers to ensure free and fair competition.

For major purchases, purchasing decisions are made through purchasing or adjudication committees. In addition, the Senior Purchasing Committee of the Board of Directors approves the Group's major purchases.

Purchases with a high environmental impact are subject to a total cost of ownership analysis and incorporate appropriate environmental requirements in the selection and contracting of suppliers.

## Managing CSR risks in the supply chain

A CSR risk assessment mechanism in the supply chain has been in place since 2018.

A mapping of the social, environmental and ethical risks of purchasing families and sub-families, finalized in 2019, has made it possible to identify the types of purchases with the highest environmental, social and ethical risks, as well as the suppliers operating in these sensitive sectors. In addition, the bank's strategic suppliers in Morocco were identified according to predefined criteria.

The methodology adopted provides that suppliers identified as strategic and sensitive in terms of CSR, will be required from 2020 to disclose their CSR practices and to engage in progress plans when necessary. This concerns around fifty suppliers from the supplier base.

In addition, suppliers can already submit a voluntary CSR questionnaire when they are qualified.

# RESPONSIBLE PURCHASING



## Promoting access to VSEs and SMEs

In line with the Group's strategy to promote the financial inclusion of Very Small Enterprises (VSEs) and Small and Medium-sized Enterprises (SMEs), the responsible and sustainable purchasing approach also consists of encouraging purchases from this business category. As such, VSEs and SMEs accounted for 89% of Attijariwafa bank's supplier base in 2019.

Within the framework of the initiative launched by the Attijariwafa bank group related to the "Small Business Act", whose purpose is to facilitate VSEs' access to orders at the Group level, Attijariwafa bank has set up a new certification policy specific to very small suppliers and liberal professions, in order to facilitate access to this category of suppliers, but also in order to evaluate them on a certain number of relevant criteria.

In 2019, 5 startups and 48 VSEs were certified. In total, the number of VSEs in the supplier base increased from 36 in 2017 to 173 in 2019.

## Preventing dependence

In order to prevent the dependence of suppliers, Attijariwafa bank sees to it that the cumulated amounts of the services performed with each supplier do not exceed 35% of their global annual revenues.

Thus, during their qualification process, suppliers must provide information such as their balance sheets.

The Group's buyers have been strongly alerted to identify the right balance between supplier and purchase volume in their purchasing strategy, broken down by purchasing family, to ensure that this value is respected.

In the event of proven dependence of a supplier, the Group provides support to find alternative solutions and expand its market.

In 2019, 22 suppliers have been identified as being dependent.

## Improving payment terms

The Attijariwafa bank group pays particular attention to meeting suppliers' payment terms.

In Morocco, the Group contractually commits to settle supplier payments within a maximum period of 30 days (instead of the 60 days required by law).

This period is monitored on a monthly basis at all processing and validation levels, with the aim of improving invoice processing and reducing payment terms.

In 2019, the average payment term for suppliers was 8 days, from receipt of invoice, representing a decrease of more than 6 days since 2016.

Attijariwafa bank is also signatory of the Good Payer Charter (Charte du Bon Payeur) set up by the General Confederation of Moroccan Enterprises (CGEM) in 2016.

## Using local purchasing and developing a social economy

Through its presence across the country, the Group in Morocco favors local purchasing whenever possible, both to reduce purchasing costs and to boost the regional economy. Thus, 88% of suppliers are Moroccan and regional suppliers accounted for 19% of the active supplier base in 2019.

Without being part of any formalized procedure, the bank in Morocco favors purchases from social economy in its communication and various events. In particular, it purchases local products and handicrafts from craftsmen and cooperatives for end-of-year gifts.



# RESPONSIBLE PURCHASING



## Long-term relationships with suppliers

Supplier satisfaction is an essential part of the Group's responsible purchasing approach, making it possible to guarantee lasting relationships.

As in previous years, a supplier satisfaction survey in Morocco was conducted in 2019, in order to identify the perception, degree of satisfaction and quality of the relationship between the Group and its suppliers in Morocco.

This survey also makes it possible to identify the areas of improvement regarding Attijariwafa bank's relationship with its partners in Morocco and to undertake the necessary remedial actions.

According to the results of the survey conducted in 2019, 93% of suppliers are generally satisfied with their partnership with Attijariwafa bank, which is relatively stable compared to previous years (95% in 2018 and 87% in 2017).

Moreover, 65% of suppliers would recommend the Group to their colleagues and acquaintances for a possible collaboration.

## Launching the "Attijari Sourcing" platform

Allowing companies to access tenders regardless of their size is also based on the principles of transparency and fair treatment to which the Group is committed.

The "Attijari Sourcing" platform launched in 2019 within the framework of the digital transformation of the Purchasing process meets this objective in particular.

Indeed, "Attijari Sourcing" allows for a digitalization of the interactions throughout all stages of the Purchasing process such as qualification, consultation, review and contracting.

It also ensures maximum transparency in the processing of purchasing and tender submissions, facilitates access to the Group's contracts, and also reduces paper consumption in the process.



## ENGAGING WITH COMMUNITIES AND CIVIL SOCIETY



More than  
**40 YEARS**  
**OF EXISTENCE**  
for the Attijariwafa  
bank Foundation



Plus de **1 600**  
**VOLUNTEER**  
**EMPLOYEES** from the bank  
in Morocco mobilized since 2016



More than  
**320 000**  
**DIRECT BENEFICIARIES**  
of actions led by the Attijariwafa  
bank Foundation in 2019



More than  
**50**  
**INITIATIVES**  
supported by the Group in 2019

# THE ATTIJARIWAFABANK FOUNDATION



## The Attijariwafa bank Foundation dedicated to the creation of shared value

Created more than 40 years ago, the Attijariwafa bank Foundation is involved in several fields in which it has developed a recognized expertise, through the achievement of several structuring and innovative projects.

Through its 3 divisions, the Attijariwafa bank Foundation promotes education & entrepreneurship, art & culture, debate of ideas & intellectual production, as well as supporting 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 and long-term partnerships with civil society players who contribute to the achievement of its mission.

It also encourages and values the participation of the Group's employees in the projects it supports. Group employees are therefore invited to participate in the various civic actions organized by the Foundation throughout the year, as part of the skills sponsorship program rolled out across the Group, which is based on volunteering.

**10,000**  
**VISITORS**

each year, including **3 000 beneficiaries** of guided tours in art spaces.

Nearly **22,000**  
**IT EQUIPMENT** has been provided to the Green Chip program since 2007.

Nearly **27,000**  
**BENEFICIARIES** of the "Grandes Écoles pour Tous" preparatory class support program since 2007

More than **1,000**  
**SCHOOLCHILDREN**  
**BENEFICIARIES** of the "Academy of Arts" program since 2009

**480**  
**STUDENTS ENROLLED** in the Masters in Banking & Financial Markets program since its launch in 2007

**55** **CONFERENCES** organized since the launch of the "Exchanging for Better Understanding" program

# THE ATTIJARIWAFABA BANK FOUNDATION



## Art & culture



The Attijariwafa bank Foundation has made democratizing access to art and culture one of the cornerstones of its CSR strategy. As a factor of development, fulfillment and social cohesion, art has been continuously present for more than forty years in the Foundation's missions. It is primarily active in the visual arts sector. It contributes to promoting the visibility of emerging artists through exhibitions, develops educational programs and guided tours for all audiences, and promotes the Group's collection through loans and publications. It also promotes cultural heritage and music.

## Education & Entrepreneurship



The Attijariwafa bank Foundation continuously supports education to promote excellence, equal opportunities and combating school drop-outs, especially among young people from underprivileged social classes. Support for entrepreneurship is a priority at the Group level and in this context, several initiatives are implemented through the skills sponsorship program in accordance with the societal project of the holding company, AL MADA Group, to instill the spirit of entrepreneurship into young people from an early age.

## Supporting associations



The Foundation supports numerous associations involved in projects with a strong societal impact and solidarity initiatives, notably for the benefit of underprivileged populations. There are many different types of support operations, including financial aid, donations in kind and skills sponsorship. They aim to create value for the community and fall under various fields.

## Debating ideas & intellectual production



The Foundation aims to promote a constructive debate, through a platform of exchanges open to all, especially young people, to discuss topical economic, social and societal issues. Moreover, this platform endeavors to support and disseminate intellectual production as well as the research works carried out within the Attijariwafa bank group and the proceedings of the conferences organized by the Foundation.

# SUPPORTING ART AND CULTURE



Through the bank, its subsidiaries and the Attijariwafa bank Foundation, the Group is involved in fostering the democratization of access to art and culture, two key factors of development, fulfillment and social cohesion. It supports talented artists, organizes art exhibitions for young people and a wider public, disseminates the Group's art collection and contributes financially to visual arts, cultural heritage and music.

## Fostering the knowledge of art

Several times a year, the Foundation organizes art exhibitions on themes related to cultural plurality, inter-African dialogue, heritage, as well as individual journeys marking the history of Moroccan and African painting.

By using efficient resources and mediation tools, which include its two art spaces Actua and Moulay Ali Kettani located in the heart of Casablanca, the Attijariwafa bank Foundation is able to lead the public into the heart of creativity.

The Foundation develops the content and organizes these visits in partnership with universities by inviting lecturers and graduate students in mediation, literature and art history, making it possible to ensure quality artistic expression.

Three exhibitions have been organized in 2019. They attracted 11,700 visitors, including 5,000 schoolchildren on guided tours.

## “Travel WEAST” Exhibition

The “Travel WEAST” exhibition was organized as part of the 6th edition of the International African Development Forum (Forum International Afrique Développement - FIAD). This event is a privileged opportunity for the Attijariwafa bank Foundation to question, year after year, the role of culture in economic relations, to enhance the artistic heritage of the Group and to bring together common African heritages and artistic approaches.

On this occasion, the Attijariwafa bank Foundation has designed an exhibition featuring young talents from the emerging arts scene on the continent and in the diaspora, supported by dedicated artists from the Attijariwafa bank collection.

“Travel WEAST” brought together 35 artists representing three generations, from 18 countries and 4 hubs within the African Continent, addressing themes such as the social commitment of women, environmental issues and access to energy, immigration and globalization from a kaleidoscopic prism.

Moreover, the common ground for these artists is that they have all created their pieces during their residency in Morocco, demonstrating through their art an authentic convergence of practices and ideas. This exhibition was also displayed in two stages between the FIAD and the Actua art space.

The Foundation also partnered with the Casablanca-based association ARKANE, which promotes closer ties between artists from North and Southern Africa through artists' cross-residencies. The Foundation thus conveyed a positive message of encouragement to cultural entrepreneurship when the CGEM created the Federation of Creative Industries.



# SUPPORTING ART AND CULTURE



## “Grands formats” exhibition in the Attijariwafa bank collection

The “Grands formats” exhibition is part of a series of exhibitions aiming to showcase the collection through educational themes explored according to its styles and trends.

Following up on these explorations, the exhibition takes a retrospective look at the highly fertile artistic period from 1980 to 2000, through a selection of very large formats created by iconic artists from the collection and this renewal, which gave pride of place to pictorial matter.

Within the Attijariwafa bank group, this prolific period coincided with the development of a real awareness for the revival of the arts, through specific commissioned pieces for its head office and branches, part of which have been specially displayed in this exhibition.

By focusing exclusively on pieces of large to very large dimensions, the Foundation has been able to pay tribute to the audacity and challenge that large-format work represents for artists.

Following two years of participatory explorations of otherness and living together, 2019 closed with the creation of an exhibition as a reward for former participants.

## Loaning of works of art to promote access to art for the greatest number of people

The Group has a collection of paintings that is among the finest institutional collections of modern and contemporary art in Morocco and North Africa.

Representing more than sixty years of Moroccan pictorial history, these assets provide the Foundation with the opportunity to entrench its belonging to the African cultural space, while also allowing it to promote new forms of expression.

An essential partner of art institutions, the Attijariwafa bank Foundation actively participates in loaning and disseminating works of art from the Group’s collection

during major exhibitions. This is yet another means to contribute to the outreach of the collection, allowing it to reach the greatest number of people. This also contributes to structuring the professions of art conservation and valuation.

As a result, in 2019, four cultural partnerships have been signed with the National Museums Foundation, the Macaal, the CDG and the Villa des Arts around the retrospective exhibitions of Najia Méhadji, Hassan El Glaoui and Melehi.

In addition, nearly 270 major and multiple works of art have been displayed in the bank’s central and regional offices in Morocco to share its art collection with Attijariwafa bank’s employees.

## International referencing of the Foundation's works of art

The Attijariwafa bank Foundation has been actively working for several years to expand its horizons by relying on a solid network of international art professionals. The Attijariwafa bank collection was notoriously published in 2015 in “The Global Corporate Collections”. This prestigious volume, dedicated to the most beautiful and important institutional collections of modern and contemporary art in the world, was published by Deutsche Standards in partnership with Axa Art and Sotheby’s, and launched in June 2015 on the occasion of the Art Basel fair.

On the African continent, the Attijariwafa bank collection is the only one to have been selected by a Committee of international experts. It is also based on the recommendation of the IACCCA network (International Association of Corporate Collectors of Contemporary Art), of which the Foundation is a founding member, that it was selected.



# SUPPORTING ART AND CULTURE



## Educating young people about citizenship through art

Since 2009, the Attijariwafa bank Foundation has been developing its educational awareness-raising and artistic production program, “Academy of Arts”, benefiting middle and high school students who do not have access to art.

The program allows these young people to sharpen their creativity and to convey values of anchoring and openness such as civic mindedness, citizenship and otherness.

A true reference today, this program is implemented by the Foundation in partnership with the Regional Academy of Education and Training (AREF) of Casablanca Settat.

The two-year program caters to a group of 120 students per class and is based on three artistic disciplines supervised by experienced professionals.

More than 1,000 students have benefited from the program since its inception and dozens of promising talents have been steered towards artistic streams in high schools and fine arts schools.

The 3rd class of 2017-2019 has been placed under the theme “The I of the Other”. Following two years of participatory explorations of otherness and living together, 2019 ended with the creation of an exhibition as a reward for former participants.

Scenographed around the multifaceted creations entirely thought out and produced by the 130 students in the class, the exhibition was designed to instill hope in a form of art and culture aiming for vibrant cosmopolitanism and wholesome and healthy coexistence in a common space, reaffirming the Foundation’s faith in the future and its confidence in young people. It has taken the form of paintings, poems, videos, photographs, reports and sculptures, coupled with in-depth background work to enable students to develop a narrative and

be capable of confronting the field of art and its audience. The inauguration of the exhibition was also marked by the launch of the 4th graduating class of the program with 150 new students.

## Supporting the Arts Scene in Morocco and Africa

As every year, the Attijariwafa bank group has been a key partner of the major musical festivals in Morocco in 2019, highlighting the Fez Sacred Music Festival, the Mawazine Festival in Rabat, the L’Boulevard de Casablanca Festival and the Afrique du Rire Festival.

The international subsidiaries also contributed to the development of the artistic scene in 2019.

For the second consecutive year, Société Ivoirienne de Banque supported the Arkadi festival of the African art promoter “BIN KADI SO”. The subsidiary also sponsored several cultural events such as the traditional “ABISSA 2019” festival and the “INNOVA” exhibition in Abidjan to support African inventors.

Attijariwafa bank in Egypt sponsored the famous El Gouna film festival and Wafasalaf supports the arts scene through its partnership with the Moroccan Philharmonic Orchestra.

Finally, Attijari bank in Tunisia sponsored the International Festival of Gafsa for the 4th consecutive year as well as the international festival of Sfax. This year, the bank also supported the Sufi Music Festival of Nefta.

# SUPPORTING ART AND CULTURE



## Enhancing Morocco's architectural heritage

An heir of more than a century of banking history, Attijariwafa bank is the owner of a remarkable architectural heritage, partly listed or registered in the inventory of historical monuments and attesting to the exceptional modern architectural journey of Morocco in the 20th century.

During the course of the refurbishments undertaken, which aim at offering better ergonomics to customers and employees, many rehabilitated sites have revealed precious testimonials on the rich human, social and trade history of the Attijariwafa bank group.

The emblematic buildings of Attijariwafa bank are an integral part of the urban spaces. They have in turn witnessed a parade of important personalities, have hosted historical and economic events, and are landmarks in the architectural history of the cities.

From generation to generation, from family to family, shopkeepers, industrialists, craftsmen, have been able to start their businesses, and make them flourish within the bank's buildings.

"Bringing the stone to life" that is home to both this tangible and intangible heritage is another way for the

Attijariwafa bank group to preserve the intergenerational ties through an educational approach that restores the memory of the sites.

Since 2018, Attijariwafa bank has implemented an ambitious program aiming at highlighting the heritage value of several buildings that have become emblems and symbols of pride for their cities and for the bank's employees.

The program is based on the implementation of preservation rules and principles, as part of the development and upgrading of historical sites and the structuring of an approach to protect or restore the emblematic buildings of the Group, while adapting them to contemporary uses.

The program will eventually affect a dozen buildings in Tangier, Kenitra, Sidi Slimane, Marrakech, Larache, Essaouira and Casablanca. The first phase, delivered in June 2019, concerns buildings built between 1921 and the 1950s: Marrakech Medina (1921), Sidi Slimane Centre (1945), Tangier Rue de Belgique (1948) and Tangier Pasteur (1950).

# DEVELOPING ACCESS TO EDUCATION AND PROMOTING ENTREPRENEURSHIP



Through its foundation, the bank and its subsidiaries, the Attijariwafa bank group supports initiatives aimed at improving the level of education of young people, in particular of the most modest social classes, and combats school failure and drop-outs, from pre-school to higher education. It also promotes excellence and actively contributes to fostering a spirit of entrepreneurship among young people through several flagship initiatives and programs, in partnership with INJAZ-Al Maghrib.

## Preventing school failure and dropouts

To reduce the number of school dropouts, the Group's subsidiaries are committed to renovating schools.

In Tunisia, two schools have also benefited from Attijari bank's assistance at the start of the school year, by carrying out renovations work and distributing school bags and school supplies free of charge to underprivileged children.

In Côte d'Ivoire, SIB has carried out several initiatives in support of education, such as the financing of scholarships and support for student civil servants in Côte d'Ivoire.

As for Attijari bank in Tunisia, it supported schools in several regions by providing equipment and supplies.

## The Jamiati University Card to simplify students' everyday life

The Attijariwafa bank Foundation developed in 2007 the first university e-card in Morocco, in partnership with Grupo Santander.

This card, intended for students, faculty and administrative staff of the Foundation's partner institutions of higher education, makes it possible to incorporate several university services, such as book borrowing, access control, automatic crediting, etc. It can also be used as a bank card, at the cardholder's request, thus promoting the financial education of young students and their financial inclusion.

## Contributing to student orientation with the "Jamiati" university platform

"Jamiati.ma" is the first Moroccan university platform specifically designed for the university community, which was initially developed in 2007 by the Attijariwafa bank Foundation in partnership with Banco Santander through the UCEIF Foundation and was inspired by its Spanish equivalent: universia.es.

"Jamiati.ma" is a platform containing useful information aimed at providing high school graduates and university students with key information adapted to their needs, to help them make decisions and guide them in their choice of higher education. At the end of 2019, the platform's audience reached 263,261 users and 405,929 page views.

Since 2018, in order to engage the main target audience in the continuous progress of the "Jamiati" platform, the Attijariwafa bank Foundation relies on the Jamiati community which included, at the end of 2019, 450 high school and university students designated as "Jamiati" ambassadors within the various public and private institutions.

# DEVELOPING ACCESS TO EDUCATION AND PROMOTING ENTREPRENEURSHIP



## Promoting access to the Grandes Ecoles

The Attijariwafa bank Foundation created the “Grandes Ecoles for all” program to support public preparatory classes, in partnership with the Ministry of National Education in 2007. In this context, each year, the Foundation organizes “concentration weeks” for students enrolled in business and scientific preparatory classes, thereby contributing to an optimal preparation for the competitive entrance exams to the Business and Engineering schools. In 2019, 160 students benefited from this initiative, which since its launch has reached 1,739 beneficiaries.

The program also includes equipping the libraries of the 27 public preparatory class centers with software and books that are generally costly and not very affordable to all students, especially those from disadvantaged backgrounds.

In the same framework, each year the Attijariwafa bank Foundation supports the AMGE caravan, organized by the Moroccan Association of Grandes Ecoles students, as an exclusive partner since its inception in 2006. This operation, supported by the Ministry of National Education, is for students of public business and scientific preparatory classes that aim to compete in the French business and engineering schools. It aims to inform, guide and provide practical and concrete advice on how to access them.

The 13th edition of the AMGE Caravan in 2019 benefited more than 5,000 students at various public preparatory class centers in the Kingdom.

Since 2007, nearly 27,000 young people have benefited from the “Grandes Ecoles for All” preparatory class support program.

## Developing a program of excellence in the banking and financial sector

The international Banking and Financial Markets Master’s degree was developed in 2007 by the Attijariwafa bank group through its Foundation, in partnership with Banco Santander through the UCEIF Foundation, with the Hassan II University, through the Faculty of Law, Economics and Social Sciences of Ain Chock Casablanca and the University of Cantabria, resulting in a successful public-private partnership.

This Master’s degree offers students a dual Moroccan and Spanish degree from the two partner universities and is designed to train senior finance executives to meet the sector’s needs for qualified resources.

The Master’s program has now reached its 13th graduating class, which was launched in October 2019, with a total of nearly 480 students enrolled and 333 graduates to date, 34% of whom are from sub-Saharan Africa. The employability rate of the graduates is over 90%.

# DEVELOPING ACCESS TO EDUCATION AND PROMOTING ENTREPRENEURSHIPS



## Instilling an entrepreneurial spirit in youth

The support to entrepreneurship is a strategic priority for the Attijariwa bank group and especially for the Attijariwafa bank Foundation, in the wake of AL MADA holding company's societal project.

The Group is a founding member of the INJAZ Al-Maghrib association, whose mission is to stimulate the entrepreneurial spirit of young junior high, high school, and university students. It has supported the association since its creation through financial and skills sponsorship.

In 2019, the contribution of the Group's 352 employee volunteers mobilized during the 2018-2019 academic year involved 3,068 hours of entrepreneurship training provided as part of one or more programs, reaching 9,848 young beneficiaries, junior high, high school and university students in 17 cities in the Kingdom. Group employees covered 59% of the association's volunteer needs, all partners combined.

Overall since 2016, the mobilization of Attijariwafa bank group has focused on the commitment of more than 1,600 volunteer employees, who have contributed a total of 21,484 hours of training for the benefit of 36,540 young beneficiaries of INJAZ Al-Maghrib.

In addition to the bank, several subsidiaries of the Group are involved in this effort. They include Wafacash, Wafasalaf, Wafa Immobilier, Wafabail, Wafa LLD in Morocco, the Group Corporate and Investment Bank as well as the subsidiaries of the Group in Tunisia and Gabon through the NGO "Junior Achievement".

## Supporting students' civic engagement

The Attijariwafa bank Foundation supports the Moroccan and sub-Saharan students' associations of the various educational institutions and coaches the students in particular within the framework of their civic engagement.

In recent years, the Foundation sponsored actions organized by the association of African interns and students in Morocco (CESAM), the ESITH Enterprise forum, and the ISCAE students' association.

## Bridging the digital divide in public schools

As a founding member of the Al Jisr association, whose mission is to involve the private sector in education by bringing schools and companies closer together and strengthening the concept of partnership, each year the Group provides IT equipment to the association.

These donations contribute to the "Green Chip" program, which aims to limit the digital divide from a very young age, through the recycling and reuse of IT waste before it is redistributed to public schools. The association also trains young IT trainers who, in turn, share their knowledge with schoolteachers.

In 2019, a donation of 1,851 pieces of IT equipment of all types was made to the association.

# SUPPORTING SOLIDARITY INITIATIVES AND CIVIL SOCIETY ACTORS



Through its Foundation, the bank and its subsidiaries, the Group supports numerous associations involved in projects with a strong societal impact and solidarity initiatives, particularly for the benefit of underprivileged populations. There are many different types of support operations, including financial aid, donations in kind or skills sponsorship. They are aimed at creating value for the community and fall under various fields.

## A historic partnership for solidarity

The Attijariwafa bank group is a historical partner of the Mohammed V Foundation for Solidarity. As such, it is a member of its permanent support committee.

Attijariwafa bank supports the various programs implemented by the Foundation since its creation in 1999, through financial and skills sponsorship. It also contributes to various operations by bringing logistics, material and human support.

The Group also supports the national solidarity campaigns organized by the Foundation. In this respect, the entire banking network is heavily mobilized to facilitate the collection of donations from customers in branches.

In addition, the Group supports the Center for Solidarity VSEs (Centre des TPE Solidaires) launched by the Mohammed V Foundation for Solidarity in 2015, whose mission is to provide support to young project leaders.

## Community days to involve employees in civic actions

The Group encourages and values the participation of employees in civic actions, enabling them to put their ability to act to good use through several skills sponsorship and volunteer projects.

For example, the bank in Morocco has more than 1,600 employee volunteers, having allocated 21,504 hours to civic actions in 2019.

Since 2016, the Attijariwafa bank Foundation and some of the Group's subsidiaries have been organizing annual community days for the benefit of young children and students in different cities in Morocco.

In 2019, the 4th edition of community days was organized throughout the year, around a new concept called "AWB-INJAZ in a day", providing beneficiaries with the opportunity to engage in civic actions. This initiative was rolled out in 13 cities throughout the Kingdom in 2019, for the benefit of 4,720 schoolchildren, with the theme "raising young peoples' awareness to the challenges of environmental protection". It mobilized nearly 220 volunteer employees of the Group.

Attijariwafa bank Egypt has developed the "Employee Commitment Program", which enables employees to play an important role in supporting the communities where the bank operates, by offering volunteering opportunities and allowing them to share their experience.

Employees have the opportunity to participate in activities offered by the bank or to organize their own community initiatives with the bank's financial support through two programs: volunteer grants or matched fundraising.

The Attijariwafa bank Foundation organized various initiatives on the sidelines of the World Volunteer Day, on 5 December, to particularly raise the awareness of young people from the earliest age to get involved socially, as young citizens for the benefit of their community.



# SUPPORTING SOLIDARITY INITIATIVES AND CIVIL SOCIETY ACTORS



## Supporting solidarity initiatives in countries of presence

The Group's international subsidiaries support a number of associations involved in projects with a strong societal impact and solidarity initiatives, particularly for the benefit of underprivileged populations.

Most of the Group's subsidiaries took part, as they do every year, in the distribution of Iftar meals during the month of Ramadan for the benefit of underprivileged people.

Attijari bank Mauritania assisted the disaster-stricken populations in the region of Guidimakha in the southeast of Mauritania, which was hit by severe floods that caused victims and important material damages. 300 families received food kits and drinking water thanks to the bank's support.

In Tunisia, several actions have been carried out to provide assistance to the needy. The association "Thala... je ne t'oublie pas" has received financial support from the bank for the distribution of 50 baskets to needy families in the country for the month of Ramadan. A grant was also given to the association "Houmet El Joumhouria" to buy winter clothes donated to families in need.

The Société Ivoirienne de Banque once again renewed its financial support to the Abidjan Heart Institute Foundation (FICA) as a partner in the fight against cardiovascular disease. In this continuity, the Servir Foundation has benefited from the bank's assistance in the construction of a hospital dedicated to kidney failure diseases. Other solidarity actions were deployed in 2019, such as supporting orphanages, purchasing medicines, connecting rural areas to the internet, etc.

In 2019, Wafasalaf continued to financially support the Moroccan Student Foundation. In addition, a donation was made to the Maghreb Secours association, which works against inequality and poverty.

The Egyptian subsidiary is particularly committed to accessibility for people with disabilities. In 2019, Attijariwafa bank Egypt continued its partnership with the Ministry of Social Solidarity to finance a program aimed at providing better service bureaus to empower people with disabilities.

A 5-year scholarship was also awarded to a student with a disability to cover living, transportation and accommodation expenses at University, as well as adapted educational supplies.

In 2018, Attijariwafa bank Egypt had committed to the Gozour Foundation for the development of the "SALIL" project, supporting the economic empowerment of craftswomen from underprivileged communities.

The subsidiary's contribution in 2019 targeted 80 women in the governorates of Giza, Cairo and Qalyubia. They benefited from training workshops and donations of sewing machines, leather processing machines and other production supplies to enable them to expand their activities and generate income

# SUPPORTING THE DEBATE OF IDEAS INTELLECTUAL PRODUCTION



In order to strengthen dialogue with its stakeholders, especially youth, to foster open-mindedness and intellectual curiosity, the Foundation supports and organizes events and constructive debates on economic, social and societal issues.

It also supports intellectual production by organizing meetings dedicated to the presentation of new research to the general public. Besides, the Attijariwafa bank group with its subsidiaries is actively involved in national and international events as an actor which is fully dedicated to the future of the continent.

## **The monthly conference cycle “Exchanging for a better understanding”**

Having identified a real need to promote a constructive debate in order to enlighten citizens, and in particular youth, on certain complex issues that impact their daily lives and affect their future, in 2014 the Attijariwafa bank foundation set up a platform for exchanges open to all, entitled “Exchanging for a better understanding”, to discuss current economic, social and societal issues.

This platform also aims to support and disseminate intellectual production on a general level and also, the research works carried out within the Attijariwafa bank group as well as the proceedings of the conferences organized by the Foundation.

“Exchanging for a better understanding” is a monthly conference cycle organized in different cities of the Kingdom and attracts several hundred economic operators, civil society players, especially Moroccan youth, who attend to meet renowned Moroccan and foreign intellectuals and experts. These conferences aim to exchange and debate on economic, social, societal and cultural issues in Morocco.

All the exchanges conducted during the meetings of the cycle “Exchanging for a better understanding” are transcribed in conference proceedings which are available on the [www.attijariwafabank.com](http://www.attijariwafabank.com) website alongside the 2016, 2017 and 2018 Collectors.

In 2019, 11 conferences were organized, including 5 in the regions, bringing together more than 1,700 attendees.

## **“The World, Africa, Morocco: what prospects for 2019?”**

This conference brought together a high-quality panel composed of Mr. Frederic Louat, Managing Director of Riser Maghreb; Mr. Abdou Diop, Managing Partner of Mazars Audit & Conseil and Mr. El Mehdi Fakir, Economist and Senior Consultant in Strategy & Risk Management.

Under the moderation of Mr. Talal Chakir, Radio Host and Professor of Economic and Social Sciences, the speakers delivered a three-step analysis, successively, at the global, regional and national levels on the prospects for 2019.

# SUPPORTING THE DEBATE OF IDEAS AND INTELLECTUAL PRODUCTION



## “Avicenna, Islam and Modernity”

This first regional meeting of 2019 was organized at the University Ibn Tofail of Kenitra. It was an opportunity to revive the prolific work of Avicenna, to explain his modernity and thus to restore the legacy left by this philosopher and physician of the 11th century whose ideas are of great relevance today.

The panel discussion brought together four university professors who have worked on Avicenna’s work: Ms. Sanae Ghouati, Professor at the University Ibn Tofail; Mr. Mohamed Naiym and Mr. Hassan Sahli, Professors of Philosophy at the Chouaib Doukkali University of El Jadida; and Mr. Ahmed Alami, Researcher and Professor of Philosophy at the University Ibn Tofail of Kenitra.

During this fascinating debate, moderated by Mr. Abdelhak Najib, Journalist and Writer, the speakers recalled the richness of Avicenna’s career and the significant events in his life that led him to become one of the greatest figures of universal philosophy

## “School drop-outs: how to stop the scourge?”

Moderated by Ms. Sanaa El Aji, Sociologist, Journalist and Founder of the information website [www.marayana.com](http://www.marayana.com), this meeting brought together a select panel with Mr. Youssef Belqasmi, Secretary General of the Department of National Education at the Ministry of National Education and Vocational Training, of Higher Education and Scientific Research; Mr. Philippe Maalouf, Head of the Education Sector for the Maghreb for UNESCO; Ms. Rita El Kadiri, Director General in charge of Development & Partnerships of the Zakoura Foundation; Ms. Meriem Othmani, President and Founder of the association INSAF; and Ms. Mounia Benchekroun, President of the association Kane Ya Makane.

This meeting was an opportunity to discuss the issue of school drop-outs, which is a real socio-economic challenge given that it affects thousands of young people every year.

## “Can we trust artificial intelligence?”

Before an audience of more than 300 people from the worlds of business, academia and civil society, this meeting under the theme “Can we trust artificial intelligence?” placed artificial intelligence at the forefront of the debate.

To analyze this scientific theme with economic repercussions and multiple social issues, the Attijariwafa bank Foundation called upon Mr. Rachid Guerraoui, one of the greatest researchers and specialists in algorithmics in the world, professor at the Ecole Polytechnique Fédérale de Lausanne and at the Collège de France.

Presented by Mrs. Meya Zeghari, Head of Digital Transformation and SmartUp at Attijariwafa bank, Mr. Guerraoui was then able to define artificial intelligence and explain the power of algorithms as well as the advances expected in the coming years in several fields.

## “What ethical and moral values for an ever-changing Morocco?”

For the holy month of Ramadan, the Attijariwafa bank Foundation has chosen the theme “What ethical and moral values for an ever-changing Morocco? ».

This meeting was devoted to community values and the essential principles that govern our society. Moderated by Mr. Abdelhak Najib, Writer and Journalist, this edition brought together Mr. Faouzi Skali, Anthropologist and Writer; Mr. Mamoun Lahbabi, Writer, and Mr. Mohamed Chouika, Professor of Philosophy and Writer.

These three renowned intellectuals recalled the place of values and principles in our society in the light of current changes, stressing the importance of the fundamental values that make up the Moroccan identity. They also highlighted the attachment to secular values and the desire to open up to the world that has always characterized Moroccan society.

# SUPPORTING THE DEBATE OF IDEAS AND INTELLECTUAL PRODUCTION



## “Contemporary African Art: What Prospects for which markets?”

On the sidelines of the exhibition “Travel Weast” co-organized by the Attijariwafa bank Foundation and the ARKANE association, featuring the works of 33 young artists from 18 African countries, this edition was dedicated to contemporary African art.

Under the moderation of Mr. Abdelhak Najib, art critic and editorial director of VH Magazine, this meeting had two highlights. A first panel brought together Mr. Farid Zahi, Philosopher and art critic; Ms. Syham Weigant, art critic; and Ms. Meriem Berrada, Artistic Director of MACAAL (Museum of Contemporary African Art Al Maaden).

A second panel was dedicated to the testimonials of artists and cultural actors, namely Mrs. Ghitha Triki, Curator of the exhibition and Mr. Abderrahmane Ouardane, President of the ARKANE association, who initiated the “Travel Weast” exhibition, and two artists whose works are exhibited there, Mrs. Maya-Ines Touam, Plastic Photographer and Mr. René Tavares, Plastic Artist.

In the first panel, the speakers gave an overview of contemporary African art, before questioning the future of this emerging market within the continent.

In the second panel, cultural actors and artists shared their respective experiences and expressed their optimism regarding the recent interest in contemporary African art.

## “Sharing views on support measures for Moroccan VSEs”

The second regional meeting of 2019 took place on the sidelines of the inauguration of Dar Al Moukawil in Al Hoceima to exchange with local stakeholders in the province on the recommendations of the Small Business Forum, organized by the Attijariwafa bank group last February in Casablanca.

Moderated by Mr. El Mehdi Fakir, Economist and Risk Management Consultant, this conference brought together high-level speakers: Ms. Fatima Zahra Aziz, Executive Director of the Moroccan Foundation for Financial Education; Mr.

Houdaïfa Améziane, Former President of the Abdelmalek Essaâdi University of Tetouan and University Professor at the ENCG; Mr. Abdelatif Komat, Dean of the Faculty of Legal, Economic and Social Sciences of Casablanca; and Mr. Mohamed Haïtami, Chairman and CEO of Le Matin Group.

The four panelists underlined the important role of schools and universities in raising awareness and preparing young people for entrepreneurship, stressed the strategic role of VSEs in the fight against unemployment and called on young people to urgently seek training to meet the imminent need for local skills, whether in the corporate or entrepreneurial fields.

## “Youth employment: vocational training opens up to the jobs of the future”.

Under the theme “Youth employment: vocational training opens up to the jobs of the future”, this edition brought together a panel composed of Mrs. Loubna Tricha, Director General of the Office for Vocational Training and Promotion of Employment (OFPPT); Ms. Sofia Nouri, Managing Partner of N2Growth Morocco; Ms. Fatima Zahra Azzaoui, Head of the Automotive Industry Training Institute of Tangier Free Zone (IFMIA) of the Renault Group Morocco; and Mr. Hamza Debbarh, Founder of 3W Academy Morocco”.

Moderated by Ms. Houda Farrahe, Director of the International Training Academy, this meeting shed light on the new strategy of the OFPPT for vocational training and analyzed the job market, which is and will be undergoing permanent changes, in a context of digital and technological revolution.

# SUPPORTING THE DEBATE OF IDEAS AND INTELLECTUAL PRODUCTION



## “The contribution of Al Farabi to Universal Thought”

To highlight the legacy left by Al Farabi (872-950), one of the greatest figures of medieval philosophy, the Attijariwafa bank Foundation and the Faculty of Letters and Humanities of the Chouaib Doukkali University of El Jadida jointly organized a regional meeting under the theme “The contribution of Al Farabi to universal thought”. Moderated by Mr. Abdelhak Najib, journalist and writer, the panel discussion brought together four philosophy professors: Mr. Mohamed Naiym of the Chouaib Doukkali University of El Jadida; Mr. Adil Hadjami of the Mohammed V University of Rabat; Mr. Essaid Labib and Mr. Ahmed Kaza of the Chouaib Doukkali University of El Jadida. In turn, the panelists brought additional insights into the work of Al Farabi, who places man at the center of his philosophy, and stressed the universality and modernity of his approach.

## “What is the status of filmmaking in Morocco?”

### Giving a voice to young filmmakers”

Organized at the Cinémathèque of Tangier, this meeting had two highlights. The first was the screening of a short documentary film entitled “Wachmn’hal”, directed in 2015 by Salim Akki, a young director and graduate of the “Film and Audiovisual Studies” course of the Faculty of Letters and Humanities of Tetouan.

The second sequence of the evening was marked by a fascinating debate moderated by Mr. Jamal Souissi, producer and director, in the presence of Mr. Mohamed Lansari, Director of the Cinémathèque of Tangier, Mr. Salim Akki, the director of the documentary film “Wachmn’hal”, Mrs. Hind Bensari and Mr. Reda Lahmouid, both young directors and Mr. Karim Addoul, Film Critic.

This conference was an opportunity to give the floor to young filmmakers and civil society actors involved in the film industry, to share their respective backgrounds and their passion for the seventh art and to formulate recommendations to strengthen this ecosystem.

## “Entrepreneurship, a vector of job creation in the Beni Mellal-Khenifra region”.

For its last meeting of 2019, the Attijariwafa bank Foundation set course on the city of Beni Mellal and organized, in partnership with the ENCG Beni Mellal, a conference under the theme “Entrepreneurship, a vector of job creation in the Beni Mellal-Khénifra region”.

Moderated by Mr. El Mehdi Fakir, Economist and Risk Management Consultant, this meeting was organized around two panels.

The first panel brought together Mr. Mohamed Amine Bekkali, Director of the Regional Investment Center (CRI); Mr. Tariq Aboulkheir, Director of ANAPEC Beni Mellal agency and Mr. Khalid Lakhiari, Representative of the VSE market of Attijariwafa bank group.

The second panel brought together Mrs. Mouna Idrissi, Founder of the women’s cooperative “Timicha”, Mr. Rachid Snoussi, Founder of “Oumnity Entreprenre”, Mrs. Amina Majdi, Founder of the artisanal and agricultural cooperative “Khemissa Sanad”, and Mr. Mourad El Baz, Director and Founder of “Skills Campus”.

This regional meeting, which attracted more than 250 students, professors and project leaders, was an opportunity to raise awareness among the faculty and students of Sultan Moulay Slimane University on entrepreneurship and the potential for job creation and socio-economic inclusion of the region of Beni Mellal-Khenifra.

# METHODOLOGY AND INDICATORS



We publish non-financial reporting on an annual basis. Every year, an annual activity report is prepared, in addition to a CSR Report, which outlines the progress of our CSR approach.

The 2019 CSR Report is the fourth of its kind for the Attijariwafa bank group. It presents the Group's commitments and achievements in terms of social responsibility for the 2019 financial year.

## Methodology

To prepare the CSR Report, information and indicators are provided by the contributors of the various Group entities and subsidiaries at the end of the year, and then consolidated by the CSR entity at the beginning of the year.

Some indicators are based on information that is already managed and consolidated internally by the Group's support functions.

The content of the CSR Report is then validated by the various contributors and then by the Group's General Management. It is submitted to the Board of Directors for approval prior to publication. However, this Report has not been externally verified.

Since 2016, efforts have been made every year to organize and improve the information to ensure that it is in line with the regulatory requirements and voluntary standards we apply. Thus, every year, the CSR Report is enhanced with new performance indicators and contributes to improving the quality of our non-financial reporting.

## Reporting scope

The information contained in the Report concerns the consolidation scope of Attijariwafa bank, hence the Group as a whole.

Some indicators are only available for Morocco. Thus, the scope for each data is systematically indicated.

As part of a continuous improvement approach, the subsidiaries in Morocco and abroad are gradually integrated into the scope of the environmental, social and governance indicators that are reported.

## Reporting period

The reporting period is based on the calendar year (1 January – 31 December 2019) to ensure consistency with the Group's financial year and with current reporting within the company.

In the event that certain data relate to a reporting period other than the calendar year, such information is specified in the report itself.

No major changes occurred during the period.

## Reference frameworks

Attijariwafa bank group is subjected to the AMMC circular n° 03/19 of 20 February 2019 on financial operations and information. This circular applies to companies listed on the Casablanca Stock Exchange and making public offerings starting from 2020.

This circular makes the yearly publication of an ESG (Environment, Social and Governance) Report mandatory, at the latest 4 months after the end of the financial year. This new requirement is therefore taken into account in the context of this report.

On a voluntary basis, we are guided by the principles of the Global Reporting Initiative (GRI), in Essential Compliance. The GRI guidelines are now considered to be the most widely used and recognized reporting framework worldwide.

In addition, we also take into account the United Nations' Sustainable Development Goals (SDGs) in this Report.



# METHODOLOGY AND INDICATORS



## GRI STANDARDS INDEX

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102.15	Description of the main impacts, risks and opportunities	Our CSR approach	17-23	

# METHODOLOGY AND INDICATORS



GRI CODE	INDICATOR	CHAPTER	PAGE NO.	COMMENTS
<b>ETHICS AND INTEGRITY</b>				
102.16	Values, principles, standards and rules of conduct of the organization	Ensuring integrity, fairness and transparency at all organizational levels	10 , 48	
102.17	Guidance and management mechanisms for concerns regarding ethical issues	Ensuring integrity, fairness and transparency at all organizational levels	48-49	
<b>GOVERNANCE</b>				
102.18	Governance structure of the organization, including committees of the highest governance body	Governance	12-16	
102.21	Process for consultation between stakeholders and the highest governance body on economic, environmental and social topics	Our CSR approach	21	
102.22	Composition of the highest governance body and its committees	Governance	12 , 14	
102.23	Whether the Chair of the highest governance body is also an executive officer in the organization	Governance	14	
102.24	Nomination and selection process for the highest governance body	Governance	12	
102.25	Prevention of conflicts of interest at the level of the highest governance body	Governance	12	
102.26	Role of the highest governance body in setting goals, values, and strategy	Governance	12	
102.27	Development and improvement of the collective knowledge of the highest governance body on economic, environmental and social issues	Governance	13	
102.28	Performance review of the highest governance body	Governance	13	
102.29	Role of the highest governance body in the identification and management of economic, environmental and social impacts	Our CSR approach	20	
102.30	Effectiveness of risk management procedures	Ensuring integrity, fairness and transparency at all organizational levels	48-49	
102.31	Consideration of economic, environmental and social issues by the highest governance body	Our CSR approach	20	

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GRI CODE	INDICATOR	CHAPTER	PAGE NO.	COMMENTS
102.32	Role of the highest governance body in reporting on sustainable development	Our CSR approach	20	
102.33	Disclosure of major concerns to the highest governance body	Ensuring integrity, fairness and transparency at all organizational levels	48	
102.35	Remuneration policies of the highest governance body and senior management	Governance	13	
102.36	Remuneration Determination Process	Governance	13	
<b>STAKEHOLDER INVOLVEMENT</b>				
102.40	List of stakeholder groups with whom the organization has engaged in dialogue	Our CSR approach	22	
102.41	Percentage of all employees covered by a collective agreement	Improving the living environment of our employees	59	
102.42	Criteria for the identification and selection of stakeholders with whom to establish dialogue	Our CSR approach	22	
102.43	Organization's approach to stakeholder engagement, including frequency of dialogue by type and group of stakeholders	Our CSR approach	22	
102.44	Key themes and concerns raised in the stakeholder engagement dialogue and the way in which the organization has responded, in particular for its reporting	Our CSR approach	21-22	
<b>REPORTING PRACTICES</b>				
102.45	Entities included in the consolidated financial statements	Methodology and indicators	79	
102.46	Definition of the content of the report and the scope of the issue	Methodology and indicators	79	
102.47	Relevant issues identified during the process of defining report content	Our CSR approach	21	
102.48	Reaffirmation of information	Methodology and indicators	79	
102.49	Reporting changes	Methodology and indicators	79	
102.50	Reporting period corresponding to the information provided	Methodology and indicators	79	
102.51	Date of most recent report	Methodology and indicators	79	Rapport RSE 2018
102.52	Reporting cycle	Methodology and indicators	79	

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GRI CODE	INDICATOR	CHAPTER	PAGE NO.	COMMENTS
102.53	Focal point for questions relating to the report	Contact	87	
102.54	GRI-compliant reporting statements	Methodology and indicators	79	
102.55	GRI Content Index	Methodology and indicators	80-86	
102.56	External Audit	Methodology and indicators		No external audit
<b>MANAGERIAL APPROACH</b>				
103.1	Explanation of the relevant issue and its scope	Our CSR approach	17-23	
103.2	The management approach and its components	Entire report	17-23	
103.3	Evolution of the management approach	Chapter headings	17 , 24 , 39 , 47 , 63	
<b>SPECIFIC ITEMS RELATED TO MATERIAL ISSUES</b>				
<b>ECONOMIC PERFORMANCE</b>				
201.1	Direct economic value generated and distributed	Providing universal access to banking and financial services Promoting territorial development	11 , 25-35	
201.2	Financial implications and other risks and opportunities due to climate change	Supporting green growth	44-46	
201.3	Defined benefit and other pension plan obligations	Improving the living environment of our employees	53	
<b>INDIRECT ECONOMIC IMPACTS</b>				
203.1	Investments in infrastructure and sponsorship	Engaging with communities and civil society	63-78	
203.2	Significant indirect economic impacts	Providing universal access to banking and financial services	25-35 , 60-62	
<b>PURCHASING PRACTICES</b>				
204.1	Share of spending with local suppliers	Responsible purchasing	61	

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GRI CODE	INDICATOR	CHAPTER	PAGE NO.	COMMENTS
<b>ANTI-CORRUPTION</b>				
205.2	Communication and training on anti-corruption policies and procedures	Ensuring integrity, fairness and transparency at all organizational levels	49	
<b>ANTICOMPETITIVE BEHAVIOR</b>				
206.1	Total number of legal proceedings for anti-competitive behavior, antitrust and monopolistic practices and their outcomes			
<b>ENERGY</b>				
302.1	Direct energy consumption	Reducing the Group's environmental impact	40	
302.4	Reduction of energy consumption	Reducing the Group's environmental impact	40	
<b>EFFLUENTS AND WASTE</b>				
306.2	Total weight of waste by type and treatment method	Reducing the Group's environmental impact	41-42	
<b>ENVIRONMENTAL ASSESSMENT OF SUPPLIERS</b>				
308.2	Substantial actual and potential negative environmental impacts in the supply chain and measures taken	Responsible purchasing	60	
<b>EMPLOYMENT</b>				
401.1	Total number and percentage of new employees hired and turnover rate by age group, gender and geographical area	Improving the living environment of our employees	58-59	
401.2	Benefits granted to full-time employees and not to temporary or part-time employees, broken down by main operating sites	Improving the living environment of our employees	53-55	
401.3	Parental Leave	Improving the living environment of our employees	59	

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GRI CODE	INDICATOR	CHAPTER	PAGE NO.	COMMENTS
<b>HEALTH AND SAFETY AT WORK</b>				
403.2	Rates and types of occupational accidents, occupational diseases, absenteeism, proportion of working days lost and total number of work-related deaths, by geographical area and gender	Improving the living environment of our employees	59	
<b>TRAINING AND EDUCATION</b>				
404.1	Average number of training hours per year, broken down by employee	Improving the living environment of our employees	59	
404.2	Skills development and lifelong learning programs designed to ensure the employability of employees and help them manage their retirement.	Improving the living environment of our employees	56-57	
404.3	Percentage of employees benefiting from periodic performance and career development reviews	Improving the living environment of our employees	59	
<b>EQUAL OPPORTUNITIES AND DIVERSITY</b>				
405.1	Diversity of governance bodies and employees	Governance Improving the living environment of our employees	14	
<b>SOCIAL ASSESSMENT OF SUPPLIERS</b>				
414.2	Substantial actual and potential negative impacts on society in the supply chain and measures implemented	Responsible purchasing	51-52	
<b>CUSTOMER DATA CONFIDENTIALITY</b>				
418.1	Substantiated claims of breaches of customer confidentiality and loss of customer data			Attijariwafa bank has not been involved in founded claims related to breaches of confidentiality of customer data and loss of customer data in 2019.
<b>SOCIO-ECONOMIC COMPLIANCE</b>				
419.1	Non-compliance with social and economic legislation and regulations			Attijariwafa bank was not in breach of legislation and social and economic regulations in 2019.



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GRI CODE	INDICATOR	CHAPTER	PAGE NO.	COMMENTS
<b>FINANCIAL SECTOR SUPPLEMENT</b>				
<b>FS1</b>	Policies with specific environmental and social components applied to lines of business.	Supporting green growth	17-23 , 25-35 , 44-46	
<b>FS2</b>	Procedures for assessing and identifying environmental and social risks in lines of business.	Supporting green growth	46	
<b>FS3</b>	Process for monitoring implementation of and compliance with environmental and social requirements reflected in agreements or transactions with customers.	Supporting green growth	46	
<b>FS4</b>	Process of improving staff skills regarding environmental and social policies applied to lines of business.	Supporting green growth	46	
<b>FS5</b>	Commitments and dialogue with customers/owned entities/ business partners on environmental and social risks and opportunities.	Supporting green growth	46	
<b>FS7</b>	Monetary value of products and services designed to generate a social benefit by line of business and broken down by purpose.	Providing universal access to banking and financial services	25-32	
<b>FS8</b>	Monetary value of products and services designed to generate an environmental benefit by line of business broken down by purpose.	Supporting green growth	44-45	
<b>FS14</b>	Initiatives to improve access to financial services for disadvantaged people	Providing universal access to banking and financial services	25-26	
<b>FS16</b>	Initiatives to improve understanding of financial basics, by type of beneficiary	Providing universal access to banking and financial services	26	

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